

**NATIONAL SURVEY OF
COUNSELING CENTER DIRECTORS
2006**

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Project Support

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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.

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.

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, and other, networking opportunities.

The 2006 survey includes data provided by directors from 367 counseling centers, representing institutions from numerous states and provinces.

2006 SURVEY HIGHLIGHTS (N=367)

More complete data by institutional size are provided with the survey summary data.

- 52.3% of directors are women. The ratio of women to men counselors is 2 to 1.
- 38 centers (10.4 %) charge for personal counseling; down from a peak of 17.2% in 1996. (Item1).
- 41.7% of centers are supported by mandatory fees. 22.6% comes from student health fees, 16.6% from a student life fee, and only 2.5% of these fees are specifically identified as a counseling center fee. (Item 3))
- The ratio of counselors to students is 1 to 1,697. Smaller schools have better ratios. (Item 4)
- The expected number of weekly client contact hours expected from a counselor with no other major responsibilities is 23. (Item 5)
- Career counseling is conducted primarily in a separate career development or placement office (67%), in the counseling center (22%) or shared equally (6.3%). Over the past 10 years responsibility for career counseling has been moved out of 20.4% of counseling centers, while only 1.1% of counseling centers have gained this responsibility. (Items 6&7)
- 24.3% of clients are seen for only one session. Directors report that 53% of these students get the help they want in this one session. (Item 8 & 9).
- There were 4 lawsuits against centers in the past year. Three were described. Two involved student suicides and one was for boundary violations. (Item 10)
- The primary administrative concerns of directors include the growing demand for services without a corresponding increase in resources (63%), administrative crises related to the handling of students with more serious psychological problems (55%), and the call for more accountability data (46%). Other concerns are listed. (Item 11)
- On average, counseling centers saw 9% of enrolled students last year. (Item 12)
- 58% of schools offer psychiatric services on campus, and provide 22 psychiatric consultation hours per week on average. The number of consultation hours per week per 1,000 students is 1.7. This means that on a campus of 10,000, there are, on average, 17 hours of psychiatric consultation available. (Items 13 &14)

- 16.4 % of center clients are referred for psychiatric evaluation (Up from 12 % in 2004) and 25% of center clients are on psychiatric medication. The latter is up from 20% in 2003. 17% in 2000, and 9% in 1994. In addition 91.6% of directors believe that there is an increase in the number of student's coming to campus who are already on psychiatric medication.(Items 15-17)
- 92 % of directors believe that the number of students with severe psychological problems has increased in recent years. (Item 18)
- Directors report that 40% of their clients have severe psychological problems, 8% have impairment so serious that they cannot remain in school, or can only do so with extensive psychological/psychiatric help, while 32% experience severe problems but can be treated successfully with available treatment modalities. (Item 19)
- 92 % of directors believe that the increase of students with more serious problems is a growing concern in their centers, 77 % believe it is a growing concern for the administration, 67 % for faculty and 81.5 % for residence life staff. (Item 20)
- 30.5% of directors believe that incidents of violence against students have increased over the past 5 years.(Item 21)
- 466 cases of obsessive pursuit were reported, with 129 students being injured and 10 being killed by their pursuer (Items 22-25)
- When asked about other service provision concerns directors expressed greater concern in every category as compared to 2004. (Item 26)

	<u>2004</u>	<u>2006</u>
Increase in self injury reports	54.9%	66.8%
Need to find better referral sources for students needing long term care.	54.3%	68.7%
Growing demand for services without needed increase in resources	53.7%	61.6%
Increased demand for crisis counseling	44.8%	55.9%
Responding to needs of learning disabled students	39.2%	44.4%
Increase in number of students with eating disorders	36.0%	37.9%
Increase in sexual assault cases	18.3%	22.6%
Increase in number of students reporting earlier sexual abuse.	19.5%	22.9%

- 2,368 students were hospitalized for psychological reasons. (Item 28)
- Directors reported 142 student suicides in the past year. 14 of these were current or former counseling center clients, 71.4% were males, 76% were undergraduates, and most of the suicides (68%) occurred off-campus. 76% were Caucasian.15% were Asian or Pacific Islanders and 6 % were African American. To the extent that it was known 44% of the students were depressed, 24 % had relationship problems, and 18% had academic problems. 32% were on psychiatric medication and 23% had a previous psychiatric hospitalization. 19% committed suicide by use of a firearm, 26% by hanging, 13% by ingesting toxic substances, 9% by jumping, and 33% by other methods. (Items 28-39).

- Since the participating schools represent 3,717,000 students who are eligible for counseling services, the number of suicides per 100,000 students is 3.8. This is considerably lower than the 7.5 :100,000 ratio that has been found for college students in past studies and the 15 : 100,000 ratio for same age individuals who are not in college. If this holds true in further studies, given the significant increase in students with more serious pathology, it suggests that the services made available for students in colleges and universities are having a very positive impact.
- 88.3% of directors reported an increased level of concern on campus about liability risks regarding student suicides. 40 % of directors are in favor of mandating a certain number of counseling sessions for students who mention suicidal thoughts to anyone on campus, but only 4.4% favor sending such students to Judicial Boards for disposition. (Items 40,i,ii,iii)
- 51% of centers participated in depression screening days. (Up from 41.6% in 2004). 10,430 students were screened and 2,735 were referred for counseling. (Item 41)
- 16.6% of centers participated in Anxiety Screening Days. 3,280 students were screened and 617 were referred for treatment. (Item 42)
- When clients are asked on evaluation forms, 53.6% report that counseling helped them to remain in school and 57.8% claim that it helped their academic performance. (Items 43 & 44)
- 37.3% of centers now collect student self-reports of learning outcomes such as “manage stress more effectively” or “able to focus better on studies.” 95.6% of directors believe that it is a good idea to collect this kind of information and 70.3% would like to see a standard learning outcomes list developed (using the listserve) that would make some comparative nationwide data available on this topic.(Items 45-47)
- 39.8% of directors accept mandatory referrals for both assessment and counseling. 47.4% accept mandated referrals for assessment purposes only and 12% accept no mandated referrals. (Item 48)
- Apart from how centers handle mandatory referrals for counseling, 10.6% are in favor of providing this service, 68.1% are not crazy about it but believe some students can be helped in this way, and 20.2% are opposed to mandatory counseling. (Item 49)
- For centers that accept mandatory counseling, policies on how this occurs on various campuses are described. (Item 50)
- For centers that accept mandated referrals, 53% of directors would report the confirmation of the initial visit to the referring person, 41% would confirm that student has complied with the recommendation for treatment, and only 7% would provide a statement of student’s progress. (Item 51)

- 78.5% of participating center's counseling time is spent on personal counseling, 5.8% on career counseling, 7.9% on academic counseling, and 7.8% on other. (Item 52)
- 30.5% of directors carry a heavy case load in addition to their administrative duties, 41.4% carry a moderate case load, 22.9% carry a few clients and 4.9% see no clients. This differs significantly depending on the size of institution. (Item 53)
- 6.8 % of directors report that their administrative responsibilities often interfere with their counseling effectiveness, and 44.7% believe that thoughts about administrative tasks occasionally intrudes on their ability to focus in counseling sessions. (Item 54)
- 39% of directors report that they have a relatively high stress job and 54.5% rate the job as moderately stressful. 53.7% state that the director's job is more stressful than it was 5 years ago. A list of various stressors is provided with time pressures (81%), work load (66.8%) and complexity of student problems (66.2%) being the highest ranked. (Items 55-57).
- 84.2% of directors believe that higher administration has a growing awareness of the problems centers are facing with the increased demand for services along with the growing complexity of student problems. 40.3% report that this awareness has already led to more resources for their counseling programs (up from 35% in 2004). (Items 58 & 59)
- See item 60 for salaries of new employees, item 61 for salaries of current employees based on years of service, and item 62 for director's salaries broken out by size of staff and years of service.

