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NATIONAL SURVEY
OF
COUNSELING CENTER DIRECTORS
2003

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SERIES NUMBER 8 M

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IACS MONOGRAPH SERIES

The publisher of this monograph is the International Association of Counseling Services (IACS).

As the accrediting agency for counseling centers in a wide variety of settings, the primary objective for the Association is the maintenance of quality service delivery. The basic purposes of the Association are to encourage and aid counseling centers and agencies to meet high professional standards, to inform the public about those that are competent and reliable, and to foster communication among the centers and agencies.

Titles in The Professional Series are selected to meet the needs of IACS members.
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Overview

The National Survey of Counseling Center Directors has been conducted since 1981 and includes data provided by the administrative heads of college and university counseling centers in the United States and Canada. It began as a project of the Urban Task Force of the Association of University College Counseling Center Directors, and is now a joint endeavor of AUCCCD and the International Association of Counseling Services.

The survey attempts to stay abreast of current trends in counseling centers and to provide counseling center directors with ready access to the opinions and solutions of colleagues to problems and challenges in the field. The areas addressed cover a range of concerns including budget trends, current concerns, innovative programming, and a number of other administrative, ethical and clinical issues.

Responses to certain items are coded, allowing opportunity for directors to contact colleagues for further information on programs or initiatives that they have undertaken. A directory of all participants is provided to assist with these networking opportunities.

The 2003 survey includes data provided by directors from 333 counseling centers, representing institutions from 47 states, Washington D.C., and 4 provinces.
2003 Survey Highlights (N = 333)

- More complete data by institutional size are provided with the survey summary data. See appendices A, B, & C for salary data, D for income strategies, and E for ethical dilemmas.
- 10.2% of centers charge for personal counseling. This is down from a peak of 17.2% in 1996. See items 1 & 2 and appendix D for more information on income generation.
- 66.7% had increases in salary budget, down 17% from 2001. 19.5% reported increases in "other costs" budget, down 12.1% from 2002 and 16.1% from 2001. (Item 4)
- 23.6% gained new professional positions. This was up 6.2% from 2002 but 11.2% of centers lost professional positions, which is a 9.7% increase. This may be due to budget crises in some states such as California. (Items 5 & 6)
- Types of paid benefits for staff are reported. (Item 7)
- 7.5% of centers allow staff a half day off for private consultation. (Item 8)
- 31.5% would deny services to a borderline client who won't accept an outside referral. 21.6% have written policies, but only 7.2% are approved by legal counsel. (Items 9 & 10)
- 16.8% report career counseling is done primarily in counseling center, down from 23% in 1999 and 39% in 1991. See items 11-19 for further information on this.
- The ratio of mental health professionals to students is 1 to 1,564; smaller schools have much smaller ratios. (Items 19-20)
- 5 centers reported suits against them last year. Suits are described (Item 21)
- 81.4% of directors report that they are seeing more students with serious psychological problems than they were 5 years ago. (Item 38). Directors also indicated that this increase is the #1 service provision concern (77.2%) and the #1 administrative concern (49.5%) of their centers. (Items 23 & 24)
- Directors report that 40.7% of their clients have severe psychological problems; 6.9% have impairment so serious that they cannot remain in school or can only do so with extensive psychological/psychiatric help. 33.8% of clients experience severe problems but can be treated successfully with available treatment modalities. (Item 37)
- 73% of directors partially or strongly agree that a major reason for the increase in clients with serious problems is that many children seem to be skipping latency. They are getting exposed too early to sex, alcohol usage, etc. Other reasons noted included more alcohol abuse in adolescence, increased family dysfunction and the greater availability of psychiatric medication. (Item 36)
- An average of 9.8% of students on campuses sought counseling assistance. Some schools, however, see up to 40% of the student body. (Item 28)
- 54.9% of schools offer psychiatric services on campus and provide 4.1 consultation hours per 1,000 students, up from 1.3 in 2001. (Items 29-31)
- On average, 12.2% of center clients receive a psychiatric evaluation. 20% take psychiatric medication, up from 17% in 2,000 and 9% in 1994. (Items 34 & 35)
• 374 cases of obsessive pursuit were reported, with 76 students injured and 10 students killed by their pursuer. (Items 39-41)

• 2,136 students were hospitalized for psychological reasons (Item 42)

• 43.5% of directors would notify administration if a family dependent student were hospitalized; 32.4% would notify parents. (Item 43)

• 53.5% of centers have guidelines for notifying parents about high-risk students. (Item 44)

• 12.6% of centers allow staff to transport students to hospital in an emergency. 39.6% allow counselors to accompany a client if someone else does the transporting. In 27.3% of the centers, treating counselors may visit the student in the hospital. (Items 45-47)

• 28.2% of centers remain open one or more evenings a week. No centers report being open on weekends. (Item 48)

• See items 49-50 for views on when it might be appropriate for a counselor to refer a client to him/herself or to a colleague in private practice.

• Directors reported 160 student suicides in the past year. 31 of these were current or former counseling center clients. (Items 51 & 52)

• 38.4% of centers accept mandated referrals for both assessment and counseling; 49.8% accept them for assessment only, see items 54-59 for additional information on this issue.

• 87% of counseling hours are devoted to personal counseling, 7% to career counseling and 6% to academic counseling. The increase in personal counseling and decrease in career counseling has been a steady trend for many years. (Item 60)

• 60.9% of a centers time is devoted to direct service. 55% of centers have a direct service expectation for counselors, which, averages 24 hours per week. (Items 61-62)

• Center definitions of "Outreach" are provided. (Item 64)

• 40.5% of centers participated in depression screening days. 12,999 students were screened and 5,199 were referred for counseling. (Items 65-66)

• 17.7% of centers participated in anxiety screening days. 3,245 students were screened and 600 were referred for counseling. (Items 67-68)

• When asked on evaluation forms, 46% of clients report that counseling helped them to remain in school and 61% claim that it helped their academic performance. (Items 69-70)

• When center clients are considered a suicidal risk, but not so much so that an involuntary hospitalization is required, centers are obliged to notify: no one (38.2%), university officials (28.2%), family (22.5%), others (11.1%). (Item 71)

• Only 7.2% of centers have a designated crisis counselor or crisis coordinator. (Item 72)

• 63.1% of directors believe that credit card debt is a serious problem for students. 27.6% believe it is an increasing problem and only 9.3% believe that their schools get financial benefit by allowing the marketing of credit cards on campus. (Items 73-75)

• Information on how supervision is provided for unlicensed or uncertified counselors is provided. (Item 76)
NOTE ON INTERPRETING THIS SUMMARY: There is missing data for nearly every question in this year's survey, most Directors skip a question or two. The result is that percentages may not add up to 100 for some questions. Please assume that the differences indicate missing data, or "no response" to a question. Numbers correspond to questions on survey, those that have been omitted are highlighted in comments. Thank you!

DEMOGRAPHIC INFORMATION

<table>
<thead>
<tr>
<th>Director's Gender</th>
<th>Director's Racial/Ethnic Identification</th>
<th>Staff Members Gender/Orientation</th>
<th>Staff Members Ethnicity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male 167 (50.2%)</td>
<td>Male 350 (32%)</td>
<td>African American 81 (7.5%)</td>
<td></td>
</tr>
<tr>
<td>Female 163 (48.9%)</td>
<td>Female 739 (68%)</td>
<td>Asian American 34 (3.2%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hispanic American 7 (2.1%)</td>
<td>Hispanic American 38 (3.5%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Native American 0 (0.0%)</td>
<td>Native American 5 (0.5%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>White/Caucasian 302 (90.2%)</td>
<td>White Caucasian 906 (84.0%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other 2 (0.6%)</td>
<td>Other 15 (1.4%)</td>
<td></td>
</tr>
</tbody>
</table>

School Size

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
<th>Annual Income generated</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(Average value, range)</td>
</tr>
<tr>
<td>1. Centers that charge fees for the following services:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>($32,662, 200-150K)</td>
</tr>
<tr>
<td>a) Personal counseling to students</td>
<td>2 (2.1%)</td>
<td>2 (2.3%)</td>
<td>8 (12.3%)</td>
<td>22 (25.9%)</td>
<td>34 (10.2%)</td>
<td></td>
<td>($1,033, 100-2K)</td>
</tr>
<tr>
<td>b) Career counseling to students</td>
<td>2 (2.1%)</td>
<td>0 (0.0%)</td>
<td>1 (1.5%)</td>
<td>7 (8.2%)</td>
<td>10 (3.0%)</td>
<td></td>
<td>($2,120, 20-12K)</td>
</tr>
<tr>
<td>c) Career testing to students</td>
<td>5 (5.2%)</td>
<td>3 (3.4%)</td>
<td>10 (15.4%)</td>
<td>27 (31.8%)</td>
<td>45 (13.5%)</td>
<td></td>
<td>($3,416, 25-12K)</td>
</tr>
<tr>
<td>d) Psychological assessment of students</td>
<td>4 (4.2%)</td>
<td>3 (3.4%)</td>
<td>17 (26.2%)</td>
<td>18 (21.2%)</td>
<td>42 (12.6%)</td>
<td></td>
<td>($4,439, 100-23K)</td>
</tr>
<tr>
<td>e) Psych/career service to non-students</td>
<td>5 (5.2%)</td>
<td>6 (6.9%)</td>
<td>5 (7.7%)</td>
<td>13 (15.3%)</td>
<td>29 (8.7%)</td>
<td></td>
<td>($4,950, 200-65K)</td>
</tr>
<tr>
<td>f) Teaching (Salary comes back to Center)</td>
<td>1 (1.0%)</td>
<td>2 (2.3%)</td>
<td>9 (7.7%)</td>
<td>14 (16.5%)</td>
<td>22 (6.6%)</td>
<td></td>
<td>($6,550, 200-20K)</td>
</tr>
<tr>
<td>g) Consultation</td>
<td>2 (2.1%)</td>
<td>2 (2.3%)</td>
<td>5 (7.7%)</td>
<td>9 (10.6%)</td>
<td>18 (5.4%)</td>
<td></td>
<td>($2,150, 150-8K)</td>
</tr>
<tr>
<td>h) Workshops</td>
<td>1 (1.0%)</td>
<td>1 (1.1%)</td>
<td>6 (9.2%)</td>
<td>14 (16.5%)</td>
<td>22 (6.6%)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Centers supported by a mandatory fee

|                      |                    |                      |                       |                    |              |          | ($2,150, 150-8K)       |
| a) Fully | 14 (14.6%) | 5 (5.7%) | 9 (13.8%) | 14 (16.5%) | 42 (12.6%) |          | ($2,150, 150-8K)       |
| b) Partially | 13 (13.5%) | 23 (26.4%) | 17 (26.2%) | 21 (24.7%) | 74 (22.2%) |          | ($2,150, 150-8K)       |
3. Centers taking innovative action to earn income:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensing Fee</td>
<td>2,500 – 7,500 (n=65)</td>
<td>12 (13.8%)</td>
<td>23 (35.4%)</td>
<td>28 (32.9%)</td>
<td>68 (20.4%)</td>
<td>See Appendix C.</td>
</tr>
<tr>
<td>Under 2,500 (n=96)</td>
<td>2 (2.1%)</td>
<td>3 (3.4%)</td>
<td>4 (6.2%)</td>
<td>6 (7.1%)</td>
<td>15 (4.5%)</td>
<td>Centers where salaries</td>
</tr>
<tr>
<td>2,500 – 7,500 (n=87)</td>
<td>22 (22.9%)</td>
<td>22 (25.3%)</td>
<td>15 (23.1%)</td>
<td>30 (35.3%)</td>
<td>89 (26.7%)</td>
<td>stayed the same up</td>
</tr>
<tr>
<td>7,500 – 15,000 (n=65)</td>
<td>56 (58.3%)</td>
<td>51 (58.6%)</td>
<td>38 (55.4%)</td>
<td>40 (47.1%)</td>
<td>183 (55.0%)</td>
<td>7.6%</td>
</tr>
<tr>
<td>Over 15,000 (n=85)</td>
<td>11 (11.5%)</td>
<td>9 (10.3%)</td>
<td>7 (10.8%)</td>
<td>6 (7.1%)</td>
<td>33 (9.9%)</td>
<td></td>
</tr>
<tr>
<td>Total (n=333)</td>
<td>3 (3.1%)</td>
<td>1 (1.1%)</td>
<td>0 (0.0%)</td>
<td>2 (2.4%)</td>
<td>6 (1.6%)</td>
<td></td>
</tr>
</tbody>
</table>

4. How the budget fared in the last year:

**A. Salaries**

a) Decreased
   - Under 2,500 (n=96): 2 (2.1%)
   - 2,500 – 7,500 (n=87): 3 (3.4%)
   - 7,500 – 15,000 (n=65): 4 (6.2%)
   - Over 15,000 (n=85): 6 (7.1%)
   - Total (n=333): 15 (4.5%)

b) Stayed the same
   - Under 2,500 (n=96): 22 (22.9%)
   - 2,500 – 7,500 (n=87): 22 (25.3%)
   - 7,500 – 15,000 (n=65): 15 (23.1%)
   - Over 15,000 (n=85): 30 (35.3%)
   - Total (n=333): 89 (26.7%)