2006 Director's Survey Data

Director's Gender

Male	175	47.7%
Female	192	52.3%

Director's Racial/Ethnic Identification

African American	19	5.2%
Hispanic American	9	2.5%
Native American	0	0%
White/Caucasian	328	89.4%
Asian American	4	1.1%
Other	7	1.9%

Staff Members' Gender/Orientation

Male	733	31.8%
Female	1573	68.2%
Gay/Lesbian/Bisexual	229	13.3%
Heterosexual	1953	86.7%

Staff Members' Ethnicity

African American	214	9.6%
Hispanic American	105	4.7%
Native American	16	0.7%
White/Caucasian	1719	76.9%
Asian American	136	6.1%
Other	46	2.1%

Director's Highest Degree

Doctorate: Clinical/Counseling Psychology	243	66.2%
Masters: Clinical/Counseling Psychology	23	6.3%
Doctorate: Social Work	1	0.3%
Masters: Social Work (MSW)	25	6.8%
Doctorate: Counseling/Counseling Education/Mental Health	37	10.1%
Masters: Counseling/Counseling Education/Mental Health	18	4.9%
Doctorate: Student Personnel	2	0.5%
Masters: Student Personnel	0	0%
M.D.	3	0.8%
Other	15	4.1%

Director's Professional Identity

Clinical Psychologist	112	30.5%
Counseling Psychologist	149	40.6%
Psychiatrist	2	0.5%
Mental Health Professional	13	3.5%
Social Worker	22	6%
Student Personnel Administrator	3	0.8%
Professional Counselor	50	13.6%
Other	15	4.1%

Number of student eligible for services in the 367 schools represented in the survey: 3,717,000

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=94			n=103			n=82			n=88			n=367		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
1.) Centers that charge a fee for personal counseling:															
		1.1%	1		2.9%	3		14.6%	12		25%	22		10.4%	38
2.) What is your annual income from these fees (rounded to the nearest \$1000)															
	11K	0 - 28K		17K	8K - 28K		53K	0 - 330K		98K	1K - 553K		71K	0 - 553K	
3.) Is your Center supported by a mandatory fee?															
No		69.1%	65		59.2%	61		52.4%	43		48.9%	43		57.8%	212
Yes, one that is specifically identified as being for the Counseling Center		0%	0		1%	1		4.9%	4		4.5%	4		2.5%	9
Yes, through a Student Health fee		11.7%	11		22.3%	23		29.3%	24		28.4%	25		22.6%	83
Yes, through a general student life fee for all Student Affairs Services		18.1%	17		17.5%	18		12.2%	10		18.2%	16		16.6%	61
4c.) Ratio of mental health professionals to students:															
	1 : 870	1:250 - 1:2500	89	1 : 1472	1:429 - 1:6000	101	1 : 1911	1:550 - 1:4667	80	1 : 2612	1:119 - 1:18500	87	1 : 1698	1:119 - 1:18500	357
5.) Based on a 40 hour week, how many client contact hours a week would you EXPECT from a full-time counselor with no other responsibilities except individual counseling, attending staff meetings, paperwork, and necessary telephone or computer follow-up? This would include on-going clients, intakes, emergencies, etc. Assume all clients will show for appointments.															
	23.8	15 - 34		23.1	5 - 30		23.3	15 - 32		23.1	10 - 30		23.3	5 - 34	
6.) Where on your campus does career counseling take place?															
Primarily in the Counseling Center		28.7%	27		19.4%	20		15.9%	13		23.9%	21		22.1%	81
Primarily in a separate career development or placement office		68.1%	64		69.9%	72		69.5%	57		60.2%	53		67%	246
Shared equally between option 1 and option 2		0%	0		7.8%	8		7.3%	6		10.2%	9		6.3%	23
7.) Over the past 10 years has the primary responsibility for career counseling:															
been moved out of the counseling center		18.1%	17		24.3%	25		19.5%	16		19.3%	17		20.4%	75
been moved into the counseling center		1.1%	1		1.9%	2		0%	0		1.1%	1		1.1%	4
no change has occurred		80.9%	76		73.8%	76		80.5%	66		79.5%	70		78.5%	288
8.) If you track this data, what is the percentage of clients who are seen for only one session?															
	20.7%	0 - 75%	50	22.7%	1 - 50%	46	24.8%	0 - 60%	38	28.6%	3 - 60%	54	24.3%	0 - 75%	188
If you responded to the above, what percentage of the students who do not return for a second session do not do so, in your opinion:															
9a.) because they have gotten the help they wanted															
	53%	3 - 95%	45	51.8%	3 - 94%	45	47.1%	5 - 85%	35	57.6%	8 - 96%	45	52.7%	3 - 96%	170
9b.) for some other unknown reason															
	35.4%	3 - 80%	38	39.7%	3 - 90%	44	43.8%	3 - 90%	34	40.3%	2 - 100%	46	39.7%	2 - 100%	162
10.) Number of centers that have been sued in the past year:															
Yes			0			1			1			2			4

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=94			n=103			n=82			n=88			n=367		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
11.) What particular administrative concerns does your Center have? (check all that apply)															
Increased paperwork		24.5%	23		24.3%	25		22%	18		31.8%	28		25.6%	94
Need for more accountability data		39.4%	37		50.5%	52		40.2%	33		54.5%	48		46.3%	170
Maintaining staff motivation		20.2%	19		21.4%	22		32.9%	27		45.5%	40		29.4%	108
Boundary issues with administration		39.4%	37		30.1%	31		19.5%	16		12.5%	11		25.9%	95
Administrative issues related to the handling of students with severe psychological problems		58.5%	55		57.3%	59		47.6%	39		55.7%	49		55%	202
Waiting list problems		11.7%	11		16.5%	17		26.8%	22		36.4%	32		22.3%	82
Inadequate technical support		14.9%	14		22.3%	23		23.2%	19		25%	22		21.3%	78
Inadequate clerical support		33%	31		27.2%	28		20.7%	17		17%	15		24.8%	91
A growing demand for services without an appropriate increase in resources		58.5%	55		55.3%	57		67.1%	55		73.9%	65		63.2%	232
Other (please specify)		14.9%	14		19.4%	20		9.8%	8		17%	15		15.5%	57
12c.) Percent of student body that sought counseling last year															
	14	1.4-40	88	8.6	1.2-75.2	95	6.4	0.4-16.6	76	6.1	0.4 - 25.3	79	8.9	0.4-75.2	338
13.) Are there on-campus psychiatric services available at your school?															
No		67%	63		51.5%	53		29.3%	24		15.9%	14		42%	154
Yes		33%	31		48.5%	50		70.7%	58		84.1%	74		58%	213
14a.) Number of psychiatric consultation hours available on campus per week:															
	4.4	0 - 26	150	5.9	0 - 35	297	18.5	1 - 144	1073	42.4	0 - 200	3138	21.6	0 - 200	4660
14b.) Psychiatric consultant hours per 1000 students per week															
	2.7	0.5-10.7	31	1.3	0.1-5	48	1.6	0.1-11.3	57	1.6	0.2-7.1	71	1.7	0.1-11.3	207
15.) Estimate what percentage of your center's clients are taking psychiatric medicine:															
	24.9%	1 - 60%	87	24.3%	1 - 65%	98	24.9%	10 - 53%	75	25.6%	10 - 75%	85	24.9%	1 - 75%	345
16.) Do you believe that there has been an increase in recent years in the number of center clients that are taking psychiatric medication before arriving at your center?															
No		5.3%	5		8.7%	9		4.9%	4		2.3%	2		5.4%	20
Yes		88.3%	83		90.3%	93		91.5%	75		96.6%	85		91.6%	336
17.) Approximately what percentage of your clients are referred for psychiatric evaluation															
	14.4%	0 - 50%	87	15%	1 - 60%	96	16.6%	1 - 33%	73	19.9%	0 - 50%	82	16.4%	0 - 60%	338
18.) Do you believe that the number of students with severe psychological problems on your campus has increased in recent years?															
No		5.3%	5		9.7%	10		7.3%	6		5.7%	5		7.1%	26
Yes		91.5%	86		90.3%	93		91.5%	75		94.3%	83		91.8%	337
There appears to be two levels of client problem severity															
- LEVEL ONE: Those students whose impairment is such that they are unable to remain in school or can only do so with on-going psychological/psychiatric assistance.															
- LEVEL TWO: Those students who experience periods of severe distress (depression, anxiety, panic attacks, suicidal ideation, etc.) but can be treated at our center.															
Given these definitions, what percent of your clientele would you estimate fall into these categories?															
19a.) Level One severity															
	8.2%	0 - 25%	47	7.5%	1 - 30%	46	9%	1 - 20%	39	8.7%	1 - 33%	43	8.3%	0 - 33%	175
19b.) Level Two severity															
	25%	2 - 65%	47	32.6%	9 - 75%	46	31.9%	9 - 60%	39	38.5%	10 - 75%	43	31.9%	2 - 75%	175
19c.) Total percent of your clients that have severe problems															
	33.3%	2 - 75%	47	40%	1 - 85%	46	40.9%	11 - 85%	39	47.1%	15 - 85%	43	40.1%	1 - 85%	175