**B. Other Cost Budget**

a) Increased
   - Under 2,500 (n=96): 14 (14.6%)
   - 2,500 – 7,500 (n=87): 17 (19.5%)
   - 7,500 – 15,000 (n=65): 13 (20.0%)
   - Over 15,000 (n=85): 21 (24.7%)
   - Total (n=333): 65 (19.5%)

b) Remained the same
   - Under 2,500 (n=96): 55 (57.3%)
   - 2,500 – 7,500 (n=87): 41 (47.1%)
   - 7,500 – 15,000 (n=65): 28 (43.1%)
   - Over 15,000 (n=85): 41 (48.5%)
   - Total (n=333): 165 (49.5%)

C. Average percent of budget assigned to "other costs":

- Under 2,500 (n=96): 5.3%
- 2,500 – 7,500 (n=87): 19.7%
- 7,500 – 15,000 (n=65): 12.6%
- Over 15,000 (n=85): 11.7%
- Total (n=333): 8.5%

5. Centers that have gained new staff positions in the past year:

a) Professional
   - Under 2,500 (n=96): 13 (13.8%)
   - 2,500 – 7,500 (n=87): 19 (22.6%)
   - 7,500 – 15,000 (n=65): 15 (25.0%)
   - Over 15,000 (n=85): 29 (34.5%)
   - Total (n=333): 76 (23.6%)

b) Clerical
   - Under 2,500 (n=96): 7 (7.7%)
   - 2,500 – 7,500 (n=87): 5 (6.3%)
   - 7,500 – 15,000 (n=65): 4 (7.0%)
   - Over 15,000 (n=85): 10 (12.5%)
   - Total (n=333): 26 (8.4%)

C. Graduate Student Assistant
   - Under 2,500 (n=96): 17 (18.7%)
   - 2,500 – 7,500 (n=87): 13 (16.5%)
   - 7,500 – 15,000 (n=65): 4 (7.0%)
   - Over 15,000 (n=85): 6 (7.7%)
   - Total (n=333): 40 (13.1%)

6. Centers that have lost staff positions

a) Professional
   - Under 2,500 (n=96): 6 (6.4%)
   - 2,500 – 7,500 (n=87): 7 (8.5%)
   - 7,500 – 15,000 (n=65): 6 (10.0%)
   - Over 15,000 (n=85): 17 (21.3%)
   - Total (n=333): 36 (11.4%)

b) Clerical
   - Under 2,500 (n=96): 3 (3.3%)
   - 2,500 – 7,500 (n=87): 4 (4.9%)
   - 7,500 – 15,000 (n=65): 3 (5.1%)
   - Over 15,000 (n=85): 6 (7.7%)
   - Total (n=333): 16 (5.2%)

C. Graduate Student Assistant
   - Under 2,500 (n=96): 4 (4.3%)
   - 2,500 – 7,500 (n=87): 4 (4.9%)
   - 7,500 – 15,000 (n=65): 3 (5.2%)
   - Over 15,000 (n=85): 4 (5.1%)
   - Total (n=333): 15 (4.8%)

6. Intern (full time)
   - Under 2,500 (n=96): 5 (5.7%)
   - 2,500 – 7,500 (n=87): 2 (2.6%)
   - 7,500 – 15,000 (n=65): 6 (10.3%)
   - Over 15,000 (n=85): 7 (9.0%)
   - Total (n=333): 20 (6.7%)

7. Paid benefits available for Center staff and interns:

<table>
<thead>
<tr>
<th>(Total data only)</th>
<th>Professional</th>
<th>Dues</th>
<th>Licensing Fee</th>
<th>Malpractice Insurance</th>
<th>Conference Expenses</th>
<th>Conference Money available per person (average and range)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>171 (51.4%)</td>
<td>102 (30.6%)</td>
<td>122 (36.6%)</td>
<td>304 (91.3%)</td>
<td>($1351, 100-5K)</td>
<td></td>
</tr>
<tr>
<td>Training Director</td>
<td>32 (9.6%)</td>
<td>22 (6.6%)</td>
<td>34 (10.2%)</td>
<td>102 (30.6%)</td>
<td>($1122, 100-3K)</td>
<td></td>
</tr>
<tr>
<td>Assistant Director</td>
<td>48 (14.4%)</td>
<td>31 (9.3%)</td>
<td>39 (11.7%)</td>
<td>113 (33.9%)</td>
<td>($1044,100-3K)</td>
<td></td>
</tr>
<tr>
<td>Professional Staff</td>
<td>85 (25.5%)</td>
<td>56 (16.8%)</td>
<td>87 (26.1%)</td>
<td>241 (72.4%)</td>
<td>($729, 100-3K)</td>
<td></td>
</tr>
<tr>
<td>Pre-Doctoral Intern</td>
<td>4 (1.2%)</td>
<td>1 (0.3%)</td>
<td>24 (7.2%)</td>
<td>62 (18.6%)</td>
<td>($270, 25-2K)</td>
<td></td>
</tr>
<tr>
<td>Post-Doctoral Interns</td>
<td>1 (0.3%)</td>
<td>0 (0.0%)</td>
<td>11 (3.3%)</td>
<td>21 (6.3%)</td>
<td>($327, 100-1K)</td>
<td></td>
</tr>
</tbody>
</table>

See Appendix C.
## School Size

<table>
<thead>
<tr>
<th></th>
<th>Under 2,500</th>
<th>2,500 – 7,500</th>
<th>7,500 – 15,000</th>
<th>Over 15,000</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(n=96)</td>
<td>(n=87)</td>
<td>(n=65)</td>
<td>(n=85)</td>
<td>(n=333)</td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>8. Counselors given time off each week for consultation:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Yes, half day</td>
<td>3 (3.1%)</td>
<td>6 (5%)</td>
<td>5 (7.7%)</td>
<td>7 (8.2%)</td>
<td>21 (6.3%)</td>
</tr>
<tr>
<td>b) Yes, full day</td>
<td>0 (0%)</td>
<td>2 (2.3%)</td>
<td>0 (0%)</td>
<td>2 (2.4%)</td>
<td>4 (1.2%)</td>
</tr>
<tr>
<td>c) Yes, other</td>
<td>14 (14.8%)</td>
<td>17 (19.5%)</td>
<td>6 (9.2%)</td>
<td>8 (9.4%)</td>
<td>45 (13.5%)</td>
</tr>
<tr>
<td><strong>9. a) Centers that would deny services to a borderline client who refuses to accept an outside referral.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Centers that have written policy to cover such cases</td>
<td>26 (27.1%)</td>
<td>26 (29.9%)</td>
<td>23 (35.4%)</td>
<td>30 (35.3%)</td>
<td>105 (31.5%)</td>
</tr>
<tr>
<td><strong>10. Centers where policy is approved by legal counsel:</strong></td>
<td>7 (7.3%)</td>
<td>2 (2.3%)</td>
<td>6 (9.2%)</td>
<td>9 (10.6%)</td>
<td>24 (7.2%)</td>
</tr>
<tr>
<td><strong>11. Career counseling taking place:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Primarily in the Counseling Center</td>
<td>17 (17.1%)</td>
<td>11 (12.6%)</td>
<td>11 (16.9%)</td>
<td>17 (20.0%)</td>
<td>56 (16.8%)</td>
</tr>
<tr>
<td>b) Primarily in a separate career development or placement office</td>
<td>72 (75.0%)</td>
<td>67 (77.0%)</td>
<td>46 (70.8%)</td>
<td>49 (57.6%)</td>
<td>234 (70.3%)</td>
</tr>
<tr>
<td>c) Shared equally between a and b</td>
<td>2 (2.1%)</td>
<td>7 (8.0%)</td>
<td>7 (10.8%)</td>
<td>14 (16.5%)</td>
<td>30 (9.0%)</td>
</tr>
<tr>
<td>d) Other</td>
<td>3 (3.1%)</td>
<td>1 (1.1%)</td>
<td>0 (0%)</td>
<td>5 (5.9%)</td>
<td>9 (2.7%)</td>
</tr>
<tr>
<td><strong>12. Over the last 10 years, the primary responsibility for career counseling has been moved:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Out of the counseling center</td>
<td>14 (14.6%)</td>
<td>20 (23.0%)</td>
<td>6 (9.2%)</td>
<td>22 (25.9%)</td>
<td>62 (18.6%)</td>
</tr>
<tr>
<td>b) Into the counseling center</td>
<td>7 (7.3%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
<td>7 (2.1%)</td>
</tr>
<tr>
<td>c) No change has occurred</td>
<td>72 (75.0%)</td>
<td>66 (78.9%)</td>
<td>57 (87.7%)</td>
<td>61 (71.8%)</td>
<td>256 (76.9%)</td>
</tr>
<tr>
<td><strong>13. Believe career counseling services best provided by counseling center professionals:</strong></td>
<td>21 (21.9%)</td>
<td>16 (18.4%)</td>
<td>25 (38.5%)</td>
<td>42 (49.4%)</td>
<td>104 (31.2%)</td>
</tr>
<tr>
<td><strong>14. Staff's feeling about career counseling:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) They prefer to do career counseling more than personal counseling</td>
<td>1 (1.0%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
<td>1 (0.3%)</td>
</tr>
<tr>
<td>b) They enjoy career and personal counseling equally</td>
<td>9 (9.4%)</td>
<td>6 (6.9%)</td>
<td>7 (10.8%)</td>
<td>11 (12.9%)</td>
<td>33 (9.9%)</td>
</tr>
<tr>
<td>c) They have a strong preference for personal counseling but see the value in carrying some career counseling cases</td>
<td>38 (39.6%)</td>
<td>40 (46.0%)</td>
<td>35 (53.8%)</td>
<td>48 (56.5%)</td>
<td>161 (48.3%)</td>
</tr>
<tr>
<td>d) They would prefer not to do any career counseling</td>
<td>41 (42.7%)</td>
<td>39 (44.8%)</td>
<td>21 (32.3%)</td>
<td>24 (28.2%)</td>
<td>125 (37.5%)</td>
</tr>
<tr>
<td>School Size</td>
<td>Under 2,500 (n=96)</td>
<td>2,500 - 7,500 (n=87)</td>
<td>7,500 - 15,000 (n=65)</td>
<td>Over 15,000 (n=85)</td>
<td>Total (n=333)</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------</td>
<td>----------------------</td>
<td>----------------------</td>
<td>------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>15. Staff interest in doing career counseling out of the counseling center:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) High interest</td>
<td>5 (5.2%)</td>
<td>5 (5.7%)</td>
<td>3 (4.6%)</td>
<td>2 (2.4%)</td>
<td>15 (4.5%)</td>
</tr>
<tr>
<td>b) Moderate interest</td>
<td>12 (12.5%)</td>
<td>8 (9.2%)</td>
<td>9 (13.8%)</td>
<td>21 (24.7%)</td>
<td>50 (15.0%)</td>
</tr>
<tr>
<td>c) Low interest</td>
<td>71 (74.0%)</td>
<td>71 (81.6%)</td>
<td>50 (76.9%)</td>
<td>61 (71.8%)</td>
<td>253 (76.0%)</td>
</tr>
<tr>
<td>16. Interest of new professionals in doing career counseling:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) High interest</td>
<td>2 (2.1%)</td>
<td>3 (3.4%)</td>
<td>3 (4.6%)</td>
<td>5 (5.9%)</td>
<td>13 (3.9%)</td>
</tr>
<tr>
<td>b) Moderate interest</td>
<td>13 (13.5%)</td>
<td>10 (11.5%)</td>
<td>17 (26.2%)</td>
<td>30 (35.3%)</td>
<td>70 (21.0%)</td>
</tr>
<tr>
<td>c) Low interest</td>
<td>58 (60.4%)</td>
<td>64 (73.6%)</td>
<td>39 (60.0%)</td>
<td>48 (56.5%)</td>
<td>208 (62.8%)</td>
</tr>
<tr>
<td>17 How well trained are new professionals in your center in doing career counseling:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Well trained</td>
<td>4 (4.2%)</td>
<td>5 (5.7%)</td>
<td>6 (9.2%)</td>
<td>13 (15.3%)</td>
<td>28 (8.4%)</td>
</tr>
<tr>
<td>b) Moderate amount of training</td>
<td>24 (25.0%)</td>
<td>23 (26.4%)</td>
<td>27 (41.5%)</td>
<td>35 (41.2%)</td>
<td>109 (32.7%)</td>
</tr>
<tr>
<td>c) Little or no training in this area</td>
<td>44 (45.8%)</td>
<td>47 (54.0%)</td>
<td>24 (36.9%)</td>
<td>36 (42.4%)</td>
<td>151 (45.3%)</td>
</tr>
<tr>
<td>18. Assuming that responsibility for career services on your campus are shared between the counseling center and another office, which services do you think should be done primarily by the counseling center?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Self-exploration or developmental counseling</td>
<td>74 (77.1%)</td>
<td>71 (81.6%)</td>
<td>56 (86.2%)</td>
<td>72 (84.7%)</td>
<td>273 (82.0%)</td>
</tr>
<tr>
<td>b) Assistance in information gathering</td>
<td>18 (18.8%)</td>
<td>11 (12.6%)</td>
<td>8 (12.3%)</td>
<td>18 (21.2%)</td>
<td>55 (16.5%)</td>
</tr>
<tr>
<td>c) Interpretation of career tests or inventories</td>
<td>33 (34.4%)</td>
<td>26 (29.9%)</td>
<td>34 (52.3%)</td>
<td>52 (61.2%)</td>
<td>145 (43.5%)</td>
</tr>
<tr>
<td>d) Career guidance via computer</td>
<td>6 (6.3%)</td>
<td>3 (3.4%)</td>
<td>9 (13.8%)</td>
<td>13 (15.3%)</td>
<td>31 (9.3%)</td>
</tr>
<tr>
<td>e) Career exploration groups</td>
<td>13 (13.5%)</td>
<td>10 (11.5%)</td>
<td>16 (24.6%)</td>
<td>28 (32.9%)</td>
<td>67 (20.1%)</td>
</tr>
<tr>
<td>f) Resume writing assistance</td>
<td>0 (0%)</td>
<td>1 (1.1%)</td>
<td>1 (1.5%)</td>
<td>2 (2.4%)</td>
<td>4 (1.2%)</td>
</tr>
<tr>
<td>g) Career workshops/classes</td>
<td>4 (4.2%)</td>
<td>3 (3.4%)</td>
<td>5 (7.7%)</td>
<td>13 (15.3%)</td>
<td>25 (7.5%)</td>
</tr>
<tr>
<td>h) Other</td>
<td>4 (4.2%)</td>
<td>3 (3.4%)</td>
<td>3 (4.6%)</td>
<td>5 (5.9%)</td>
<td>15 (4.5%)</td>
</tr>
<tr>
<td>19. Ratio of FTE mental health professionals to FTE students.</td>
<td>1 - 818</td>
<td>1 - 1,343</td>
<td>1 - 1,880</td>
<td>1 - 2,426</td>
<td>1 - 1,564</td>
</tr>
<tr>
<td>20. Centers with a lawsuit in the past year</td>
<td>1 (1.0%)</td>
<td>1 (1.1%)</td>
<td>1 (1.5%)</td>
<td>2 (2.4%)</td>
<td>5 (1.5%)</td>
</tr>
</tbody>
</table>
22. **Suits**

a) Suit against University. Alleged abuse of power by professor. One issue was whether student's counselor should have reported the abuse to the administration.