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=94			n=103			n=82			n=88			n=367		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
20.) Is the number of students with significant psychological problems a growing concern? (check all that apply)															
At your Center?		89.4%	84		87.4%	90		95.1%	78		95.5%	84		91.6%	336
With the Administration?		74.5%	70		69.9%	72		81.7%	67		81.8%	72		76.6%	281
With Faculty?		70.2%	66		55.3%	57		74.4%	61		70.5%	62		67%	246
With Residence Life Staff		78.7%	74		74.8%	77		84.1%	69		89.8%	79		81.5%	299
21.) In your opinion, have incidents of violence among students on your campus:															
Increased over the last five years		25.5%	24		34%	35		30.5%	25		31.8%	28		30.5%	112
Remained the same over the last five years		69.1%	65		61.2%	63		65.9%	54		67%	59		65.7%	241
Decreased over the last five years		3.2%	3		3.9%	4		0%	0		0%	0		1.9%	7
22.) Has your center handled any obsessive pursuit or stalking cases in the past year?															
No		77.7%	73		54.4%	56		48.8%	40		42%	37		56.1%	206
Yes		22.3%	21		42.7%	44		50%	41		55.7%	49		42.2%	155
23.) If yes to #22, approximately how many cases have you handled?															
	2.5	0 - 10	52	2.4	1 - 8	102	2.8	1 - 10	114	4.2	1 - 24	198	3.1	0 - 24	466
24.) To your knowledge, how many persons on your campus were killed by an obsessive pursuer in the past year?															
			1			4			1			4			9
25.) To your knowledge, how many persons on your campus were physically injured by an obsessive pursuer in the past year?															
	0.4	0 - 10	34	0.4	0 - 5	35	0.3	0 - 4	22	0.5	0 - 5	38	0.4	0 - 10	129
26.) What other service provision concerns does your Center have? (check all that apply)															
Increase in sexual assault cases		29.8%	28		17.5%	18		24.4%	20		19.3%	17		22.6%	83
Increase in number of students reporting earlier sexual		28.7%	27		19.4%	20		24.4%	20		19.3%	17		22.9%	84
Increase in self-injury reports (cutting, hair pulling, burning, etc.)		66%	62		67%	69		67.1%	55		67%	59		66.8%	245
Increase in number of students with eating disorders		46.8%	44		29.1%	30		40.2%	33		36.4%	32		37.9%	139
Increase in crisis counseling		46.8%	44		55.3%	57		54.9%	45		67%	59		55.9%	205
The need to find better referral resources for students who need long-term help		61.7%	58		68.9%	71		70.7%	58		73.9%	65		68.7%	252
Responding to the needs of learning disabled students		50%	47		46.6%	48		29.3%	24		50%	44		44.4%	163
A growing demand for services without an appropriate increase in resources		55.3%	52		58.3%	60		61%	50		72.7%	64		61.6%	226
Please list any other critical issues that you are facing or anticipate facing in your center within the next few years:		11.7%	11		9.7%	10		17.1%	14		14.8%	13		13.1%	48
27.) Has your center hospitalized a student for psychological reasons in the past year?															
No		17%	16		10.7%	11		11%	9		1.1%	1		10.1%	37
Yes		83%	78		89.3%	92		86.6%	71		97.7%	86		89.1%	327
28.) If "Yes", how many were hospitalized?															
	3.6	0 - 22	291	5.2	0 - 30	464	9.4	1 - 60	658	12.1	1 - 85	955	7.4	0 - 85	2368
29.) Have any students on your campus committed suicide in the past year?															
No		92.6%	87		82.5%	85		79.3%	65		38.6%	34		73.8%	271
Yes		6.4%	6		17.5%	18		19.5%	16		60.2%	53		25.3%	93
30.) If "Yes", how many?															
	0.7	0 - 1	6	1.5	0-3	27	1.1	0 - 3	21	1.7	0 - 4	88	1.6	0-3	142

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=94			n=103			n=82			n=88			n=367		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
If you have had one or more student suicides in the past year, please fill this out to the extent that you are able to do so:															
Center Client															
No		100%	6		79.20%	19		91.30%	21		91.76%	78		89.86%	124
Yes		0%	0		20.83%	5		8.70%	2		8.24%	7		10.14%	14
Gender															
Female		83.33%	5		37.50%	9		14.29%	3		24.71%	21		28.57%	40
Male		16.66%	1		62.50%	15		85.71%	18		75.29%	64		71.43%	100
Status and Years of Study															
Undergrad 1		17%	1		18%	4		20%	3		12%	6		14%	14
Undergrad 2		0%	0		14%	3		33%	5		18%	9		17%	17
Undergrad 3		50%	3		23%	5		20%	3		26%	13		24%	24
Undergrad 4		17%	1		23%	5		7%	1		24%	12		19%	19
Undergrad 5		0%	0		0%	0		7%	1		2%	1		2%	2
Undergrad 6+		0%	0		0%	0		0%	0		0%	0		0%	0
Grad/Prof 1		0%	0		18%	4		7%	1		6%	3		8%	8
Grad/Prof 2		17%	1		0%	0		0%	0		8%	4		9%	9
Grad/Prof 3		0%	0		5%	1		0%	0		2%	1		3%	3
Grad/Prof 4		0%	0		0%	0		0%	0		0%	0		0%	0
Grad/Prof 5		0%	0		0%	0		0%	0		2%	1		1%	1
Grad/Prof 6		0%	0		0%	0		0%	0		0%	0		0%	0
Grad/Prof 7		0%	0		0%	0		0%	0		0%	0		0%	0
Grad/Prof 8		0%	0		0%	0		0%	0		0%	0		0%	0
Grad/Prof 9+		0%	0		0%	0		7%	1		0%	0		1%	1
Method															
Firearm		0%	0		17%	4		19%	4		21%	16		19%	24
Hanging		33%	2		17%	4		43%	9		24%	18		26%	33
Jumping		0%	0		4%	1		5%	1		12%	9		9%	11
Poison		17%	1		17%	4		5%	1		13%	10		13%	16
Other		50%	3		43%	10		29%	6		29%	22		33%	41
Location															
On Campus		33%	2		17%	4		29%	6		18%	14		20%	26
Near Campus		0%	0		4%	1		33%	7		9%	7		12%	15
Off Campus		67%	4		79%	19		38%	8		73%	58		68%	89
Race/Ethnicity															
Asian/Pacific Islander		50%	3		8%	2		10%	2		17%	12		15%	19
Black		0%	0		17%	4		5%	1		3%	2		6%	7
Native American/Alaskan		0%	0		0%	0		0%	0		0%	0		0%	0
White/Causasian		50%	3		71%	17		76%	16		79%	57		76%	93
Multi-Ethnic		0%	0		4%	1		10%	2		1%	1		3%	4
Risk Factors															
Depression		50%	4		44%	17		38%	14		47%	36		44%	71
Grades/Academics		13%	1		15%	6		19%	7		19%	15		18%	29
Money/Finances		0%	0		5%	2		16%	6		3%	2		6%	10
Legal Concerns		0%	0		3%	1		3%	1		4%	3		3%	5
Health Issues		0%	0		8%	3		3%	1		4%	3		4%	7
Relationship Issues		38%	3		26%	10		22%	8		23%	18		24%	39

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
Previous Attempts	3.25	1-8	13	4.78	0-41	43	0.6	0-2	3	1.23	0-19	27	2.15	0-41	86
On Psychiatric Medication															
No		60%	3		62%	8		62%	8		74%	25		68%	44
Yes		40%	2		38%	5		38%	5		26%	9		32%	21
Prior Psychiatric Hospitalization															
No		60%	3		92%	12		79%	11		74%	28		77%	54
Yes		40%	2		8%	1		21%	3		26%	10		23%	16
40i.) Is there an increased level of concern on your campus about liability risks regarding suicidal students?															
No		9.6%	9		15.5%	16		6.1%	5		11.4%	10		10.9%	40
Yes		89.4%	84		83.5%	86		92.7%	76		88.6%	78		88.3%	324
40ii.) Are you in favor of a policy mandating a certain number of counseling sessions for students who mention to anyone on campus that they are feeling suicidal?															
No		50%	47		59.2%	61		58.5%	48		64.8%	57		58%	213
Yes		48.9%	46		36.9%	38		40.2%	33		34.1%	30		40.1%	147
40iii.) Some schools are sending students who have suicidal thoughts to the Campus Judicial Board for disposition. Are you in favor of such a policy?															
No		92.6%	87		96.1%	99		92.7%	76		93.2%	82		93.7%	344
Yes		4.3%	4		2.9%	3		6.1%	5		4.5%	4		4.4%	16
41.) Did your Center participate in Depression Screening Day?															
No		51.1%	48		55.3%	57		48.8%	40		47.7%	42		51%	187
Yes		48.9%	46		44.7%	46		50%	41		51.1%	45		48.5%	178
41a.) If "Yes", how many students did you screen?	44.7	0 - 280	2100	54.8	0 - 300	2410	80.8	10 - 350	3150	66	0 - 350	2770	60.6	0 - 350	10430
41b.) How many of the students were referred for treatment (internal or external)?	13.5	0 - 55	621	12.4	0 - 63	485	22	2 - 90	792	22	1 - 77	837	17.2	0 - 90	2735
42.) Did your Center participate in Anxiety Screening Day?															
No		77.7%	73		87.4%	90		79.3%	65		83%	73		82%	301
Yes		20.2%	19		12.6%	13		19.5%	16		14.8%	13		16.6%	61
42a.) If "Yes", how many students did you screen?	41	0 - 220	820	53.3	10 - 150	640	81.5	10 - 220	1060	63.3	0 - 350	760	57.5	0 - 350	3280
42b.) How many of the students were referred for treatment (internal or external)?	9.8	0 - 46	196	8.2	0 - 23	98	18.2	2 - 60	219	9.5	0 - 50	104	11.2	0 - 60	617
43a.) Does your Center's evaluation form include a question that asks students if counseling has helped with their decision to remain enrolled in your institution?															
No		50%	47		42.7%	44		40.2%	33		33%	29		41.7%	153
Yes		45.7%	43		55.3%	57		58.5%	48		62.5%	55		55.3%	203
43b.) If "Yes", what percentage responded positively?	58.8%	3 - 100%	36	49.2%	0 - 100%	47	51.2%	0 - 97%	41	56.1%	0 - 93%	48	53.6%	0 - 100%	172

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
44a.) Does your Center's evaluation form include a question that asks students if counseling has helped them with their academic performance?															
No		45.7%	43		34%	35		32.9%	27		22.7%	20		34.1%	125
Yes		48.9%	46		64.1%	66		64.6%	53		71.6%	63		62.1%	228
44b.) If "Yes", what percentage responded positively?															
	59.6%	3 - 100%	40	54.3%	2 - 100%	54	57.9%	5 - 97%	46	60.1%	10 - 97%	53	57.8%	2 - 100%	193
45.) On your evaluation form do you attempt to collect student self reports of learning outcomes achieved through counseling such as "Manage stress more effectively", "Able to focus better on studies", etc.?															
No		64.9%	61		62.1%	64		54.9%	46		52.3%	46		58.9%	216
Yes		28.7%	27		36.9%	38		40.2%	33		44.3%	39		37.3%	137
46.) Do you think it is a good idea to collect this kind of information?															
No		2.1%	2		2.9%	3		2.4%	2		0%	0		1.9%	7
Yes		93.6%	88		95.1%	98		95.1%	78		98.9%	87		95.6%	351
47.) If "Yes" to the above, would you like to see a standard learning outcomes list developed (through the listserve) that would make some comparative nationwide data available on this topic?															
Yes		70.2%	66		68.9%	71		73.2%	60		69.3%	61		70.3%	258
Maybe, would you like to discuss it further		22.3%	21		26.2%	27		18.3%	15		25%	22		23.2%	85
No, we are satisfied with how this is handled at our center		2.1%	2		1%	1		6.1%	5		2.3%	2		2.7%	10
48.) Do you accept mandated referrals from a campus administrator or Judicial Board?															
Yes, for assessment and counseling		52.1%	49		38.8%	40		30.5%	25		36.4%	32		39.8%	146
Yes, for assessment only (no mandatory counseling)		37.2%	35		50.5%	52		57.3%	47		45.5%	40		47.4%	174
No, we accept no mandated referrals		10.6%	10		10.7%	11		12.2%	10		14.8%	13		12%	44
49.) Apart from how your center handles mandated referrals for counseling, how do you feel about it?															
I am very much in favor of providing this service		7.4%	7		9.7%	10		14.6%	12		11.4%	10		10.6%	39
I'm not crazy about it, but believe that some students can be helped this way		76.6%	72		68%	70		61%	50		65.9%	58		68.1%	250
I am opposed to mandatory counseling		16%	15		22.3%	23		23.2%	19		19.3%	17		20.2%	74
50.) If you accept mandatory counseling, which of the following policies, if any, most closely describes your situation?															
student merely needs to show up to comply, once a counselor explains services student can choose to engage in counseling or not. (This may, however, result in additional sanctions against the student.)		17%	16		24.3%	25		18.3%	15		20.5%	18		20.2%	74
same as first option, but no additional sanction for choosing not to continue in counseling		24.5%	23		22.3%	23		17.1%	14		22.7%	20		21.8%	80
student must comply with a certain number of counseling sessions established by a judicial board or administration		11.7%	11		6.8%	7		6.1%	5		3.4%	3		7.1%	26
students must comply with a certain number of sessions determined by counselor after an assessment has been		13.8%	13		7.8%	8		9.8%	8		10.2%	9		10.4%	38
student must continue in counseling until counselor determines that enough counseling has occurred		8.5%	8		4.9%	5		11%	9		4.5%	4		7.1%	26
Other (please specify)		6.4%	6		7.8%	8		4.9%	4		12.5%	11		7.9%	29

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
51.) If your Center accepts mandated students, what information would you provide to the mandator? (check all that apply)															
Confirmation of initial visit		53.2%	50		51.5%	53		54.9%	46		53.4%	47		53.1%	195
Confirmation that the student has complied with the recommendation for treatment		47.9%	45		41.7%	43		40.2%	33		34.1%	30		41.1%	151
Statement of progress (i.e., student is making or not making good progress)		7.4%	7		7.8%	8		3.7%	3		10.2%	9		7.4%	27
No information provided		2.1%	2		1.9%	2		3.7%	3		4.5%	4		3%	11
On average what percent of your center's time is devoted to:															
52a.) Personal Counseling															
	80.1%	10 - 100%	93	79.3%	12 - 100%	101	78.6%	14 - 100%	80	75.5%	25 - 100%	84	78.5%	10 - 100%	358
52b.) Career Counseling															
	4.5%	0 - 40%	62	5.6%	0 - 50%	75	5.4%	0 - 33%	57	7.4%	0 - 45%	67	5.8%	0 - 50%	261
52c.) Academic Counseling															
	10.6%	0 - 90%	64	7.3%	0 - 40%	79	9.2%	0 - 80%	51	4.9%	0 - 30%	62	7.9%	0 - 90%	256
52d.) Other															
	4.8%	0 - 50%	41	7.8%	0 - 74%	49	6.8%	0 - 50%	42	12.2%	0 - 67%	44	7.8%	0 - 74%	176
53.) Do you see clients in addition to your administrative responsibilities?															
Yes, carry a heavy case load		56.4%	53		32%	33		18.3%	16		12.5%	11		30.5%	112
Yes, but only a moderate case load		36.2%	34		48.5%	50		42.7%	35		37.5%	33		41.4%	152
Yes, but carry only a few clients		6.4%	6		14.6%	15		35.4%	29		38.6%	34		22.9%	84
No		1.1%	1		4.9%	5		3.7%	3		10.2%	9		4.9%	18
54.) If you do see clients, have your administrative responsibilities interfered at all with your counseling effectiveness?															
Yes, I often find myself thinking about administrative tasks when I should be focusing on my client		4.3%	4		7.8%	8		8.5%	7		6.8%	6		6.8%	25
Yes, on occasion thoughts about administrative tasks intrude on my counseling		47.9%	45		44.7%	46		53.7%	44		33%	29		44.7%	164
No, I have been able to keep my head pretty clear of administrative issues when I am counseling		46.8%	44		42.7%	44		34.1%	28		48.9%	43		43.3%	159
55.) How would you define your job on a stress dimension?															
Relatively high stress job		30.9%	29		35.9%	37		39%	32		51.1%	45		39%	143
Moderately stressful		60.6%	57		57.3%	59		56.1%	46		43.2%	38		54.5%	200
Relatively low stress job		7.4%	7		6.8%	7		4.9%	4		4.5%	4		6%	22
56.) How stressful is your job now as compared to five years ago?															
More stressful		52.1%	49		51.5%	53		50%	41		61.4%	54		53.7%	197
Less stressful		9.6%	9		6.8%	7		14.6%	12		11.4%	10		10.4%	38
No change		14.9%	14		16.5%	17		18.3%	15		8%	7		14.4%	53
N/A (not a director five years ago)		23.4%	22		25.2%	26		17.1%	14		18.2%	16		21.3%	78