b) Student expelled two years ago because of threatening behavior and major mental illness. Student suing center and 10-20 others on and off campus.

c) Not a lawsuit but a complaint to EEOC that services offered were not comparable to what other students had received. Center prevailed because of good record keeping.

d) Complaint to DOE that center did not report a sexual assault. Center not found at fault. College required to revise reporting practices but not sanctioned.

e) College and Director being sued following the suicide of a client.

f) Student involuntarily hospitalized. Parents suing center, claiming malpractice.

23. **Service provision concerns at the present time:**

<table>
<thead>
<tr>
<th>Concern</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) The number of students with severe psychological problems.</td>
<td>65 (67.7%)</td>
<td>67 (77.0%)</td>
<td>52 (80.0%)</td>
<td>73 (85.9%)</td>
<td>257 (77.2%)</td>
</tr>
<tr>
<td>b) The need for more psychiatric services.</td>
<td>64 (66.7%)</td>
<td>57 (65.5%)</td>
<td>41 (63.1%)</td>
<td>62 (72.9%)</td>
<td>224 (67.3%)</td>
</tr>
<tr>
<td>c) The need for more technical support.</td>
<td>19 (19.8%)</td>
<td>18 (20.7%)</td>
<td>19 (29.2%)</td>
<td>39 (45.9%)</td>
<td>95 (28.5%)</td>
</tr>
<tr>
<td>d) Waiting list problems.</td>
<td>13 (13.5%)</td>
<td>17 (19.5%)</td>
<td>15 (23.1%)</td>
<td>34 (40.0%)</td>
<td>79 (23.7%)</td>
</tr>
<tr>
<td>e) An increase in crisis counseling.</td>
<td>20 (20.8%)</td>
<td>43 (49.4%)</td>
<td>29 (44.6%)</td>
<td>44 (51.8%)</td>
<td>136 (40.8%)</td>
</tr>
<tr>
<td>f) The need to find better referral sources for students who need long-term help.</td>
<td>47 (49.0%)</td>
<td>43 (49.4%)</td>
<td>39 (60.0%)</td>
<td>59 (69.4%)</td>
<td>188 (56.5%)</td>
</tr>
<tr>
<td>g) Responding to the needs of learning disabled students.</td>
<td>37 (38.5%)</td>
<td>20 (23.0%)</td>
<td>16 (24.6%)</td>
<td>24 (28.2%)</td>
<td>97 (29.1%)</td>
</tr>
<tr>
<td>h) A growing demand for services without an appropriate increase in resources.</td>
<td>49 (51.0%)</td>
<td>52 (59.8%)</td>
<td>42 (64.6%)</td>
<td>67 (78.8%)</td>
<td>210 (63.1%)</td>
</tr>
</tbody>
</table>

24. **Administrative concerns at the present time:**

<table>
<thead>
<tr>
<th>Concern</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increased paperwork.</td>
<td>20 (20.8%)</td>
<td>25 (28.7%)</td>
<td>13 (20.0%)</td>
<td>31 (36.5%)</td>
<td>89 (26.7%)</td>
</tr>
<tr>
<td>b) Emphasis on accountability data from higher-level administration.</td>
<td>12 (12.5%)</td>
<td>19 (21.8%)</td>
<td>11 (16.9%)</td>
<td>32 (37.6%)</td>
<td>74 (22.2%)</td>
</tr>
<tr>
<td>c) Maintaining staff motivation.</td>
<td>13 (13.5%)</td>
<td>19 (21.8%)</td>
<td>21 (32.3%)</td>
<td>37 (43.5%)</td>
<td>90 (27.0%)</td>
</tr>
<tr>
<td>d) Difficulty finding minority candidates to fill open positions.</td>
<td>24 (25.0%)</td>
<td>29 (33.3%)</td>
<td>30 (46.2%)</td>
<td>29 (34.1%)</td>
<td>112 (33.6%)</td>
</tr>
<tr>
<td>e) Boundary issues with administration.</td>
<td>32 (33.3%)</td>
<td>26 (29.9%)</td>
<td>12 (18.6%)</td>
<td>11 (12.9%)</td>
<td>81 (24.3%)</td>
</tr>
<tr>
<td>f) Administrative issues related to the handling of students with severe psychological problems.</td>
<td>47 (49.0%)</td>
<td>48 (55.2%)</td>
<td>30 (46.2%)</td>
<td>40 (47.1%)</td>
<td>165 (49.5%)</td>
</tr>
<tr>
<td>g) Other</td>
<td>8 (8.2%)</td>
<td>10 (11.5%)</td>
<td>11 (16.9%)</td>
<td>16 (18.8%)</td>
<td>45 (13.5%)</td>
</tr>
</tbody>
</table>

28. **Percentage of students that sought counseling in the past year:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>14.3 (3 - 40)</td>
<td>9.2 (1 - 21)</td>
<td>7.9 (1 - 22)</td>
<td>7.75 (2 - 25)</td>
<td>10 (1 - 40)</td>
</tr>
</tbody>
</table>
### Psychiatric services available on campus:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Yes, in the Counseling Center only.</td>
<td>24 (25.0%)</td>
<td>28 (32.8%)</td>
<td>28 (43.1%)</td>
<td>26 (30.6%)</td>
<td>106 (31.8%)</td>
<td>Only 54.9% of schools have psychiatric consultation available on campus.</td>
</tr>
<tr>
<td>b) Yes, in the Student Health Center only.</td>
<td>2 (2.1%)</td>
<td>5 (5.7%)</td>
<td>9 (13.8%)</td>
<td>22 (25.9%)</td>
<td>38 (11.4%)</td>
<td></td>
</tr>
<tr>
<td>c) Yes, in both the Counseling and Student Health Centers</td>
<td>4 (4.2%)</td>
<td>2 (2.3%)</td>
<td>3 (4.6%)</td>
<td>5 (5.9%)</td>
<td>14 (4.2%)</td>
<td></td>
</tr>
<tr>
<td>d) Yes, in merged Counseling and Student Health Service Center.</td>
<td>4 (4.2%)</td>
<td>5 (5.7%)</td>
<td>2 (3.1%)</td>
<td>6 (7.1%)</td>
<td>17 (5.1%)</td>
<td></td>
</tr>
<tr>
<td>e) Yes, other places on campus</td>
<td>1 (1.0%)</td>
<td>0 (0.0%)</td>
<td>1 (1.5%)</td>
<td>6 (7.1%)</td>
<td>8 (2.4%)</td>
<td></td>
</tr>
<tr>
<td>f) No, but we contract out for psychiatrists.</td>
<td>10 (10.4%)</td>
<td>6 (6.9%)</td>
<td>6 (9.2%)</td>
<td>6 (7.1%)</td>
<td>28 (8.4%)</td>
<td></td>
</tr>
<tr>
<td>g) No access to psychiatrists except as a private referral.</td>
<td>49 (51.0%)</td>
<td>40 (46.0%)</td>
<td>15 (23.1%)</td>
<td>12 (14.1%)</td>
<td>116 (34.8%)</td>
<td></td>
</tr>
</tbody>
</table>

#### Number of psychiatric consultation hours available:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Less than 1 FTE</td>
<td>8.2 (0 - 500)</td>
<td>3.0 (0 - 75)</td>
<td>1.5 (0 - 23)</td>
<td>2.6 (0 - 70)</td>
<td>4.1 (0 - 500)</td>
</tr>
<tr>
<td>b) 1-2 FTE</td>
<td>38 (39.8%)</td>
<td>37 (42.5%)</td>
<td>39 (60.0%)</td>
<td>31 (36.5%)</td>
<td>145 (43.5%)</td>
</tr>
<tr>
<td>c) 3-4 FTE</td>
<td>1 (1.0%)</td>
<td>4 (4.6%)</td>
<td>7 (10.8%)</td>
<td>24 (28.2%)</td>
<td>36 (10.8%)</td>
</tr>
<tr>
<td>d) 5-6 FTE</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>1 (1.5%)</td>
<td>1 (1.2%)</td>
<td>2 (0.6%)</td>
</tr>
<tr>
<td>e) 7-8FTE</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>1 (1.2%)</td>
<td>1 (0.3%)</td>
</tr>
<tr>
<td>f) More than 8 FTE</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>1 (1.2%)</td>
<td>1 (0.3%)</td>
</tr>
</tbody>
</table>

#### Percentage of center clients referred for psychiatric evaluation:

- 11.5% (0-35) in 10% (0-35) clients; 13.7% (0-50) in 15% (0-80) clients; 12.2% (0-60) clients.

#### Percentage of center clients taking psychiatric medication:

- 19.7% (0-65) in 10% (0-35) clients; 21.4% (2-50) in 19.8% (0-65) clients; 20% (0-65) clients.

#### Centers with an increase in the number of clients already taking psychiatric medications:

- 82 (85.4%) in 82 (94.3%) clients; 60 (92.3%) clients; 79 (92.9%) clients; 303 (91.0%) clients.

#### One significant reason for increase in serious psychological problems is that children are skipping latency. Too early exposure to sex, alcohol abuse etc.

- a) Strongly agree; 6 (6.3%) in 1 (1.1%) clients; 3 (4.6%) clients; 4 (4.7%) clients; 14 (4.2%) clients.
- b) Partially agree; 61 (63.5%) in 69 (79.3%) clients; 46 (70.8%) clients; 53 (62.4%) clients; 229 (68.8%) clients.
- c) Disagree; 28 (29.2%) in 16 (18.4%) clients; 14 (21.5%) clients; 23 (27.1%) clients; 81 (24.3%) clients.
37. What percentage of your clients fall into these different levels of severity? (Total data only)
   a) Students whose impairment is such that they are unable to remain in school or can only do so with ongoing psychological / psychiatric assistance 6.9%
   b) Students who experience periods of severe distress (depression, anxiety, panic attack, suicidal intention etc.) but can be treated successfully with the time limits and available treatment modalities existing at your center. 33.8%
   c) Total percent of clients with severe psychological problems 40.7%

38. Increase in the following problems compared to 5 years ago:
   a) Severe psychological problems 73 (76.0%) 74 (85.1%) 51 (78.5%) 73 (85.9%) 271 (81.4%)
   b) Sexual assault concerns (on campus) 24 (25.0%) 18 (20.7%) 24 (36.9%) 31 (36.5%) 97 (29.1%)
   c) Problems related to earlier sexual abuse 24 (25.0%) 29 (33.3%) 12 (18.5%) 25 (29.4%) 90 (27.0%)
   d) Alcohol problems 36 (37.5%) 36 (41.4%) 34 (52.3%) 39 (45.9%) 145 (43.5%)
   e) Other illicit drug use 31 (32.3%) 39 (44.8%) 23 (35.4%) 37 (43.5%) 130 (38.0%)
   f) Learning disabilities 69 (71.9%) 60 (69.0%) 44 (67.7%) 61 (71.8%) 234 (70.3%)
   g) Self-injury (e.g. cutting) 64 (66.7%) 58 (66.7%) 44 (67.7%) 56 (65.9%) 222 (66.7%)
   h) Eating disorders 34 (35.4%) 32 (36.8%) 24 (38.9%) 30 (35.3%) 120 (36.0%)
   i) Normal developmental problems 20 (20.8%) 20 (23.0%) 8 (12.3%) 14 (16.5%) 62 (18.8%)
   j) Career planning issues 21 (21.9%) 13 (14.9%) 9 (13.8%) 16 (18.8%) 59 (17.7%)

39. Number of obsessive pursuit cases handled: 64 86 101 122 374 52% of centers saw at least 1 victim of obsessive pursuit.