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=94			n=103			n=82			n=88			n=367		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
57.) Which of the following, if any, would you say are stressors in your role as director? (check all that apply)															
Time pressures		75.5%	71		83.5%	86		81.7%	67		81.8%	72		80.7%	296
Staff conflicts		19.1%	18		38.8%	40		43.9%	36		56.8%	50		39.2%	144
Budget issues		56.4%	53		64.1%	66		59.8%	49		70.5%	62		62.7%	230
Pressure from above		28.7%	27		26.2%	27		32.9%	27		29.5%	26		29.2%	107
Work load		64.9%	61		68.9%	71		58.5%	48		73.9%	65		66.8%	245
Uncertainty about the center's future		14.9%	14		7.8%	8		7.3%	6		11.4%	10		10.4%	38
The burden of responsibility		59.6%	56		60.2%	62		59.8%	49		48.9%	43		57.2%	210
Complexity of client problems		74.5%	70		67%	69		68.3%	56		54.5%	48		66.2%	243
Lack of direction from above		14.9%	14		15.5%	16		12.2%	10		11.4%	10		13.6%	50
Center politics		5.3%	5		9.7%	10		14.6%	12		13.6%	12		10.6%	39
Campus politics		42.6%	40		44.7%	46		37.8%	31		47.7%	42		43.3%	159
Lack of staff appreciation for the complexity of the job		22.3%	21		21.4%	22		22%	18		17%	15		20.7%	76
Lack of appreciation from above		31.9%	30		21.4%	22		15.9%	13		15.9%	14		21.5%	79
Inadequate director's salary		50%	47		25.2%	26		24.4%	20		27.3%	24		31.9%	117
Inadequate money for staff increases		47.9%	45		54.4%	56		59.8%	49		64.8%	57		56.4%	207
Other (please specify)		17%	16		13.6%	14		17.1%	14		20.5%	18		16.9%	62
58.) Do you believe that higher administration on your campus has a growing awareness of the problem centers are facing with the increased demand for service along with the growing complexity of problems students are bringing to our centers?															
No		17%	16		20.4%	21		15.9%	13		3.4%	3		14.4%	53
Yes		80.9%	76		78.6%	81		82.9%	68		95.5%	84		84.2%	309
59.) If "Yes", to the above, do you believe that this awareness will lead to more resources being directed to counseling centers?															
Yes, it has already begun to happen on our campus		26.6%	25		39.8%	41		48.8%	40		47.7%	42		40.3%	148
Yes, but there has been no movement in this direction yet		14.9%	14		12.6%	13		8.5%	7		20.5%	18		14.2%	52
No. The desire is there by the school's resources are too limited		26.6%	25		18.4%	19		20.7%	17		21.6%	19		21.8%	80
No. The resources are there but counseling is not a high priority		8.5%	8		5.8%	6		4.9%	4		6.8%	6		6.5%	24
No. We have adequate resources		6.4%	6		3.9%	4		1.2%	1		0%	0		3%	11
Listing of Salary Information for Centers that hired one or more professional staff members in the past year. If more than one staff member was hired within a category, the salary of the most recent hire was listed. (Responses were prorated to a 12 month schedule and rounded to the nearest \$500. If psychiatrist was based on a limited number of hours, salary estimate was based on full schedule.)															
60a.) Director															
Minority Male				63.8K	63.8K - 63.8K	1	75K	75K - 75K	1	104K	104K - 104K	1	80.9K	63.8K - 104K	3
Minority Female	78K	78K - 78K	1				80.3K	68.5K - 92K	2	76K	66K - 86K	2	78.1K	66K - 92K	5
Caucasian Male	64.6K	40K - 23.7K - 52K -	6	66700	48K - 88.4K	7	92.7K	65K - 130K	3	85.6K	68K - 95K	5	74.3K	40K - 130K	21
Caucasian Female	58.7K	80.5K	9	75.7K	112.5K	11	77.5K	73K - 82K	2	88K	80K - 96K	2	70.5K	112.5K	24
			16			19			8			10			53
60b.) Training Director															
Minority Male										75K	75K - 75K	1	75K	75K - 75K	1
Minority Female	67K	67K - 67K	1	60K	60K - 60K	1	55K	55K - 55K	1	72K	72K - 72K	1	63.5K	55K - 72K	4
Caucasian Male	62K	62K - 62K	1	47500	45K - 50K	2	65K	65K - 65K	1	62.4K	54K - 74.8K	4	58.9K	45K - 74.8K	8
Caucasian Female							80K	80K - 80K	1	51.5K	48K - 55K	2	61K	48K - 80K	3
			2			3			3			8			16

School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total			
	n=94			n=103			n=82			n=88			n=367			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
60c.) Counselor with Ph.D. and Experience																
Minority Male							72K	72K - 72K	1	64.8K	44.5K - 85K	2	67.2K	44.5K - 85K	3	
Minority Female	49.3K	44K - 56K	4	46.9K	45K - 49K	5	83.4K	42K -	4	47.5K	44K - 54K	4	56.2K	42K -	17	
Caucasian Male	40K	40K - 40K	1	48.3K	40K - 54K	3	52750	47K - 64K	4	55.4K	40K - 73K	10	52.8K	40K - 73K	18	
Caucasian Female	58.4K	50K - 67K	6	50.7K	45K - 62K	6	56.4K	42K - 69K	6	54.6K	39K - 73K	17	54.9K	39K - 73K	35	
			11			14			15			33			73	
60d.) Counselor with new doctorate																
Minority Male							39.5K	36K - 43K	2	47.8K	43K - 50K	6	45.7K	36K - 50K	8	
Minority Female				39.3K	20K - 50K	3	47.7K	43K - 54K	4	50.4K	42K - 63K	11	48K	20K - 63K	18	
Caucasian Male	57K	57K - 57K	1	48.5K	47K - 50K	2	43.3K	38K - 48K	4	47.9K	42K - 54K	12	47.5K	38K - 57K	19	
Caucasian Female	48.3K	42.5K - 54K	2	46K	36.5K - 55K	5	53.7K	45.5K - 66K	6	49.1K	42K - 69K	13	49.5K	36.5K - 69K	26	
			3			10			16			42			71	
60e.) Counselor who is A.B.D.																
Minority Male										42K	42K - 42K	1	42K	42K - 42K	1	
Minority Female										40.5K	32K - 49.4K	5	40.5K	32K - 49.4K	5	
Caucasian Male										46.8K	43K - 50.5K	2	46.8K	43K - 50.5K	2	
Caucasian Female	37K	37K - 37K	1	49K	43K - 55K	2	42K	42K - 42K	1	41K	39.9K - 42K	2	43.2K	37K - 55K	6	
			1			2			1			10			14	
60f.) Counselor with MA and Experience																
Minority Male	53K	45K - 61K	2							54K	54K - 54K	1	53.3K	45K - 61K	3	
Minority Female				44.4K	44.4K -	1										
Caucasian Male	44.8K	34K - 65.5K	3	44.4K	44.4K	1	40K	40K - 40K	1	45K	45K - 45K	1	44K	34K - 65.5K	6	
Caucasian Female	48K	48K - 48K	1	49K	45K - 53K	2	42.3K	34K - 52K	5	55K	48K - 62K	2	46.8K	34K - 62K	10	
	41.8K	38K - 45K	4	39.7K	22K - 62.5K	5	38K	34K - 42K	3	50.1K	45K - 54K	4	42.5K	22K - 62.5K	16	
			10			8			9			8			35	
60g.) Counselor with new MA																
Minority Male	36K	36K - 36K	1										36K	36K - 36K	1	
Minority Female				41.3K	41.3K -	1				34K	34K - 34K	1	37.7K	34K - 41.3K	2	
Caucasian Male				39K	39K - 39K	1							39K	39K - 39K	1	
Caucasian Female	32.7K	28K - 40K	3	39.7K	31K - 43.5K	4				42K	42K - 42K	1	37.3K	28K - 43.5K	8	
			4			6			0			2			12	
60h.) Counselor with MSW and Experience																
Minority Male										44K	42K - 46K	2	44K	42K - 46K	2	
Minority Female							42K	40K - 44K	2	45.3K	32K - 70K	4	44.2K	32K - 70K	6	
Caucasian Male	30K	30K - 30K	1	38K	38K - 38K	1	60K	60K - 60K	1	56K	56K - 56K	1	46K	30K - 60K	4	
Caucasian Female	54K	35K - 93.6K	4	43.2K	38K - 48K	5	53.9K	34K - 65.5K	4	46.6K	35K - 55K	5	48.9K	34K - 93.6K	18	
			5			6			7			12			30	
60i.) Counselor with new MSW																
Minority Male				36K	36K - 36K	1							36K	36K - 36K	1	
Minority Female													54K	54K - 54K	1	
Caucasian Male	54K	54K - 54K	1										30K	30K - 30K	1	
Caucasian Female	30K	30K - 30K	1	45K	45K - 45K	1	33K	33K - 33K	1	43.3K	40K - 46.5K	2	38.9K	30K - 46.5K	5	
			2			2			1			2			7	

School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total			
	n=94			n=103			n=82			n=88			n=367			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
60j.) Counselor with BA																
Minority Male																
Minority Female										44K	44K - 44K	1	44K	44K - 44K	1	
Caucasian Male																
Caucasian Female				30K	30K - 30K	1							30K	30K - 30K	1	
			0			1			0			1				2
60k.) Psychiatrist/MD (annual salary)																
Minority Male																
Minority Female							120K	120K - 130K	1	122.2K	110K - 142.5K	2	121.5K	110K - 130K	3	
Caucasian Male	228.5K	228.5K - 228.5K	1				130K	130K	1	142.5K	142.5K	1	167K	228.5K - 102K	3	
Caucasian Female	228.5K	228.5K	1							125.3K	102K - 165K	3	151.1K	228.5K	4	
			2			0			2			6				10
60l.) Psychiatrist/MD (hourly rate)																
Minority Male																
Minority Female										90	90 - 90	1	90	90 - 90	1	
Caucasian Male	110	110 - 110	2	120	120 - 120	1				70	65 - 75	2	96	65 - 120	5	
Caucasian Female	102	94 - 110	2	98.5	72 - 125	2	150	150 - 150	1	100	100 - 100	1	108.5	72 - 150	6	
			4			3			1			4				12
60m.) Pre-Doctoral Intern																
Minority Male				17.2K	17.2K - 20K	1	24K	24K - 24K	1	22.1K	16K - 24.9K	9	21.8K	16K - 24.9K	11	
Minority Female				21.5K	20K - 23K	2	23.8K	23.6K - 24K	2	21.8K	10K - 29.5K	14	22K	10K - 29.5K	18	
Caucasian Male				13.5K	4K - 23K	2	19.8K	17K - 22.6K	2	22K	10K - 29.5K	17	21K	4K - 29.5K	21	
Caucasian Female				16.8K	4K - 23K	4	12.5K	0 - 23.6K	3	21.2K	15K - 29.5K	21	19.4K	0 - 29.5K	28	
			0			9			8			61				78
60n.) Post-Doctoral Intern																
Minority Male				28.7K	28.7K - 28.7K	1				31.4K	28K - 34.8K	2	30.5K	28K - 34.8K	3	
Minority Female	14K	14K - 14K	1	28.7K	28.7K - 20K	1	19K	16K - 22K	2	30.3K	28K - 33K	3	24.5K	14K - 33K	7	
Caucasian Male				20K	20K - 20K	1	25K	22K - 27K	3	26.8K	19K - 33K	8	25.8K	19K - 33K	12	
Caucasian Female				22K	14.5K - 29.5K	2	29.7K	26K - 38K	6	28.4K	19K - 36K	10	28.1K	14.5K - 38K	18	
			1			5			11			23				40
Current positions based on a 12 month salary, what Centers pay the following professional staff: Salary was listed for one representative staff member for each "years in position" category. Items were omitted when there were no staff members in a given category. Responses were prorated to full time and 12 month appointments.																
61a.) Director																
Current Salary 1-3 years in position	58.4K	32K - 130K	23	68K	35K - 125K	28	76.1K	44K - 96K	17	85.2K	61.5K - 58.5K	19	70.8K	32K - 130K	87	
Current Salary 4-6 years in position	57.9K	120K	23	65.9K	51K - 95K	22	83.2K	58K - 200K	17	84.9K	135.9K	22	72.2K	200K	84	
Current Salary 7-9 years in position	55.2K	42K - 64K	7	74.2K	59K - 100K	9	77.7K	60K - 95K	10	84.6K	66K - 70K	8	73.8K	42K - 31.5K	34	
Current Salary 10-12 years in position	51.9K	31.5K - 72K	5	77.1K	50K - 109K	11	77.3K	67K - 96K	7	93.5K	120.5K	5	75.6K	120.5K	28	
Current Salary 13-15 years in position	72.1K	42K - 118K	8	73K	58K - 110K	4	80.8K	64K - 96500	3	100.3K	81K	7	82.4K	42K - 118K	22	
Current Salary 15 years and up	66.1K	37K - 96K	18	75.6K	50K - 101K	22	85.5K	51300 -	19	93.8K	66K	20	80.4K	37K - 132K	79	
			84			96			73			81				334

School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total			
	n=94			n=103			n=82			n=88			n=367			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
61b.) Training Director																
Current Salary 1-3 years in position	61K	52K - 70K	2	62K	51.5K - 71K	5	64.9K	55K - 80K	8	61.5K	47K - 80K	20	62.3K	47K - 80K	35	
Current Salary 4-6 years in position				54K	48K - 64K	3	57.6K	47.5K - 62K	7	61.2K	50K - 77.5K	10	58.9K	47.5K - 77.5K	20	
Current Salary 7-9 years in position	81.3K	70K - 92.5K	2	50K	50K - 50K	1	71K	71K - 71K	1	65.9K	54K - 83.5K	11	67.2K	50K - 92.5K	15	
Current Salary 10-12 years in position				55.3K	45K - 65.5K	2	65K	65K - 65K	2	72.6K	57.2K - 98K	3	65.5K	45K - 98K	7	
Current Salary 13-15 years in position				55K	47K - 63K	2	70.5K	66K - 75K	2	62.7K	56K - 69K	4	62.7K	47K - 75K	8	
Current Salary 15 years and up				63.2K	60.4K - 66K	2	85K	65K - 110K	5	80.7K	60K - 98K	11	80K	60K - 110K	18	
			4			15			25			59			103	
61c.) Assistant or Associate Director																
Current Salary 1-3 years in position	50.9K	31.3K - 70K	5	50.6K	41.1K - 62K	9	63.1K	47K - 84.6K	9	67.2K	53.4K -	22	61.2K	31.3K -	45	
Current Salary 4-6 years in position	44.7K	23K - 72K	6	55.032	42K - 74500	11	57.9K	45.5K - 81K	6	62.3K	44K - 88K	23	57.7K	23K - 88K	46	
Current Salary 7-9 years in position	48.5K	48.5K	1	50K	40K - 60K	4	54.1K	50K - 60K	3	73.6K	57.5K - 92K	6	60.9K	40K - 92K	14	
Current Salary 10-12 years in position	51.7K	40K - 72K	3	55.2K	48K - 65.5K	3	87.7K	62K - 162K	6	70.5K	64K - 78.5K	5	70.5K	40K - 162K	17	
Current Salary 13-15 years in position				67K	50K - 82.5K	3	54.6K	6244 - 75K	6	75.7K	60.3K - 94K	7	66.1K	6244 - 94K	16	
Current Salary 15 years and up	38K	38K - 38K	1	59.8K	53K - 69K	4	75K	49K - 95K	8	72.3K	50K - 104K	12	69.8K	38K - 104K	25	
			16			34			38			75			163	
61d.) Counselor with Ph.D.																
Current Salary 1-3 years in position	51K	30K - 67K	14	49K	35K - 70K	30	50.3K	36K - 66K	39	50K	39K - 78K	51	50K	30K - 78K	134	
Current Salary 4-6 years in position	52K	40K - 67K	7	54.5K	45K - 75K	11	51.9K	42K - 66K	20	52.3K	41.4K - 76K	42	52.5K	40K - 76K	80	
Current Salary 7-9 years in position	39K	39K - 39K	1	56.5K	47K - 80K	5	58.3K	45K - 84K	15	57.5K	44.5K - 81K	26	57.3K	39K - 84K	47	
Current Salary 10-12 years in position	65K	65K - 65K	1	74K	61K - 85K	3	61.8K	42.5K -	8	63.4K	45.9K - 80K	15	64.2K	42.5K -	27	
Current Salary 13-15 years in position				67.7K	51.5K - 90K	5	62.4K	47K - 85K	8	62.4K	49.7K - 82.5K	15	63.4K	47K - 90K	28	
Current Salary 15 years and up	69K	48K - 90K	2	65.5K	49.5K -	6	74.3K	55K - 110K	11	64.8K	48K - 91K	28	67.3K	48K - 110K	47	
			25			60			101			177			363	
61e.) Counselor who is A.B.D.																
Current Salary 1-3 years in position	31K	25K - 37K	2	43.4K	41.3K - 45K	3	39K	36K - 42K	2	40.3K	32K - 50K	6	39.4K	25K - 50K	13	
Current Salary 4-6 years in position										47940	47.9K - 48K	2	47.9K	47.9K - 48K	2	
Current Salary 7-9 years in position				46.7K	45.4K - 48K	2							46.7K	45.4K - 48K	2	
Current Salary 10-12 years in position							47.5K	44K - 51K	2				47.5K	44K - 51K	2	
Current Salary 13-15 years in position							46K	46K - 46K	1				46K	46K - 46K	1	
Current Salary 15 years and up							54K	54K - 54K	1	52.5K	52.5K -	1	53.3K	52.5K - 54K	2	
			2			5			6			9			22	
61f.) Counselor with MA																
Current Salary 1-3 years in position	37.9K	25K - 54K	13	44.7K	29K - 68K	17	40.5K	32K - 52K	14	45.6K	34K - 62K	7	41.9K	25K - 68K	51	
Current Salary 4-6 years in position	41.4K	33K - 50K	6	41.2K	31K - 60K	12	49K	33.7K - 86K	7	44.4K	33K - 70K	12	43.7K	31K - 86K	37	
Current Salary 7-9 years in position	46.7K	32K - 82.4K	6	43.8K	40K - 53K	6	44.5K	37.5K - 58K	8	47K	38K - 54K	4	45.3K	32K - 82.4K	24	
Current Salary 10-12 years in position	42.5K	35K - 50K	2	50.2K	32K - 63K	3	68.6K	40.1K - 97K	2	43.9K	40K - 47K	5	49.4K	32K - 97K	12	
Current Salary 13-15 years in position				59.3K	48K - 70K	4	52.7K	41.5K - 79K	7	47.5K	38.5K - 71K	9	51.7K	38.5K - 79K	20	
Current Salary 15 years and up	47.8K	28K - 70K	6	61K	47.5K -	7	59K	41K - 111K	8	54.7K	37K - 96K	8	56K	28K - 111K	29	
			33			49			46			45			173	