40. Number of persons killed by an obsessive pursuer in the past year: 0 0 0 10 10

41. Number of persons injured by obsessive pursuer in the past year: 19 16 16 23 76

42. Centers that had to hospitalize a student for psychological reasons this past year: 73 (76.8%) 78 (92.9%) 59 (95.2%) 73 (96.1%) 283 (89.3%) Total of 2,136 students hospitalized, with a range of 1-71 and an average of 7.44 students per school.
43. When a family-dependent client is hospitalized the center would notify:
   a) The Chief Student Affairs Officer | 61 (63.5%) | 51 (58.6%) | 22 (33.8%) | 11 (12.9%) | 145 (43.5%)
   b) Parents | 43 (44.8%) | 40 (46.0%) | 16 (24.6%) | 9 (10.8%) | 108 (32.4%)

44. Centers with guidelines for notifying parents about high-risk students | 55 (57.3%) | 51 (58.6%) | 39 (60.0%) | 33 (38.8%) | 178 (53.5%)

45. Centers allowing staff to transport students to a hospital in a psychological emergency | 19 (19.8%) | 11 (12.6%) | 1 (1.5%) | 11 (12.9%) | 42 (12.6%)

46. Transportation of students to psychological emergency by:
   a) Campus police | 37 (38.5%) | 49 (56.3%) | 40 (61.5%) | 59 (69.4%) | 185 (55.6%)
   b) Local police | 22 (22.9%) | 18 (20.7%) | 14 (21.5%) | 16 (18.8%) | 70 (21.0%)
   c) Ambulance service | 68 (70.8%) | 54 (62.1%) | 37 (56.9%) | 39 (45.9%) | 198 (59.5%)
   d) Other | 13 (13.5%) | 12 (13.8%) | 10 (15.4%) | 22 (25.9%) | 57 (17.1%)

47. In psychological emergencies the involved counselor usually:
   a) Accompanies the student to the hospital even if someone else does the transporting | 38 (39.6%) | 41 (47.1%) | 20 (30.8%) | 33 (38.8%) | 132 (39.6%)
   b) Visits the student if admitted to the hospital | 40 (41.7%) | 27 (31.0%) | 12 (18.5%) | 12 (14.1%) | 91 (27.3%)

48. Centers open at non-traditional hours:
   a) Open one evening a week | 8 (8.3%) | 15 (17.2%) | 10 (15.4%) | 13 (15.3%) | 46 (13.8%) No centers remain open on weekends
   b) Open several evenings a week | 13 (13.5%) | 8 (9.2%) | 14 (21.5%) | 13 (15.3%) | 48 (14.4%)

49. When a student has used up the number of allowed counseling hours, counselors can:
   a) See the student in own private practice if This is the student's wish | 18 (18.8%) | 16 (18.4%) | 17 (26.2%) | 28 (32.9%) | 79 (23.7%)
   b) Refer to another counselor in the center who has a private practice | 24 (25.0%) | 21 (24.1%) | 20 (30.8%) | 25 (29.4%) | 90 (27.0%)
   c) Refer to a friend who has a private Practice | 54 (56.3%) | 51 (58.6%) | 36 (55.4%) | 42 (49.4%) | 183 (55.0%)
50. Merit of continuing with a Center client in the counselor's private practice (total data only)

<table>
<thead>
<tr>
<th>School Size</th>
<th>Considerable Merit</th>
<th>Some Merit</th>
<th>No Merit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 2,500 (n=96)</td>
<td>133 (39.9%)</td>
<td>135 (40.5%)</td>
<td>47 (14.1%)</td>
</tr>
<tr>
<td>2,500 - 7,500 (n=87)</td>
<td>208 (62.5%)</td>
<td>67 (20.1%)</td>
<td></td>
</tr>
<tr>
<td>7,500 - 15,000 (n=65)</td>
<td>165 (49.5%)</td>
<td>95 (28.5%)</td>
<td>55 (16.5%)</td>
</tr>
<tr>
<td>Over 15,000 (n=85)</td>
<td>15 (14.1%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total (n=333)</td>
<td>308 (38.9%)</td>
<td>167 (20.1%)</td>
<td>115 (17.4%)</td>
</tr>
</tbody>
</table>

51. Number of enrolled students that committed suicide: (total data)

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4 (3%)</td>
<td>16 (10%)</td>
<td>38 (24%)</td>
<td>100 (63%)</td>
<td>160 (48%)</td>
</tr>
</tbody>
</table>

52. Number of clients or former clients that committed suicide:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 (1%)</td>
<td>5 (5.4%)</td>
<td>9 (13.8%)</td>
<td>16 (18.8%)</td>
<td>31 (9.6%)</td>
</tr>
</tbody>
</table>

53. Centers that had to give warning to a third party about a student who posed a danger to another person (total):

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16 (17%)</td>
<td>20 (23%)</td>
<td>16 (26%)</td>
<td>25 (33%)</td>
<td>77 (24%)</td>
</tr>
</tbody>
</table>

54. Centers accepting mandated referrals from a campus administrator or Judicial Board:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Yes, for assessment and counseling</th>
<th>Yes, for assessment only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 2,500 (n=96)</td>
<td>38 (39.6%)</td>
<td>46 (47.9%)</td>
</tr>
<tr>
<td>2,500 - 7,500 (n=87)</td>
<td>37 (42.5%)</td>
<td>47 (54.0%)</td>
</tr>
<tr>
<td>7,500 - 15,000 (n=65)</td>
<td>21 (32.3%)</td>
<td>34 (52.3%)</td>
</tr>
<tr>
<td>Over 15,000 (n=85)</td>
<td>32 (37.6%)</td>
<td>39 (45.9%)</td>
</tr>
<tr>
<td>Total (n=333)</td>
<td>128 (38.4%)</td>
<td>166 (49.8%)</td>
</tr>
</tbody>
</table>

55. Mandated students were referred for:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 - 7,500 (n=87)</th>
<th>7,500 - 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Drug and alcohol violations</td>
<td>68 (70.8%)</td>
<td>68 (78.2%)</td>
<td>43 (66.2%)</td>
<td>47 (65.3%)</td>
<td>226 (67.9%)</td>
</tr>
<tr>
<td>b) Disruptive behavior</td>
<td>63 (65.6%)</td>
<td>65 (74.7%)</td>
<td>46 (70.8%)</td>
<td>60 (70.6%)</td>
<td>234 (70.3%)</td>
</tr>
<tr>
<td>c) Sexual assault</td>
<td>18 (18.8%)</td>
<td>16 (18.4%)</td>
<td>15 (23.1%)</td>
<td>13 (15.3%)</td>
<td>62 (18.6%)</td>
</tr>
<tr>
<td>d) Severe depression</td>
<td>34 (35.4%)</td>
<td>29 (33.3%)</td>
<td>19 (29.2%)</td>
<td>24 (28.2%)</td>
<td>106 (31.8%)</td>
</tr>
<tr>
<td>e) Expression of suicidal intention</td>
<td>50 (52.1%)</td>
<td>54 (62.1%)</td>
<td>35 (53.8%)</td>
<td>40 (47.1%)</td>
<td>179 (53.8%)</td>
</tr>
</tbody>
</table>

56. Feelings about mandated referrals for counseling:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Very much in favor of it</th>
<th>Don't like it but it can help some students</th>
<th>Opposed to mandatory counseling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 2,500 (n=96)</td>
<td>12 (12.5%)</td>
<td>9 (10.3%)</td>
<td>22 (22.9%)</td>
</tr>
<tr>
<td>2,500 - 7,500 (n=87)</td>
<td>61 (63.5%)</td>
<td>57 (66.5%)</td>
<td>19 (21.8%)</td>
</tr>
<tr>
<td>7,500 - 15,000 (n=65)</td>
<td>41 (63.1%)</td>
<td>58 (68.2%)</td>
<td>14 (21.5%)</td>
</tr>
<tr>
<td>Over 15,000 (n=85)</td>
<td>58 (68.2%)</td>
<td>217 (65.2%)</td>
<td>17 (20.0%)</td>
</tr>
<tr>
<td>Total (n=333)</td>
<td>217 (65.2%)</td>
<td>217 (65.2%)</td>
<td>72 (21.6%)</td>
</tr>
</tbody>
</table>
### 57. Policy on mandatory counseling:

<table>
<thead>
<tr>
<th>School Size</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>b)</td>
<td>Student merely needs to show up to comply, which may result in additional sanctions against the student.</td>
<td>18 (18.8%)</td>
<td>21 (24.1%)</td>
<td>14 (21.5%)</td>
<td>31 (36.5%)</td>
<td>84 (25.2%)</td>
</tr>
<tr>
<td>c)</td>
<td>Same as (a), but no additional sanctions for choosing not to continue in counseling number of counseling sessions established by a judicial board.</td>
<td>30 (31.3%)</td>
<td>21 (24.1%)</td>
<td>15 (23.1%)</td>
<td>15 (17.6%)</td>
<td>81 (24.3%)</td>
</tr>
<tr>
<td>d)</td>
<td>Student must comply with a certain number of sessions set by counselor.</td>
<td>5 (5.2%)</td>
<td>2 (2.3%)</td>
<td>3 (4.6%)</td>
<td>2 (2.4%)</td>
<td>12 (3.6%)</td>
</tr>
<tr>
<td>e)</td>
<td>Student continues in counseling until counselor approves termination.</td>
<td>12 (12.5%)</td>
<td>10 (11.5%)</td>
<td>5 (7.7%)</td>
<td>3 (3.5%)</td>
<td>30 (9.0%)</td>
</tr>
</tbody>
</table>

### 58. Information provided to the mandator:

<table>
<thead>
<tr>
<th>Information provided</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Confirmation of initial visit</td>
<td>68 (70.8%)</td>
<td>56 (64.4%)</td>
<td>42 (64.6%)</td>
<td>52 (61.2%)</td>
<td>218 (65.5%)</td>
<td></td>
</tr>
<tr>
<td>b) Confirmation that the student has complied with the recommendation for treatment.</td>
<td>31 (32.3%)</td>
<td>37 (42.5%)</td>
<td>22 (33.8%)</td>
<td>25 (29.4%)</td>
<td>115 (34.5%)</td>
<td></td>
</tr>
<tr>
<td>c) Statement of progress</td>
<td>4 (4.2%)</td>
<td>10 (11.5%)</td>
<td>4 (6.2%)</td>
<td>9 (10.6%)</td>
<td>27 (8.1%)</td>
<td></td>
</tr>
<tr>
<td>d) No information provided</td>
<td>4 (4.2%)</td>
<td>4 (4.6%)</td>
<td>2 (3.1%)</td>
<td>7 (8.2%)</td>
<td>17 (5.1%)</td>
<td></td>
</tr>
</tbody>
</table>

### 59. Compared to non-mandated clients, success in mandated referrals is

<table>
<thead>
<tr>
<th>Success Level</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Equally successful</td>
<td>9 (15.6%)</td>
<td>5 (5.7%)</td>
<td>6 (9.2%)</td>
<td>7 (8.2%)</td>
<td>27 (6.1%)</td>
<td></td>
</tr>
<tr>
<td>b) Somewhat less successful</td>
<td>42 (43.8%)</td>
<td>38 (43.7%)</td>
<td>29 (44.6%)</td>
<td>43 (50.6%)</td>
<td>152 (45.6%)</td>
<td></td>
</tr>
<tr>
<td>c) Significantly less successful</td>
<td>30 (31.3%)</td>
<td>35 (40.2%)</td>
<td>19 (29.2%)</td>
<td>19 (22.4%)</td>
<td>103 (30.9%)</td>
<td></td>
</tr>
</tbody>
</table>

### 60. Percent of center’s counseling hours devoted to:

<table>
<thead>
<tr>
<th>Counseling Type</th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Personal Counseling</td>
<td>86.9%</td>
<td>90.1%</td>
<td>85.9%</td>
<td>83.6%</td>
<td>87.0%</td>
<td>In 1980, 20% of counselors time was spent in career Counseling.</td>
</tr>
<tr>
<td>b) Career Counseling</td>
<td>6.1%</td>
<td>4.8%</td>
<td>6.8%</td>
<td>10.8%</td>
<td>7.0%</td>
<td></td>
</tr>
<tr>
<td>c) Academic Counseling</td>
<td>6.7%</td>
<td>6.5%</td>
<td>6.6%</td>
<td>7.8%</td>
<td>6.0%</td>
<td></td>
</tr>
</tbody>
</table>
### School Size

<table>
<thead>
<tr>
<th></th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Direct Service (All activities providing direct service to students.)</td>
<td>62.3%</td>
<td>61.9%</td>
<td>61.2%</td>
<td>57.9%</td>
<td>60.9%</td>
<td></td>
</tr>
<tr>
<td>b) Indirect Service (case notes, training, consultation etc.)</td>
<td>18.8%</td>
<td>20.9%</td>
<td>20.2%</td>
<td>21.4%</td>
<td>20.2%</td>
<td></td>
</tr>
<tr>
<td>c) Administrative Activities</td>
<td>14.9%</td>
<td>13.4%</td>
<td>12.9%</td>
<td>13.8%</td>
<td>13.8%</td>
<td></td>
</tr>
<tr>
<td>d) Other</td>
<td>5.9%</td>
<td>5.2%</td>
<td>7.2%</td>
<td>6.8%</td>
<td>6.2%</td>
<td></td>
</tr>
</tbody>
</table>

|                      |                      |                      |                      |                      |               |          |
| a) Centers with a weekly direct service expectation |                      |                      |                      |                      |               |          |
| b) Expected direct service hours (average) | 32 (33.3%) | 48 (55.2%) | 43 (66.2%) | 60 (70.6%) | 183 (55.0%) |          |