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=94			n=103			n=82			n=88			n=367		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
61g.) Counselor with MSW															
Current Salary 1-3 years in position	56.3K	30K - 93.6K	4	47.6K	34K - 70K	17	48.7K	34K - 73K	10	43.8K	30K - 56K	11	47.7K	30K - 93.6K	42
Current Salary 4-6 years in position	46.6K	35K - 64K	3	42.6K	40K - 44.4K	4	43.5K	36K - 53K	6	48.8K	41K - 64.5K	11	46.2K	35K - 64.5K	24
Current Salary 7-9 years in position	46.7K	32K - 75K	5	45.8K	36K - 53K	4	50.3K	43K - 65K	6	52.7K	42.5K - 69K	8	49.5K	32K - 75K	23
Current Salary 10-12 years in position	51K	51K - 51K	1	49K	48K - 50K	2	56.1K	41.8K - 73K	7	68.7K	47K - 92K	5	59K	41.8K - 92K	15
Current Salary 13-15 years in position				51.3K	46.5K - 56K	2	56K	55K - 57K	2	52.3K	44K - 68K	7	52.8K	44K - 68K	11
Current Salary 15 years and up	55.4K	49.6K - 65K	3	56.9K	48K - 64K	4	57K	54K - 60K	2	62.2K	50.1K - 76K	8	59.1K	48K - 76K	17
			16			33			33			50			132
61h.) Counselor with BA															
Current Salary 1-3 years in position				30K	30K - 30K	1	32K	32K - 32K	1	36750	29.5K - 44K	2	33.9K	29.5K - 44K	4
Current Salary 4-6 years in position	44K	44K - 44K	1										44K	44K - 44K	1
Current Salary 7-9 years in position															
Current Salary 10-12 years in position															
Current Salary 13-15 years in position															
Current Salary 15 years and up			1			1			1			2			5
61i.) Psychiatrist/MD (annual salary)															
Current Salary 1-3 years in position							141.5K	67K - 227.5K	3	147.7K	85K - 364K	8	136.3K	30K - 364K	12
Current Salary 4-6 years in position							130K	125K - 100K -	3	126K	110K - 134K -	5	115.7K	35K - 100K -	8
Current Salary 7-9 years in position							121.6K	140K	5	139.9K	145.7K	3	128.5K	145.7K	8
Current Salary 10-12 years in position							131K	112K -	2	129.3K	110K - 142K	6	129.7K	110K - 150K	8
Current Salary 13-15 years in position				55K	55K - 55K	1	160K	160K -	1	127.7K	96.5K -	3	119.6K	55K - 165K	5
Current Salary 15 years and up							140K	140K -	1	112.7K	103K - 132K	3	119.5K	103K - 140K	4
			0			1			15			28			45
61j.) Psychiatrist/MD (hourly rate)															
Current Salary 1-3 years in position	125	90 - 150	6	126.3	28 - 220	9	122	88 - 175	9	107.1	40 - 175	9	119.7	28 - 220	33
Current Salary 4-6 years in position	111.2	100 - 125	4	137.5	125 - 150	2	135	110 - 160	2	102.6	85.3 - 120	2	119.5	85.3 - 160	10
Current Salary 7-9 years in position	125	100 - 150	2	122.5	120 - 125	2	116.2	100 - 150	4	100	100 - 100	1	117.8	100 - 150	9
Current Salary 10-12 years in position	95	95 - 95	1	115	115 - 115	1	134	122 - 146	2	120	120 - 120	1	119.6	95 - 146	5
Current Salary 13-15 years in position				140	140 - 140	1	117.5	60 - 150	4				122	60 - 150	5
Current Salary 15 years and up	97.5	95 - 100	2	152.5	95 - 210	2	120	110 - 125	3	74.9	65 - 87.4	4	105.4	65 - 210	11
			15			17			24			17			73
61k.) Learning Skills Specialist															
Current Salary 1-3 years in position				38.8K	30K - 47.5K	2				40K	36K - 46.3K	3	39.6K	30K - 47.5K	5
Current Salary 4-6 years in position				47K	47K - 47K	1	56K	56K - 56K	1				51.5K	47K - 56K	2
Current Salary 7-9 years in position															
Current Salary 10-12 years in position				60K	60K - 60K	1				53K	53K - 53K	1	56.5K	53K - 60K	2
Current Salary 13-15 years in position	52K	52K - 52K	1										52K	52K - 52K	1
Current Salary 15 years and up				46.6K	46.6K -	1	42.1K	42.1K -	1				44.4K	42.1K - 46.6K	2
			1			5			2			4			12

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=94			n=103			n=82			n=88			n=367		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
List directors salary again for the appropriate staff size and experience level category. Staff size should be based on salaried individuals (i.e., do not include non-paid student help).															
62a.) 1 FTE															
Under 5 years as director	43.4K	32K - 59K	13	51.3K	35K - 88K	6	58K	44K - 72K	2				47K	32K - 88K	21
5-10 years as director	51.3K	35K - 80K	12	73.8K	50K -	3				73K	66K - 80K	2	57.8K	35K -	17
Over 10 years as director	49.4K	37K - 75K	10	72K	72K - 72K	1	74K	74K - 74K	1	100K	93K - 110K	3	62.6K	37K - 110K	15
			35			10			3			5			53
62b.) 2-3 FTE															
Under 5 years as director	57.9K	41.1K -	13	64.6K	50K - 80K	17	69.2K	60K - 83K	3				62.4K	41.1K - 83K	33
5-10 years as director	66.1K	42K - 120K	11	61.7K	51K - 80K	11	76.5K	76.5K -	1				64.5K	42K - 120K	23
Over 10 years as director	68.2K	42.5K - 90K	14	70.4K	50K - 100K	14	59.5K	51K - 65K	3	74.3K	66K - 82.5K	2	68.7K	42.5K -	33
			38			42			6			2			89
62c.) 4-7 FTE															
Under 5 years as director	86.4K	52K - 130K	5	74.5K	56K - 125K	13	77.9K	58K - 125K	16	72K	60K - 84K	8	76.7K	52K - 130K	42
5-10 years as director	64K	64K - 64K	1	69.8K	51K - 90K	13	74K	60K - 95K	16	78K	61K -	3	72.4K	51K -	33
Over 10 years as director	85.3K	66K - 118K	7	81.7K	70K - 109K	10	88.9K	71K - 115K	11	80.8K	69K - 90K	5	84.7K	66K - 118K	33
			13			36			43			16			108
62d.) 8-11 FTE															
Under 5 years as director							87.5K	83K - 92K	2	89.3K	58.5K -	9	89K	58.5K -	11
5-10 years as director	68K	68K - 68K	1	55K	55K - 55K	1	78.4K	69K - 90K	6	79.7K	70K - 98K	10	77.2K	55K - 98K	18
Over 10 years as director				75.5K	60K - 91K	2	88.6K	60K - 120K	9	98.7K	78K - 147K	8	91.5K	60K - 147K	19
			1			3			17			27			48
62e.) 12-16 FTE															
Under 5 years as director				87K	87K - 87K	1				87K	78K - 98K	7	87K	78K - 98K	8
5-10 years as director				80K	80K - 80K	1	82K	82K - 82K	1	86.9K	78.5K - 99K	5	85.2K	78.5K - 99K	7
Over 10 years as director				101K	101K -	1	125.7K	115K -	3	97.2K	83K -	3	110K	83K - 132K	7
			0			3			4			15			22
62f.) 17+ FTE															
Under 5 years as director							145K	90K - 200K	2	92.3K	76.9K -	3	113.4K	76.9K -	5
5-10 years as director										108.5K	85K -	4	108.5K	85K -	4
Over 10 years as director							150K	150K -	1	108.5K	83K -	11	111.9K	83K - 150K	12
			0			0			3			18			21