### 64. Center's definition of "outreach":

| a) Marketing, programming, or other activity that increases the visibility of counseling services, and is not individual, remedial or direct | 41 (42.7%) | 29 (33.3%) | 28 (43.1%) | 23 (27.1%) | 121 (36.3%) |          |
| b) Anything done outside of the center to provide additional services to students | 26 (27.1%) | 25 (28.7%) | 15 (23.1%) | 27 (31.8%) | 93 (27.9%) |          |
| c) Preventive programming, such as training, workshops, or consultation. | 14 (14.6%) | 11 (12.6%) | 8 (12.3%) | 10 (11.8%) | 43 (12.9%) |          |
| d) The provision of psychological expertise to groups through prepared and "packaged" programming. | 2 (2.1%) | 4 (4.6%) | 4 (6.2%) | 6 (7.1%) | 16 (4.8%) |          |

### 65. Centers participating in Depression Screening Day:

|                      | 41 (42.7%) | 29 (33.3%) | 29 (44.6%) | 36 (42.4%) | 134 (40.5%) |          |

### 66. If you participated in Depression Screening Day:

| a) Number of students screened for depression (mean and range) | 69 (3-750) | 54 (2-200) | 58 (2-294) | 217 (7-2740) | 97 (2-2740) | 12,999 total screened. 5,199 referred. |
| b) Percentage of the students referred for treatment | 40% | 40% | 44% | 39% | 40% |          |

### 67. Centers participating in Anxiety Screening Day:

|                      | 15 (15.6%) | 12 (13.8%) | 15 (23.1%) | 17 (20.0%) | 59 (17.7%) |          |
68. If you participated in Anxiety Screening Day:
   a) Number of students screened for anxiety: (mean and range)
      | Under 2,500 (n=96) | 2,500 – 7,500 (n=87) | 7,500 – 15,000 (n=65) | Over 15,000 (n=85) | Total (n=333) |
      | Mean | Range | Mean | Range | Mean | Range | Mean | Range | Mean | Range |
      | 38   | (0-212) | 15   | (0-45) | 32   | (0-98) | 124  | (8-1200) | 55   | (0-1200) | 3,245 total screened. |
   b) Percentage of the students referred for treatment
      | Under 2,500 (n=96) | 2,500 – 7,500 (n=87) | 7,500 – 15,000 (n=65) | Over 15,000 (n=85) | Total (n=333) |
      | Percentage | Percentage | Percentage | Percentage | Percentage |
      | 19   | (0-100) | 14   | (0-93) | 28.5 | (0-100) | 14.7 | (0-88) | 18.5 | (0-100) | 600 referred for treatment. |

69. Regarding the question of whether counseling helped students to remain enrolled:
   a) Number of centers asking this question: 40 | 41.7% | 43 | 49.4% | 33 | 50.8% | 51 | 60.0% | 167 | 50.2% |
   b) Percentage of students responding positively to question: 44.8% | 46.6% | 47.7% | 46.8% | 46.3% |

70. Regarding the question on whether counseling helped with academic performance:
   a) Number of centers asking this question: 37 | 38.5% | 32 | 36.8% | 33 | 50.8% | 50 | 58.5% | 152 | 45.6% |
   b) Percentage of students responding positively to question: 58% | 58% | 63% | 62% | 61% |

71. When a student is a suicidal risk but not appropriate for an involuntary commitment, centers are obliged to notify:
   a) No one 25 | (26.0%) | 33 | (37.9%) | 31 | (47.7%) | 38 | (44.7%) | 127 | (38.1%) |
   b) Appropriate university officials 33 | (34.1%) | 28 | (32.2%) | 13 | (20.0%) | 20 | (23.5%) | 94 | (28.2%) |
   c) Family 299 | (30.2%) | 17 | (19.5%) | 16 | (24.6%) | 13 | (15.3%) | 75 | (22.5%) |
   d) Other 9 | (9.3%) | 9 | (10.4%) | 5 | (7.6%) | 14 | (16.4%) | 37 | (11.1%) |

72. Centers with "Crisis Counselor" or "Crisis Coordinator": 3 | (3.1%) | 2 | (2.3%) | 4 | (6.2%) | 15 | (17.6%) | 24 | (7.2%) |

73. Directors believing that credit card debt is a serious problem among college students: 60 | (62.5%) | 44 | (50.6%) | 47 | (72.3%) | 63 | (69.4%) | 210 | (63.1%) |

74. Credit card debt as a presenting concern in counseling centers is increasing: 26 | (27.1%) | 21 | (24.1%) | 22 | (33.8%) | 23 | (27.1%) | 92 | (27.6%) |

75. Belief that institutions gain financially by the promotion of credit cards among the student: 0 | (0%) | 5 | (5.7%) | 12 | (18.5%) | 14 | (16.5%) | 31 | (9.3%) |
76. Supervision required for unlicensed or uncertified professional staff members:

<table>
<thead>
<tr>
<th></th>
<th>Under 2,500 (n=96)</th>
<th>2,500 – 7,500 (n=87)</th>
<th>7,500 – 15,000 (n=65)</th>
<th>Over 15,000 (n=85)</th>
<th>Total (n=333)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Yes, by licensed person from same discipline</td>
<td>24 (25.0%)</td>
<td>24 (27.6%)</td>
<td>35 (53.8%)</td>
<td>42 (49.4%)</td>
<td>125 (37.5%)</td>
<td></td>
</tr>
<tr>
<td>b) Yes, by any licensed senior staff member</td>
<td>22 (22.9%)</td>
<td>29 (33.3%)</td>
<td>18 (27.7%)</td>
<td>23 (27.1%)</td>
<td>92 (27.6%)</td>
<td></td>
</tr>
<tr>
<td>c) It depends on the level of professional experience</td>
<td>16 (16.7%)</td>
<td>9 (10.3%)</td>
<td>5 (7.7%)</td>
<td>10 (11.8%)</td>
<td>40 (12.0%)</td>
<td></td>
</tr>
<tr>
<td>d) No supervision of professional staff required</td>
<td>22 (22.9%)</td>
<td>16 (18.4%)</td>
<td>3 (4.6%)</td>
<td>5 (5.9%)</td>
<td>46 (13.8%)</td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX A

### NEW HIRE TOTAL SALARY DATA

N=333

<table>
<thead>
<tr>
<th>Positions</th>
<th>Minority Male</th>
<th></th>
<th>Minority Female</th>
<th></th>
<th>Caucasian Male</th>
<th></th>
<th>Caucasian Female</th>
<th></th>
<th>TOTAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Range</td>
<td>N</td>
<td>Mean</td>
<td>Range</td>
<td>N</td>
<td>Mean</td>
<td>Range</td>
<td>N</td>
<td>Mean</td>
</tr>
<tr>
<td>a. Director</td>
<td>--</td>
<td>--</td>
<td>77,666</td>
<td>70-88k</td>
<td>(3)</td>
<td>73,767</td>
<td>45-120k</td>
<td>(14)</td>
<td>62,150</td>
<td>30-88k</td>
</tr>
<tr>
<td>b. Training Director</td>
<td>--</td>
<td>--</td>
<td>81,500</td>
<td>73-90k</td>
<td>(2)</td>
<td>51,835</td>
<td>40-62k</td>
<td>(5)</td>
<td>60,311</td>
<td>40-90k</td>
</tr>
<tr>
<td>c. Assistant/Associate Director</td>
<td>55,000</td>
<td>55-55k</td>
<td>(1)</td>
<td>50,933</td>
<td>32-62k</td>
<td>(3)</td>
<td>51,541</td>
<td>39-68k</td>
<td>(5)</td>
<td>60,100</td>
</tr>
<tr>
<td>d. Counselor with Ph.D. &amp; exp.</td>
<td>51,149</td>
<td>45-59k</td>
<td>(4)</td>
<td>44,040</td>
<td>16-64k</td>
<td>(15)</td>
<td>44,928</td>
<td>24-58k</td>
<td>(11)</td>
<td>46,105</td>
</tr>
<tr>
<td>e. Counselor with new doctorate</td>
<td>47,484</td>
<td>43-50k</td>
<td>(6)</td>
<td>44,531</td>
<td>30-59k</td>
<td>(16)</td>
<td>45,919</td>
<td>38-58k</td>
<td>(17)</td>
<td>42,547</td>
</tr>
<tr>
<td>f. Counselor who is A.B.D.</td>
<td>--</td>
<td>--</td>
<td>43,000</td>
<td>41-45k</td>
<td>(2)</td>
<td>39,000</td>
<td>34-45k</td>
<td>(4)</td>
<td>37,103</td>
<td>35-42k</td>
</tr>
<tr>
<td>g. Counselor with M.A. &amp; exp.</td>
<td>--</td>
<td>--</td>
<td>33,000</td>
<td>33-33k</td>
<td>(1)</td>
<td>41,398</td>
<td>34-46k</td>
<td>(6)</td>
<td>37,480</td>
<td>14-60k</td>
</tr>
<tr>
<td>h. Counselor with new M.A.</td>
<td>35,000</td>
<td>35-35k</td>
<td>(1)</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>30,300</td>
</tr>
<tr>
<td>i. Counselor with M.S.W. &amp; exp.</td>
<td>45,166</td>
<td>38-55k</td>
<td>(3)</td>
<td>42,500</td>
<td>35-50k</td>
<td>(2)</td>
<td>42,200</td>
<td>36-50k</td>
<td>(4)</td>
<td>41,774</td>
</tr>
<tr>
<td>j. Counselor with new M.S.W.</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>34,666</td>
</tr>
<tr>
<td>k. Counselor with BA</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>21,600</td>
</tr>
<tr>
<td>l. Psychiatrist/M.D. (annual salary)</td>
<td>--</td>
<td>--</td>
<td>120,000</td>
<td>--</td>
<td>(1)</td>
<td>114,000</td>
<td>108-120k</td>
<td>(2)</td>
<td>118K</td>
<td>--</td>
</tr>
<tr>
<td>m. Psychiatrist/M.D. (hourly rate)</td>
<td>112</td>
<td>100-125</td>
<td>(2)</td>
<td>118</td>
<td>80-150</td>
<td>(3)</td>
<td>106</td>
<td>85-125</td>
<td>(3)</td>
<td>134</td>
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<tr>
<td>n. Pre-Doctoral Intern</td>
<td>17,711</td>
<td>11-23k</td>
<td>(9)</td>
<td>16,639</td>
<td>4-22k</td>
<td>(11)</td>
<td>18,187</td>
<td>14-25k</td>
<td>(14)</td>
<td>16,447</td>
</tr>
<tr>
<td>o. Post-Doctoral Intern</td>
<td>--</td>
<td>--</td>
<td>25,000</td>
<td>25-25k</td>
<td>(1)</td>
<td>22,000</td>
<td>19-25k</td>
<td>(2)</td>
<td>24,332</td>
<td>13-32k</td>
</tr>
</tbody>
</table>
### NEW HIRE SALARY DATA BY SCHOOL SIZE

**N=333**

#### Size 1 (Under 2,500)

<table>
<thead>
<tr>
<th>Role</th>
<th>Salary Range</th>
<th>(n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>56,492 R: 30-73K</td>
<td>9</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>40,000</td>
<td>1</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>40,000</td>
<td>1</td>
</tr>
<tr>
<td>d) Counselor with Ph.D. &amp; Experience</td>
<td>42,400 R: 32-53K</td>
<td>2</td>
</tr>
<tr>
<td>e) Counselor with new doctorate</td>
<td>51,516 R: 24-66K</td>
<td>3</td>
</tr>
<tr>
<td>f) Counselor who is A.B.D.</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>g) Counselor with M.A. &amp; experience</td>
<td>34,487 R: 38-46K</td>
<td>4</td>
</tr>
<tr>
<td>h) Counselor with new M.A.</td>
<td>29,750 R: 29-31K</td>
<td>2</td>
</tr>
<tr>
<td>i) Counselor with M.S.W. &amp; experience</td>
<td>43,125 R: 40-50K</td>
<td>4</td>
</tr>
<tr>
<td>j) Counselor with new M.S.W.</td>
<td>35,000</td>
<td>1</td>
</tr>
<tr>
<td>k) Counselor with BA</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>l) Psychiatrist/M.D. (annual salary)</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>m) Psychiatrist/M.D. (hourly rate)</td>
<td>157.00 R: 85-230</td>
<td>2</td>
</tr>
<tr>
<td>n) Pre-Doctoral Intern</td>
<td>6,750 R: 4-12K</td>
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</tr>
<tr>
<td>o) Post-Doctoral Intern</td>
<td>14,000</td>
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#### Size 2 (2,500-7,500)

<table>
<thead>
<tr>
<th>Role</th>
<th>Salary Range</th>
<th>(n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>55,508 R: 45-70K</td>
<td>5</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>48,000 R: 39-62K</td>
<td>4</td>
</tr>
<tr>
<td>d) Counselor with Ph.D. &amp; Experience</td>
<td>39,772 R: 38-42K</td>
<td>5</td>
</tr>
<tr>
<td>e) Counselor with new doctorate</td>
<td>45,909 R: 40-59K</td>
<td>11</td>
</tr>
<tr>
<td>f) Counselor who is A.B.D.</td>
<td>39,000 R: 36-42K</td>
<td>2</td>
</tr>
<tr>
<td>g) Counselor with M.A. &amp; experience</td>
<td>37,700 R: 28-44K</td>
<td>5</td>
</tr>
<tr>
<td>h) Counselor with new M.A.</td>
<td>28,880 R: 10-42K</td>
<td>5</td>
</tr>
<tr>
<td>i) Counselor with M.S.W. &amp; experience</td>
<td>39,875 R: 32-50K</td>
<td>5</td>
</tr>
<tr>
<td>j) Counselor with new M.S.W.</td>
<td>37,000</td>
<td></td>
</tr>
<tr>
<td>k) Counselor with BA</td>
<td>22,000</td>
<td>1</td>
</tr>
<tr>
<td>l) Psychiatrist/M.D. (annual salary)</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>m) Psychiatrist/M.D. (hourly rate)</td>
<td>150</td>
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</tr>
<tr>
<td>n) Pre-Doctoral Intern</td>
<td>13,166 R: 10-17K</td>
<td>3</td>
</tr>
<tr>
<td>o) Post-Doctoral Intern</td>
<td>20,956 R: 13-25K</td>
<td>4</td>
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#### Size 3 (7,500-15,000)

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<th>Role</th>
<th>Salary Range</th>
<th>(n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>81,184 R: 63-120K</td>
<td>7</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>66,500 R: 53-90K</td>
<td>3</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>62,660 R: 53-82K</td>
<td>5</td>
</tr>
<tr>
<td>d) Counselor with Ph.D. &amp; Experience</td>
<td>46,730 R: 34-69K</td>
<td>17</td>
</tr>
<tr>
<td>e) Counselor with new doctorate</td>
<td>46,023 R: 33-86K</td>
<td>14</td>
</tr>
<tr>
<td>f) Counselor who is A.B.D.</td>
<td>36,000</td>
<td>1</td>
</tr>
<tr>
<td>g) Counselor with M.A. &amp; experience</td>
<td>35,875 R: 27-42</td>
<td>4</td>
</tr>
<tr>
<td>h) Counselor with new M.A.</td>
<td>36,750 R: 35-39</td>
<td>2</td>
</tr>
<tr>
<td>i) Counselor with M.S.W. &amp; experience</td>
<td>50,500 R: 46-55K</td>
<td>2</td>
</tr>
<tr>
<td>j) Counselor with new M.S.W.</td>
<td>32,000</td>
<td>1</td>
</tr>
<tr>
<td>k) Counselor with BA</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>l) Psychiatrist/M.D. (annual salary)</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>m) Psychiatrist/M.D. (hourly rate)</td>
<td>119K R: 118-120K</td>
<td>3</td>
</tr>
<tr>
<td>n) Pre-Doctoral Intern</td>
<td>18,617 R: 16-25K</td>
<td>40</td>
</tr>
<tr>
<td>o) Post-Doctoral Intern</td>
<td>26,100 R: 19-32K</td>
<td>5</td>
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</table>

#### Size 4 (Over 15,000)

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<th>Role</th>
<th>Salary Range</th>
<th>(n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>75,500 R: 47-103K</td>
<td>12</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>60,892 R: 48-73K</td>
<td>3</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>58,636 R: 53-68K</td>
<td>3</td>
</tr>
<tr>
<td>d) Counselor with Ph.D. &amp; Experience</td>
<td>48,542 R: 38-89K</td>
<td>23</td>
</tr>
<tr>
<td>e) Counselor with new doctorate</td>
<td>46,440 R: 30-100K</td>
<td>30</td>
</tr>
<tr>
<td>f) Counselor who is A.B.D.</td>
<td>43,827 R: 34-70K</td>
<td>8</td>
</tr>
<tr>
<td>g) Counselor with M.A. &amp; experience</td>
<td>43,293 R: 32-60K</td>
<td>6</td>
</tr>
<tr>
<td>h) Counselor with new M.A.</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>i) Counselor with M.S.W. &amp; experience</td>
<td>41,534 R: 35-65K</td>
<td>8</td>
</tr>
<tr>
<td>j) Counselor with new M.S.W.</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>k) Counselor with BA</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>l) Psychiatrist/M.D. (annual salary)</td>
<td>119K R: 118-120K</td>
<td>3</td>
</tr>
<tr>
<td>m) Psychiatrist/M.D. (hourly rate)</td>
<td>101K R: 80-125</td>
<td>4</td>
</tr>
<tr>
<td>n) Pre-Doctoral Intern</td>
<td>18,617 R: 16-25K</td>
<td>40</td>
</tr>
<tr>
<td>o) Post-Doctoral Intern</td>
<td>26,100 R: 19-32K</td>
<td>5</td>
</tr>
</tbody>
</table>
### APPENDIX B

**TOTAL SALARY DATA**

*N=333*

Average salary paid to professional staff according to number of years in the position

<table>
<thead>
<tr>
<th></th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>61,757 Range 18-104K (n=54)</td>
<td>60,707 Range 37-110K (n=48)</td>
<td>68,214 Range 40-120K (n=35)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>48,625 Range 40-62K (n=17)</td>
<td>53,470 Range 39-64K (n=118)</td>
<td>60,864 Range 39-64K (n=10)</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>48,211 Range 32-65K (n=32)</td>
<td>53,726 Range 37-72K (n=24)</td>
<td>56,505 Range 28-82K (n=25)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>45,906 Range 16-69K (n=119)</td>
<td>48,969 Range 38-72K (n=57)</td>
<td>53,804 Range 39-91K (n=35)</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>38,361 Range 30-48K (n=15)</td>
<td>38,192 Range 32-50K (n=4)</td>
<td>37,500 Range 37-38k (n=2)</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>36,265 Range 10-71K (n=48)</td>
<td>40,063 Range 16-58K (n=37)</td>
<td>43,481 Range 33-58K (n=20)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>42,092 Range 29-65K (n=36)</td>
<td>39,957 Range 30-55K (n=20)</td>
<td>47,850 Range 34-68K (n=19)</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
<td>21,600 (n=1)</td>
<td>n/a</td>
<td>46,360 Range 41-52K (n=2)</td>
</tr>
<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>110K Range 75-154K (n=8)</td>
<td>115,560 Range 81-157K (n=6)</td>
<td>112K Range 80-124K (n=6)</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>125 Range 75-230 (n=31)</td>
<td>121 Range 70-220 (n=19)</td>
<td>108K Range 80-150 (n=7)</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>35,798 Range 14-48K (n=5)</td>
<td>32,639 (n=1)</td>
<td>47,877 Range 32-56K (n=3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>10-12 years in position</th>
<th>13-15 years in position</th>
<th>15+ years in position</th>
</tr>
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<tbody>
<tr>
<td>a) Director</td>
<td>69,258 Range 40-135K (n=28)</td>
<td>71,029 Range 30-120K (n=27)</td>
<td>85,047 Range 36-170K (n=92)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>58,176 Range 45-82K (n=13)</td>
<td>67,414 Range 45-101K (n=9)</td>
<td>74,746 Range 56-148K (n=21)</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>55,680 Range 40-77K (n=11)</td>
<td>55,899 Range 35-71K (n=10)</td>
<td>69,143 Range 43-96K (n=35)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>56,190 Range 42-83K (n=56)</td>
<td>56,880 Range 41-86K (n=22)</td>
<td>64,522 Range 34-117K (n=46)</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>49,500 Range 49-49K (n=1)</td>
<td>58,833 Range 44-83K (n=3)</td>
<td>48,754 Range 35-65K (n=4)</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>44,124 Range 31-66K (n=21)</td>
<td>50,716 Range 36-85K (n=11)</td>
<td>52,204 Range 36-70K (n=19)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>43,957 Range 35-60K (n=13)</td>
<td>61,560 Range 52-85K (n=5)</td>
<td>52,592 Range 35-75K (n=16)</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
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<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>126K Range 120-132K (n=2)</td>
<td>111,433 Range 107-155K (n=5)</td>
<td>118K Range 89-145K (n=3)</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>117 Range 89-155K (n=5)</td>
<td>100 Range 76-115K (n=4)</td>
<td>89 Range 70-132 (n=6)</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>40,000 (n=1)</td>
<td>49,748 Range 38-61K (n=2)</td>
<td>46,624 Range 39-56K (n=4)</td>
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</table>
## SALARY DATA BY SCHOOL SIZE 2003

**N=333**

### Size 1 (Under 2,500):

<table>
<thead>
<tr>
<th>Position</th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>54,694 Range 18-91K (n=28)</td>
<td>54,721 Range 37-75K (n=14)</td>
<td>60,714 Range 45-120K (n=7)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>40,000 (n=1)</td>
<td>55,100 (n=1)</td>
<td>n/a</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>42,560 Range 32-53K (n=11)</td>
<td>49,400 Range 38-60K (n=5)</td>
<td>53,495 Range 28-69K (n=4)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>46,400 Range 16-63K (n=11)</td>
<td>48,032 Range 46-52K (n=3)</td>
<td>65,225 Range 56-75K (n=2)</td>
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<tr>
<td>e) Counselor who is A.B.D.</td>
<td>48,000 (n=1)</td>
<td>n/a</td>
<td>38,000 (n=1)</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>40,373 Range 14-71K (n=9)</td>
<td>34,457 Range 16-54K (n=12)</td>
<td>47,264 Range 40-55K (n=2)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>44,178 Range 32-65K (n=9)</td>
<td>39,488 Range 30-55K (n=6)</td>
<td>37,327 Range 34-41K (n=2)</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>145 Range 85-230 (n=7)</td>
<td>126 Range 70-170 (n=5)</td>
<td>100 (n=1)</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>40,000 (n=1)</td>
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### 10-12 years in position:

<table>
<thead>
<tr>
<th>Position</th>
<th>13-15 years in position</th>
<th>15+ years in position</th>
</tr>
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<tbody>
<tr>
<td>a) Director</td>
<td>58,163 Range 40-95K (n=11)</td>
<td>62,975 Range 36-96K (n=20)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>n/a</td>
<td>42,000 (n=1)</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>55,559 Range 40-50K (n=4)</td>
<td>64,589 Range 62-67K (n=2)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>44,862 Range 39-55K (n=5)</td>
<td>44,800 Range 36-54K (n=2)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>45,000 (n=1)</td>
<td>40,000 (n=1)</td>
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<tr>
<td>h) Counselor with BA</td>
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<td>n/a</td>
</tr>
<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>n/a</td>
<td>85 Range 80-90.00 (n=2)</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>n/a</td>
<td>90.0 Range 85-95.00 (n=2)</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>n/a</td>
<td>n/a</td>
</tr>
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</table>
### SALARY DATA

#### Size 2 (2,500 - 7,500):

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<thead>
<tr>
<th>Position</th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>55,510 Range 38-78K (n=21)</td>
<td>62,718 Range 42-110K (n=15)</td>
<td>66,107 Range 40-91K (n=15)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>42,250 Range 42-43K (n=2)</td>
<td>57,000 (n=1)</td>
<td>65,000 (n=1)</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>45,283 Range 33-62K (n=14)</td>
<td>49,000 Range 37-92K (n=4)</td>
<td>51,010 Range 42-64K (n=5)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>46,277 Range 35-59K (n=30)</td>
<td>49,634 Range 42-59K (n=13)</td>
<td>46,932 Range 47-47K (n=2)</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>39,000 Range 33-48K (n=3)</td>
<td>32,000 (n=1)</td>
<td>n/a</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>30,689 Range 10-42K (n=15)</td>
<td>41,703 Range 37-50K (n=6)</td>
<td>44,004 Range 37-58K (n=8)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>45,355 Range 29-59K (n=9)</td>
<td>39,500 Range 37-42K (n=2)</td>
<td>46,536 Range 38-54K (n=4)</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
<td>22,000 (n=1)</td>
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<td>n/a</td>
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<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>110K Range 105-115K (n=2)</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>130 Range 100-150 (n=11)</td>
<td>121 Range 100-150 (n=5)</td>
<td>126 (n=1)</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>44,000 (n=1)</td>
<td>n/a</td>
<td>47,877 Range 32-56K (n=3)</td>
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<table>
<thead>
<tr>
<th>10-12 years in position</th>
<th>13-15 years in position</th>
<th>15+ years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>77,680 Range 50-135K (n=5)</td>
<td>69,000 Range 53-82K (n=6)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>64,500 Range 54-70K (n=3)</td>
<td>n/a</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>59,000 (n=1)</td>
<td>62,304 Range 61-64K (n=2)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>58,108 Range 51-70K (n=6)</td>
<td>64,375 Range 52-86K (n=4)</td>
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<tr>
<td>e) Counselor who is A.B.D.</td>
<td>n/a</td>
<td>49,200 (n=1)</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>53,866 Range 49-64K (n=3)</td>
<td>42,833 Range 41-45K (n=3)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>46,085 Range 39-80K (n=5)</td>
<td>84,804 (n=1)</td>
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<tr>
<td>h) Counselor with BA</td>
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<td>n/a</td>
</tr>
<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>n/a</td>
<td>89,000 (n=1)</td>
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<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
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<td>110.00 (n=1)</td>
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<tr>
<td>k) Learning Skills Specialist</td>
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</table>
### SALARY DATA