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153 - Alishio, Kip	77 - Brown, Steve	55 - Daisley, Winifred
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345 - Andre, Mary	152 - Bruce-Sanford, Gail	104 - Daniel, Robin
50 - Arce, Elsa	252 - Bryant, Cynthia	28 - Davenport, Robin
253 - Aros, Jesus/Jesse	84 - Bucell, Michael	60 - Davidshofer, Charles
23 - Assing, Wayne	222 - Buckingham, Jane	95 - Dawes, Stephen
240 - Atkins, Pam	290 - Burmaster, Carrie	94 - Deakin, Spencer
22 - Atkinson, Eva	247 - Byrnes, Anne	181 - Dellutri, Alexandra
206 - Azar, Jim	310 - Campbell, James	227 - Denino, David
342 - Balderrama, Sylvia	322 - Cannici, James	97 - DePalma, Diane
242 - Baldwin, Warren	172 - Caruso, Michele	251 - DiMino, John
81 - Barclay, Rosalyn	209 - Chandler, David	201 - Doran, Lindley
193 - Barlow, Cathleen	24 - Chapman, Ron	208 - Dore, Patricia
320 - Barr, Victor	5 - Christiansen, Martha	183 - Douce, Louise
226 - Bassi, Terri	285 - Cochran, Sam	16 - Droz, Elizabeth
215 - Becker, Ronald	317 - Cochran Phillips, Susan	139 - Duncan, Pamela
223 - Behen, Joe	228 - Coffman, Janet	182 - Dunkle, John
254 - Berkich, Carla	112 - Colbs, Sandy	141 - Dycus, William
35 - Berkow, Dan	4 - Collins, Wanda	207 - Eades, Rebecca
40 - Betsworth, Deborah	351 - Collins-Eaglin, Jan	66 - Eells, Greg
297 - Biegen, Sharon	11 - Commerford, Mary	138 - Ellis, Diane
276 - Bishop, John	269 - Compliment, Brad	301 - Everhart, Deborah
344 - Bishop, Lisa	53 - Contreras, Raquel	43 - Farmer, Lorna
360 - Bokoles, Jerry	92 - Conway, Christine	321 - Farr, Kenneth
287 - Bolin-Reece, Mary	353 - Cook-Nobles, Robin	331 - Federman, Russ
31 - Bommersbach, Mimi	341 - Cooper, Stewart	44 - Feldt, Tina
52 - Booth, Ann	358 - Corbin, Nancy	366 - Ferden, Pat
158 - Booth, Janis	258 - Cosimano, Anne	272 - Festa, Daniel
202 - Bottone, Fran	332 - Coumar, Anil	9 - Fiala, Bill
286 - Botts, Pam	161 - Coventry, Robin	96 - Finegan, James
126 - Boyll, Suzanne	79 - Cox, Sandy	167 - Fisher, Anne
265 - Brandt, Susan	59 - Crace, Kelly	348 - Fisher, Bonnie
327 - Brian, Tom J.	300 - Cross, David	149 - Flanagan, Cherrisse
195 - Brock, Kathy		146 - Forrest, Erica

39 - Franklin, Mike
 162 - Friedman-Lombardo, Jaclyn
 292 - Frizzell, Christine
 129 - Fuchs, Kathleen
 169 - Gallagher, Abisola
 249 - Garni, Ken
 175 - Gaynor, Peggy
 315 - Gelinas, Cynthia
 293 - Gilleylen, Carl
 148 - Glore, Susan
 284 - Gorman, William
 203 - Graesser, Pamela
 171 - Grayson, Paul
 160 - Greiner, Doug
 63 - Gruner, Brad
 176 - Gunn, Chris
 314 - Haber, Russell
 27 - Hagans, Carol
 356 - Halligan, Fredrica
 333 - Hamilton, Kathy
 349 - Hammond, Barbara
 186 - Hancock, John
 8 - Hanlon, Marcia
 245 - Hannigan, Terence P.
 359 - Hansen, Robert
 205 - Hanson, Rick
 234 - Hardin, Barbara
 117 - Harper, Deborah
 121 - Hattauer, Edward
 224 - Hawkins, Susan
 71 - Hayes, Denise
 184 - Heaton, Jeanne
 191 - Heitzmann, Dennis
 151 - Henderson, Jeffrey
 144 - Henry, Jennifer
 20 - Hershberger, Bernie
 233 - Herzbrun, Michael
 291 - Hevia , Modesto
 316 - Hicks, Dale
 231 - Hill, Curtis
 250 - Hinga, Gilbert
 73 - Hollingsworth, Kathy
 103 - Holton, Janice
 192 - Horton, Connie
 347 - Horton, Jane
 364 - Howlett, Beth
 88 - Hynes, Robert
 230 - Irvin, ValaRay
 170 - Irvine, John
 362 - Jacks, Richard
 340 - Jazdzewski, Richard
 217 - Jones, Linda
 220 - Jorgensen-Funk, Sandy
 282 - Kahn , Alfred
 294 - Kahn, Malcolm
 17 - Kane, Abby
 111 - Kaplan, Daniel
 196 - Kaplan, Jonathan
 244 - Kaufman, Robin
 105 - Kazin, Bob
 189 - Keillor, Robin
 67 - Kelley, Michael
 123 - Kelly, Andrea
 29 - Kemmerling, Robert
 335 - Kennedy, Patrick
 133 - Kerrigan, John
 264 - Keyes, Lee
 229 - King, Andrew
 318 - King, Bradford
 107 - Kisber, Susie
 128 - Knier, Cary
 324 - Kobos, Joseph
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 163 - Leight, Claudia
 145 - Leitzel, Jacklyn
 311 - LeViness, Peter
 357 - Lewis Ginebaugh, Kathy
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 26 - Locher, Linda
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 277 - Lucero Osborn, Terri
 259 - Lundberg, Kurt
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 155 - Margolis, Gary
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 232 - Marshall, Ave
 309 - Marshall, Donn
 263 - Martin, Juanita
 237 - Martinez, Alejandro
 210 - Mason, Mary Jo
 116 - Mason, Terry
 194 - Mayhew, Steve
 130 - McClure, Barbara
 336 - Mcgrath, Bob
 19 - Mcguinness, Thomas
 47 - McKinney, Rhonda
 132 - McKinnies, Magi
 57 - McLeod, Mary Ann
 200 - McMahan, Roberta
 56 - McNulty, Sharon
 98 - Meilman, Phil
 143 - Menzano, Silvestro
 219 - Metcalfe, William

337 - Meyer, Roger	10 - Payne, June	1 - Rowlands, Steve
218 - Minifie, Elizabeth	177 - Peddle, Christina	6 - Russell, Vern
302 - Mitchell, Barbara	213 - Pendley, Kristina	174 - Salter, Lee
238 - Mitchell, Sharon	100 - Perez, Ruperto	87 - Schmidt, Jaqueline
120 - Mond, Michael	58 - Peterson, Michael	198 - Schneider, Michael
173 - Moore-Assem, Carolyn	262 - Petrillo, Martin	346 - Schubert, Marianne
113 - Moorman, Annorah	99 - Phillips, MJ	274 - Seader, Sissy (Ellen)
295 - Morris, Kathy	166 - Platt, Susan	188 - Shadick, Richard
367 - Morse, Charles	127 - Pohl, Pat	93 - Shafer, John R.
159 - Much, K	46 - Polychronis, Paul	115 - Sharp, John
275 - Mueller, Steve	299 - Portnoy, Robert	296 - Showalter, Marc
108 - Murphy, Nancy	7 - Prezioso, Theresa	131 - Shuford, Susan
363 - Nance, Don	246 - Price, Neal	147 - Siegel, Alan
49 - Nanna, Glenda	266 - Prince, Jeffrey	255 - Sindylek, Bob
86 - Nelson, Bruce	283 - Pulakos, Joan	313 - Smith, Tom
74 - Nelson, John	82 - Quackenbush, Rob	256 - Snodgrass, Greg
271 - Ness, Ernie	142 - Quigley, Brian	305 - Socall, Dan
34 - Nevis, Sandra	352 - Rangel, Dianna	102 - Solbach, Robin
157 - Newton, Dorian	45 - Rapaport, Ross	303 - Spano, David
124 - Newton, Fred	42 - Rayburn, Monroe	64 - Spoltore, Janet
211 - Nicholls, Greg	239 - Readdean, Kevin	106 - Sprinkle, Steve
18 - Nicholson, Jim	15 - Regan, Sara	270 - Stanford, Jeanne
37 - Niland, Eileen	89 - Reilly, Dawn	179 - Stanger, Thomas
164 - Nino, Rebecca	14 - Reimondo, Sue	69 - Staton, David
90 - Oelschlager, James	32 - Reinhardt, Brian	83 - Strader, Scott
72 - O'Hare, Marianne	278 - Resnick, Jaquie	61 - Stultz, Fred
91 - Olliff, Kenton	307 - Rhinehart, Leslie	150 - Suk, Jeannine
2 - Olson, Rex	241 - Rice, Mark	85 - Swarr, Amy
236 - O'Neill, Steve	214 - Richards, Sheri	178 - Sween, Barbara
118 - Onestak, David	122 - Richardson, Sonyia	110 - Sweeney, Kathleen
304 - Osburn, Monica	355 - Ritchie, John	260 - Sweet, Marlene
225 - Pakalns, Gail	279 - Robbins, Gayle	33 - Takemoto, Mary Ann
308 - Pamerleau, Gayle	257 - Robin, Tracy	187 - Taylor, Ellen
68 - Papalia, Daria	267 - Rodolfa, Emil	323 - Terrell, Sherri
268 - Parham, Thomas	76 - Roeder, Lynn	3 - Thaler, Debra
330 - Parsons, Joseph	119 - Ropar, John	312 - Thomas, Barbara
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156 - Torgerson, Carrie
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21 - Vickio, Craig
134 - Vincent, Drayton

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80 - Walker, Jen
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328 - Weitzman, Lauren
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298 - Welt, Kenneth
212 - Welton, Lynne
109 - Wessel, Thomas
343 - Whitney, Joan

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