#### Size 3 (7,500 - 15,000):

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<tr>
<th>Position</th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>67,127 Range 50-83K  (n=11)</td>
<td>64,273 Range 46-80K  (n=11)</td>
<td>74,428 Range 64-85K  (n=7)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>49,383 Range 45-54K  (n=6)</td>
<td>45,550 Range 39-50K  (n=4)</td>
<td>58,414 Range 47-71K  (n=3)</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>51,228 Range 42-65K  (n=61)</td>
<td>59,125 Range 53-70K  (n=4)</td>
<td>52,391 Range 48-56K  (n=4)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>45,251 Range 34-69K  (n=27)</td>
<td>49,119 Range 43-68K  (n=10)</td>
<td>52,305 Range 40-81K  (n=10)</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>37,030 Range 36-38K  (n=3)</td>
<td>38,000               (n=1)</td>
<td>n/a</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>37,274 Range 30-50K  (n=10)</td>
<td>46,337 Range 33-58K  (n=9)</td>
<td>45,000 Range 37-51K  (n=4)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>37,200 Range 32-45K  (n=5)</td>
<td>42,300               (n=1)</td>
<td>47,750 Range 37-55K  (n=4)</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
<td>n/a</td>
<td>n/a</td>
<td>52,000               (n=1)</td>
</tr>
<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>153,733               (n=1)</td>
<td>153,733              (n=1)</td>
<td>108,000              (n=1)</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>120 Range 105-125  (n=4)</td>
<td>101 Range 80-125    (n=5)</td>
<td>80                   (n=1)</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

#### 10-12 years in position

<table>
<thead>
<tr>
<th>Position</th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>76,504 Range 60-88K  (n=4)</td>
<td>81,812 Range 56-120K  (n=8)</td>
<td>76,797 Range 42-120K  (n=17)</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>45,000               (n=1)</td>
<td>74,470 Range 60-101K (n=3)</td>
<td>68,815 Range 57-90K  (n=8)</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>n/a</td>
<td>58,495 Range 46-71K  (n=5)</td>
<td>72,901 Range 49-95K  (n=10)</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>504901 Range 44-60K  (n=8)</td>
<td>46,500 Range 41-54K  (n=3)</td>
<td>64,327 Range 34-88K  (n=14)</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>49,500               (n=1)</td>
<td>83,300               (n=1)</td>
<td>85,000               (n=1)</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>46,175 Range 36-66K  (n=6)</td>
<td>420338 Range 36-51K  (n=4)</td>
<td>47,780 Range 41-52K  (n=5)</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>39,000               (n=1)</td>
<td>n/a</td>
<td>53,300               (n=1)</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
<td>n/a</td>
<td>n/a</td>
<td>53,500 Range 50-58K  (n=2)</td>
</tr>
<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>90K Range 80-100K (n=2)</td>
<td>125,000              (n=1)</td>
<td>n/a</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>134 Range 115-155  (n=3)</td>
<td>132.00               (n=1)</td>
<td>n/a</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>n/a</td>
<td>n/a</td>
<td>45,231 Range 39-51K  (n=2)</td>
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#### 13-15 years in position

<table>
<thead>
<tr>
<th>Position</th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
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#### 15+ years in position

<table>
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<tr>
<th>Position</th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
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</table>
**SALARY DATA**

### Size 4 (Over 15,000):

<table>
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<tr>
<th>Position</th>
<th>1-3 years in position</th>
<th>4-6 years in position</th>
<th>7-9 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>74,140 Range 47-104K</td>
<td>63,227 Range 40-80K</td>
<td>78,980 Range 62-100K</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>50,725 Range 42-62K</td>
<td>55,680 Range 44-64K</td>
<td>63,080 Range 48-75K</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>60,518 Range 49-62K</td>
<td>56,492 Range 48-72K</td>
<td>61,169 Range 50-82K</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>46,039 Range 33-69K</td>
<td>48,689 Range 38-72K</td>
<td>53,739 Range 39-81K</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>37,415 Range 30-45K</td>
<td>49,770 Range 39-79K</td>
<td>37,000 Range 30-51K</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>40,273 Range 32-54K</td>
<td>40,784 Range 35-54K</td>
<td>50,817 Range 38-68K</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
<td>n/a</td>
<td>n/a</td>
<td>40,720 n/a</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>103 Range 75-130</td>
<td>140 Range 80-220</td>
<td>113 Range 80-150</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>31,663 Range 14-48K</td>
<td>32,639 Range 16-48K</td>
<td>n/a</td>
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</table>

### 10-12 years in position

<table>
<thead>
<tr>
<th>Position</th>
<th>10-12 years in position</th>
<th>13-15 years in position</th>
<th>15+ years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Director</td>
<td>81,434 Range 65-99K</td>
<td>86,132 Range 59-117K</td>
<td>102K Range 71-170K</td>
</tr>
<tr>
<td>b) Training Director</td>
<td>57,533 Range 48-82K</td>
<td>63,886 Range 45-74K</td>
<td>80,262 Range 57-148K</td>
</tr>
<tr>
<td>c) Assistant or Associate Director</td>
<td>62,505 Range 50-77K</td>
<td>44,956 Range 35-55K</td>
<td>72,853 Range 53-96K</td>
</tr>
<tr>
<td>d) Counselor with Ph.D.</td>
<td>56,524 Range 42-83K</td>
<td>56,983 Range 46-70K</td>
<td>64,059 Range 45-98K</td>
</tr>
<tr>
<td>e) Counselor who is A.B.D.</td>
<td>n/a</td>
<td>44,000 Range 39-78K</td>
<td>43,339 Range 35-50K</td>
</tr>
<tr>
<td>f) Counselor with M.A.</td>
<td>37,985 Range 31-45K</td>
<td>65,008 Range 51-85K</td>
<td>55,099 Range 40-70K</td>
</tr>
<tr>
<td>g) Counselor with M.S.W.</td>
<td>42,835 Range 35-52K</td>
<td>55,750 Range 52-60K</td>
<td>55,069 Range 35-70K</td>
</tr>
<tr>
<td>h) Counselor with BA</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>i) Psychiatrist/M.D. (annual salary)</td>
<td>126K Range 120-132K</td>
<td>111,750 Range 120-155K</td>
<td>118K Range 89-145K</td>
</tr>
<tr>
<td>j) Psychiatrist/M.D. (hourly rate)</td>
<td>92 Range 89-95.00</td>
<td>88 Range 70-100</td>
<td>78 Range 70-85.00</td>
</tr>
<tr>
<td>k) Learning Skills Specialist</td>
<td>40,000</td>
<td>49,748 Range 38-61K</td>
<td>48,017 Range 40-56K</td>
</tr>
</tbody>
</table>
# APPENDIX C

## Director's Salary by Experience and Center Size 2003

**N = 333**

### Total Data

| FTE
| Under 5 years in position | 5-10 years in position | Over 10 years in position |
|---|---|---|---|
| a) 1 FTE | 51,141 Range 30-82K (n=20) | 48,458 Range 37-71K (n=12) | 47,306 Range 30-79K (n=15) |
| b) 2-3 FTE | 56,169 Range 32-78K (n=32) | 58,773 Range 40-82K (n=23) | 68,464 Range 45-116K (n=36) |
| c) 4-7 FTE | 62,086 Range 42-83K (n=35) | 76,764 Range 55-120K (n=17) | 71,592 Range 42-90K (n=36) |
| d) 8-11 FTE | 76,980 Range 42-135K (n=18) | 72,420 Range 64-86K (n=9) | 78,262 Range 58-99K (n=20) |
| e) 12-16 FTE | 77,986 Range 68-85K (n=7) | 93,000 Range 91-95K (n=2) | 91,364 Range 67-120K (n=11) |
| f) 17+ FTE | 86,000 Range 65-102K (n=3) | 103,249 Range 99-111K (n=3) | 102K Range 71-170K (n=10) |

### By School Size

#### Size 1 (Under 2,500):

| FTE
| Under 5 years in position | 5-10 years in position | Over 10 years in position |
|---|---|---|---|
| a) 1 FTE | 48,472 Range 30-70K (n=14) | 46,687 Range 37-56K (n=8) | 41,781 Range 30-66K (n=11) |
| b) 2-3 FTE | 56,342 Range 32-74K (n=14) | 57,225 Range 47-68K (n=8) | 68,240 Range 45-99K (n=19) |
| c) 4-7 FTE | 76,000 Range 61-120K (n=1) | 81,125 Range 61-120K (n=4) | 67,400 Range 56-80K (n=5) |
| d) 8-11 FTE | 79,000 Range 68-90K (n=2) | n/a | n/a |
| e) 12-16 FTE | n/a | n/a | n/a |
| f) 17+ FTE | n/a | n/a | n/a |

#### Size 2 (2,500 - 7,500):

<table>
<thead>
<tr>
<th>FTE</th>
<th>Under 5 years in position</th>
<th>5-10 years in position</th>
<th>Over 10 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) 1 FTE</td>
<td>52,925 Range 38-82K (n=4)</td>
<td>52,000 Range 40-71K (n=4)</td>
<td>79,000 (n=1)</td>
</tr>
<tr>
<td>b) 2-3 FTE</td>
<td>55,548 Range 44-78K (n=13)</td>
<td>60,769 Range 46-82K (n=13)</td>
<td>65,295 Range 50-95K (n=14)</td>
</tr>
<tr>
<td>c) 4-7 FTE</td>
<td>60,352 Range 42-80K (n=13)</td>
<td>84,200 Range 65-110K (n=5)</td>
<td>71,607 Range 56-89K (n=13)</td>
</tr>
<tr>
<td>d) 8-11 FTE</td>
<td>79,000 Range 68-90K (n=2)</td>
<td>75,000 Range 64-86K (n=2)</td>
<td>72,000 (n=1)</td>
</tr>
<tr>
<td>e) 12-16 FTE</td>
<td>135,000 (n=1)</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>f) 17+ FTE</td>
<td>68,000 (n=1)</td>
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<td>n/a</td>
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</table>
### Size 3 (7,500 - 15,000):

<table>
<thead>
<tr>
<th>FTE Level</th>
<th>Under 5 years in position</th>
<th>5-10 years in position</th>
<th>Over 10 years in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) 1 FTE</td>
<td>66,250 Range 64-69K (n=2)</td>
<td>n/a</td>
<td>56,000 (n=1)</td>
</tr>
<tr>
<td>b) 2-3 FTE</td>
<td>64,500 Range 64-65K (n=2)</td>
<td>64,000 (n=1)</td>
<td>84,666 Range 68-116K (n=36)</td>
</tr>
<tr>
<td>c) 4-7 FTE</td>
<td>64,000 Range 46-83K (n=11)</td>
<td>69,333 Range 80-75K (n=6)</td>
<td>73,421 Range 42-90K (n=9)</td>
</tr>
<tr>
<td>d) 8-11 FTE</td>
<td>72,500 Range 72-75K (n=4)</td>
<td>70,375 Range 65-75K (n=4)</td>
<td>77,690 Range 60-99K (n=8)</td>
</tr>
<tr>
<td>e) 12-16 FTE</td>
<td>n/a</td>
<td>n/a</td>
<td>110,000 Range 90-120K (n=3)</td>
</tr>
<tr>
<td>f) 17+ FTE</td>
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### Size 4 (Over 15,000):

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<th>FTE Level</th>
<th>Under 5 years in position</th>
<th>5-10 years in position</th>
<th>Over 10 years in position</th>
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<tr>
<td>a) 1 FTE</td>
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<td>75,000 (n=1)</td>
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<td>b) 2-3 FTE</td>
<td>52,500 Range 37-71K (n=3)</td>
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<td>c) 4-7 FTE</td>
<td>61,428 Range 47-75K (n=7)</td>
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<td>72,068 Range 62-80K (n=9)</td>
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<td>d) 8-11 FTE</td>
<td>72,968 Range 42-95K (n=11)</td>
<td>73,428 Range 71-77K (n=3)</td>
<td>76,248 Range 58-95K (n=11)</td>
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<td>e) 12-16 FTE</td>
<td>79,650 Range 69-85K (n=7)</td>
<td>93,000 Range 91-95K (n=2)</td>
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<td>f) 17+ FTE</td>
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<td>Activities</td>
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<td>---------------------------------------------------------------------------</td>
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<tr>
<td>1. Interns teach two undergraduate classes and senior staff teach two doctoral level modules in exchange for Arts and Sciences/Psychology paying for one intern slot.</td>
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<tr>
<td>2. Long term therapy and psychiatric med management.</td>
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<td>3. Intern receives stipend from the Disabilities Office in exchange for center providing psychoeducational assessments.</td>
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<td>4. 1) Provide counseling services on-site at nearby Art Institute. Staff with non-paid interns. Ongoing contract. 2) Revenue from Testing Service also supplements over 50% of operating budget of Counseling and Testing Services</td>
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<td>5. Substance abuse interventions program.</td>
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<td>6. A gift to honor a student who died in a car accident whose family felt he was a &quot;counselor&quot; to his peers.</td>
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<td>7. Graduate entrance exam workshops.</td>
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<td>8. Fees for counseling, fees for psychiatric services, fees for no shows and late cancellations.</td>
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<td>9. Learning disability testing.</td>
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<td>10. Standardized testing (GRE, TOEFT, GMAT, etc.).</td>
<td>61, 173, 174, 338</td>
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<td>11. External contract providing counseling services to another institution.</td>
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<td>12. Billing for extended sessions (no charge for the 9 core sessions).</td>
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<td>13. Charges to EAP to see staff, co-pays for students seeking counseling.</td>
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<td>14. Sub-grant: club drug awareness through grant from the state.</td>
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<td>15. Clinical services to a small school of art and design.</td>
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<tr>
<td>16. Individuals ages 18-20 who receive P&amp;C in Fifth Judicial Court have to pay for Insight Program - mandatory education and counseling.</td>
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<tr>
<td>17. Specialized psychological services to student athletes - contract w/ intercollegiate athletics.</td>
<td>189</td>
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</tbody>
</table>
18. Grants/substance abuse programming.

19. ASPIRE Program - for African American Student Retention Crisis Intervention Consultants - for housing both special programs funded by Student Affairs.

20. Established "Laughing and Learning" program funded by student government - brings in educator/entertainers twice a year.


22. Charge/contract with other university depts. The cost of FTE for providing on-site psychological services.

23. Violence prevention program funded by DOJ.

24. Assessment revenues from learning disability testing and community testing where we proctor exams.

25. 1.2 FTE supported by staff providing long-term therapy for students who carry the college health plan.

26. An after-hours clinic practice by staff psychologists that serves people from the community and bills health insurance.

27. Brief alcohol screening and a ten hour moderation skills class to cited underage drinkers - the county allows them to keep their license if they take the class. Screenings are completed by counseling staff and classes are run by trained and supervised peers.

28. National testing service and have a computer based test center. Placement testing for Math and English.

29. Bill third party for medication services.

30. Two separate half-time contracts negotiated with the Athletic Dept. to provide psychological services to male and female intercollegiate student athletes.

31. Safe Grant - funded to provide direct services for victims of violence. Plains Truth Grant - funded to provide social norms campaign to reduce underage alcohol consumption.

32. Contract with Veteran's Administration for evaluation and case management with Chapter 31 veterans.
APPENDIX E

Ethical/Legal Dilemmas Encountered by Counseling Center Directors in Past Year
(Question #22)

1. Student death related to eating disorder in Residence Hall. Received much publicity. The Center's possession of or non-possession of information was challenged.

2. How do centers with APA-approved internships deals with intern ethical violations? Ours was a moderate-level boundary problem and the offended student had a character disorder. Due to the extent to which he aired his complaint, we were forced by upper administration to ask for the intern's resignation, although we were hoping to attempt remediation.

3. If a lawsuit is brought against your university, but the counseling center is not named, can the university demand access to counseling records without client authorization? (Our university tried to maintain that they could; we refused access and said we would only release with a court subpoena.)

4. Unstable psychologist told several people she wished she were dead. I asked that she be placed on medical leave and evaluated. We are a union shop and they say I have no right to remove her from duties. She is at home right now and has filed a grievance against me. The faculty union is on her side!

5. Student health insurance company tried to define the $2,000 maximum for mental health coverage as a "per college career" instead of a previous definition of $2,000 "per year" as defined by practice over the past 5 years. Our attorneys contested and it was returned to the previous definition.

6. If a suicidal student refuses help and refuses to give permission for parents to be contacted, do you contact them anyway?

7. What do you do when a new hire is found to be in a romantic/sexual relationship with a client? Consulted with legal, Vice President, APA, and licensure board. Called a meeting with the professional for an explanation, the professional resigned.

8. How should one manage the range of professional responsibilities of a staff member being investigated for sexual harassment while the investigation is underway? Resolution: Placed staff member under intensive supervision during investigation; staff resigned after investigation.
9. Client told intern she suspected a relative in another state was abusing children. Since she was the only relative in this state if the counselor here reported and the report became open, it would be obvious who had provided the information. If intern filed report, and client suffered she could file a complaint about breach of confidentiality threatening intern's licensure application. Resolution was a very careful anonymous phone call to the other state's abuse hotline.

10. How to handle "I have a friend" situations re: serious eating disorders when student is not interested in services but various people on campus (friends, roommate, faculty) continue to express concern. Policies under development.

11. After an assessment, it was determined that a student would best be served by an external referral and the student initiated therapy with a local private practitioner. However, several times a week the student presented at the counseling center "in crisis" (which usually meant in panic) and requested to be seen by the on-call counselor, saying that her private therapist was not available between appointments. It took a while to resolve this, but we ultimately continued to see the student but consulted with the private therapist so that our work with the student was reasonably consistent with the private therapist's approach. We also tried to help the student find other ways to soothe herself or get support between sessions. This didn't really help until the student got herself into some judicial trouble on campus (related to her anxiety), when we were able to be clearer about her need to contact her therapist if she was in a panic state.

12. Must confidentiality be maintained if a known drug dealer (student) who is a client is selling drugs on campus? Lawyer states that confidentiality must be maintained and "duty to warn" does not apply.

13. Is it reasonable to provide treatment to individuals with chronic mental health concerns when you do not have psychiatric services available?

14. Should the former director be forced to return all counseling files that were taken at retirement to the Center? New director worked with state APA ethics consultant to draft a letter urging files to be returned before university legal assistance was sought.

15. A student with a brief treatment history in our center planned to go over seas to a very remote area of the world. She was unwilling to provide a release of information for us to talk with her and the faculty member who was leading the program. She threatened to take legal action if we communicated with the faculty member. Note: she was not honest in disclosing any information on the health form given to the faculty member. Resolution: heavy documentation of her refusal and long conversations with her about our motives (having help available if needed, preparing a plan with her and the faculty) and asking that she discuss her situation with the faculty prior to travel. Client has stated that she may still press for legal action when she returns.
16. How does a small counseling center limit the amount of service provision to a high needs (international) student with a pervasive developmental disorder, particularly if the student's conduct has not been identified as disruptive and when no relatives will assume responsibility? After a full semester, the student was administratively discharged because of school's inability to provide for his needs.

17. Clerical staff member using university computer to advertise and communicate through date-matching service. Employee advised to end computer use for such private use immediately—employment threatened.

18. We had a student with post partum depression whose child was at risk. We reported it, violating her confidentiality, and are in the middle of court proceedings. The child was taken from her one week after our report. Desired services are in place, which is what we wanted.

19. When can the Center mandate an assessment of a student about whom we've received information suggesting possible psychosis or dangerousness to self or others (but no clearly disruptive behavior and no clear evidence of dangerousness) AND the student is unwilling to come in? We've resolved these on a case-by-case basis, but are working on policy.

20. The decision to involve a third party (family, others) without consent in an emergency and where other campus offices were not following their own procedures.

21. How to balance individual student needs vs. others who may be affected by the student's threatening behavior, e.g. Housing Director expresses concern about return to campus of student who has attempted suicide and the impact this has had on roommates, as well as their perceived responsibility to monitor the client's condition. Resolution has been to obtain client release to consult with Housing Director or to provide general consultation without disclosing client details.

22. Having local hospital ER doctor call and give information to counseling on-call staff member about student treated there. Checked with university lawyer and he showed us that it was legal to share this information with counseling staff.

23. A position was not replaced. In order to protect ourselves from a law suit in restricting who was served, we consulted an attorney. The advice was to publish the change of service throughout the university and in major written material.

24. Should we notify the parents of a disturbed student? We did decide to inform the parents and changed our policy to indicate that we reserved the right to do so.

25. The question is whether or not CAPS needed to become HIPPA compliant. We chose to voluntarily do so, believing it will eventually become the standard of practice.
26. Should videotapes made for 'in-house' supervision purposes be used by a staff member on an external workshop presentation? Staff member used tapes.

27. In the event of sexual harassment of a student by a faculty member, what role does the counseling center staff play in helping the student deal with the university administration? Should the counselor attend meetings with administration and the student (at the student's request)? Should the counselor voice his/her opinion as to actions the student should take or as to the seriousness of the harassment?

28. Can we deny someone readmission to the college following severe psychological incident? We have created a Readmittance Review team but have yet to deny someone coming back. Will this be challenged?

29. Is a clinician allowed to share confidential information with a clinician in another program within the institution? No, it is an ethical breach. Permission should have been obtained from the client (if appropriate). Can a clinician coerce a client into allowing them to notify family of suicidal ideations? No, the clinician must respect the confidentiality and wishes of the client, especially if the client is cooperating with care and self hospitalizing as recommended by the clinician.

30. A student who was in counseling was reported to us by another source (her roommate told Health Services) that she had made a suicide attempt. The student did not report this to her counselor and, in fact, dropped out of counseling despite repeated efforts to contact her and invite her to return. I eventually called her in, told her of our concerns and asked her if she was willing to resume counseling. She said she was but then did not come to several appointments that had been scheduled. As I had told her I would, I then informed Residential Life and Housing and her mother of our concerns. Residence life made resuming treatment a condition of her remaining in the residence hall. When she again didn't show up for sessions, I sent a letter to her, Residence Life, and her mother informing them that we could no longer accept any responsibility for her safety. She then came to a few sessions, said she was "ok" and has stopped coming.

31. The question is whether or not to continue treatment with a borderline type of individual who repeatedly expresses suicidal ideation, has continuing significant alcohol abuse, and refuses treatment for it.

32. What are the responsibilities of a counselor to respond to requests for information by a student's private attorney, when the student is involved in a personal criminal matter?

33. Can administrators receive confidential information? Legal counsel supported Counseling Center and professional laws, ethics.
The following pages contain directories to assist you in matching counseling centers with their identification numbers. Beginning on this page is an alphabetical listing by last name of all counseling center directors. On the following pages is a list that is organized alphabetically by institution name. Some institutions whose surveys were not included in the data analysis can be found at the end of that list.

**ALPHABETIZED LISTING OF PARTICIPANTS 2003—Name follows directory number.**

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VI. Alphabetized Listing of Schools

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   Student Counseling Center
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   Decatur, GA 30030
   John R. Lucy
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   j lucy@ agnesscott.edu

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   Normal, Al 35762
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   MBillings@asamu.edu

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   611 East Porter
   KC 4674 Albion, MI 49224
   William T. Divane, Psy.D.
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   Norman J. Pollard, Ed.D.
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   Counseling Center
   Box 11019, ASU Station
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   Cleave Pool
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   cleave.pool@angelo.edu

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<th>City, State</th>
<th>Phone Numbers</th>
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<td>Granville, OH 43023-1368</td>
<td>Granville, OH</td>
<td>740-587-6647</td>
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<td>75. Dominican University</td>
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<td><a href="mailto:ksburch@dom.edu">ksburch@dom.edu</a></td>
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<td>Services</td>
<td>University</td>
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</tr>
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</tr>
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</tr>
<tr>
<td>Indiana University Counseling &amp; Psychological Services</td>
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<td><a href="mailto:bucklesn@indiana.edu">bucklesn@indiana.edu</a></td>
</tr>
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</tr>
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</tr>
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<td><a href="mailto:kweiner@iup.edu">kweiner@iup.edu</a></td>
</tr>
<tr>
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<th>199. Rhode Island College Counseling Center</th>
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<td>600 Mt. Pleasant Ave. Providence, RI 02908</td>
<td>1 Old Ferry Road Bristol, RI 02809</td>
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<tr>
<td>Tom Lavin 401-456-8094 <a href="mailto:tlavin@ric.edu">tlavin@ric.edu</a></td>
<td>James Azar 401-253-8853 <a href="mailto:jazar@rwu.edu">jazar@rwu.edu</a></td>
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<tr>
<td>200. Rhode Island School of Design Student Development and Counseling Services</td>
<td>206. Roosevelt University The Counseling Center</td>
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<tr>
<td>2 College St. Providence, RI 02906</td>
<td>430 S. Michigan Avenue Room 854</td>
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<td>Roberta McMahon 401-454-6639 <a href="mailto:mmcmahon@risd.edu">mmcmahon@risd.edu</a></td>
<td>Chicago, Illinois, 60605 Patricia Dore, Ph. D. 312.341.3548 <a href="mailto:pdsore@roosevelt.edu">pdsore@roosevelt.edu</a></td>
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<tr>
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<td>207. Rosemont College Counseling Center</td>
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<tr>
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<td>Lindley E. Doran 713-348-4867 <a href="mailto:doran@rice.edu">doran@rice.edu</a></td>
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<tr>
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<td>208. Rutgers College Counseling Center</td>
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<td>101 Walnut Lane, Princeton, NJ 08540</td>
<td>17 Senior Street New Brunswick, NJ 08901-1121</td>
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<td>203. Rivier College Counseling Services</td>
<td>209. S.U.N.Y. Oswego Counseling Services Center</td>
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<td>Walker Infirmary</td>
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<td>Pamela Graesser 603-897-8251 <a href="mailto:pgraesser@rivier.edu">pgraesser@rivier.edu</a></td>
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</tr>
<tr>
<td>204. Roberts Wesleyan College Counseling &amp; Family Services Center</td>
<td>210. Sage Colleges Wellness Center</td>
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<tr>
<td>2301 Westside Drive Rochester, NY 14624</td>
<td>1st St. Troy, NY 12180</td>
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<td>211. Saint John's University (MN) Personal and Professional Development Center</td>
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|       | <a href="mailto:bradley@susqu.edu">bradley@susqu.edu</a>        |       |                               |
| 255. | Swarthmore College      | 262. | The College of St. Catherine Counseling Center |
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|       | Swarthmore, PA 19081     |       | St. Paul, MN 55105           |
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| 257. | Tennessee Tech University| 264. | The Metropolitan State College of Denver Counseling Center |
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|       | <a href="mailto:macleod@stkat.edu">macleod@stkat.edu</a>        |       |                               |
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<thead>
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<th>University Name</th>
<th>Address</th>
<th>Contact Information</th>
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