

NATIONAL SURVEY OF COUNSELING CENTER DIRECTORS

2007

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TABLE OF CONTENTS

Project Support	-----	2
Overview	-----	3
Survey Highlights	-----	4
Survey Data	-----	8
Salary:New Hires	-----	20
Salary:Current Positions	-----	24
Director's Salary by Staff Size	-----	28
Alphabetized Listing of Participants	-----	30
Alphabetized Listing of Schools	-----	33

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ACCA WEBSITE: www.collegecounseling.org

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 IACS 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.

IACS WEBSITE: <http://www.iacsinc.org>

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.

2007 SURVEY HIGHLIGHTS (N=272)

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

1. 56% of directors and 68% of counseling center professionals are women.
2. 8% of centers charge for personal counseling, down from a peak of 17.2% in 1996. Only 2.2% of centers collect third party payments. The mean fee centers charge is \$15.00 and the mean annual income is approximately \$12,000. Range \$750-\$200k (items 1-3).
3. 54% of centers are supported by mandatory fees. 25.7% comes from student health fees, 13.6% from a student life fee, and 2.9% from a counseling center fee (Item 6).
4. The ratio of counselors to students is 1 to 1,969. Smaller schools have better ratios (Item 7).
5. 8.5% of enrolled students sought counseling in the past year. This represents approximately 325,000 students from the surveyed schools. 29% (over 1.1 million) were seen by counselors in other contexts (workshops, orientations, classroom presentations, etc.) (Item 8).
6. There were three lawsuits against responding centers last year. Two described the suits. One involved a former employee for involuntary transport to a hospital. The psychiatrist of another hospitalized student refused to clear a student for return to school. A mandated withdrawal process was initiated. The student eventually withdrew voluntarily but filed a suit against the center and the school. The suit was later dropped, but discrimination charges were filed with the Department of Education which found in favor of the center.
7. The greatest administrative concern of directors was finding referrals for students requiring long term help (62%), followed by administrative issues related to the handling of students with more serious psychological problems (61%), and the growing demand for services without an increase in resources (59%). Other concerns are listed (Item 10).
8. 63% of schools offer psychiatric services on campus (up 5% from last year), and provide 21 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 11 &12).
9. 15 % of center clients are referred for psychiatric evaluation and 23.3% are on psychiatric medication. The latter is up from 20% in 2003, 17% in 2000, and 9% in 1994. In addition, 87.5% of directors believe that there is an

increase in the number of students coming to campus who are already on psychiatric medication (Items 13-15).

- 10. 91.5% of directors report that the recent trend toward greater number of students with severe psychological problems continues to be true on their campuses (Item 16).**
- 11. Directors report that 49% of their clients have severe psychological problems. 7.5% have impairment, so serious, that they cannot remain in school, or can only do so with extensive psychological/psychiatric help, while 41.5% experience severe problems but can be treated successfully with available treatment modalities (Item 18).**
- 12. Item 19 provides information on what centers are doing to address the increase of students with serious psychological problems. The most popular response was to increase the amount of time spent training faculty and others to respond to students in trouble and to make appropriate referrals (67%). Increased training for staff in working with difficult cases (58%), providing psycho-educational assistance on center websites (55%), and expanding external referral networks (48%) were also popular responses.**
- 13. 271 cases of obsessive pursuit were reported, with 80 students being injured and 9 being killed by their pursuer (Items 20-23).**
- 14. When asked about other service provision concerns directors were most concerned about the need to find better referral sources for students with unusually debilitating problems (63%), the increase in self-injury reports (58%), and the increase in crisis counseling which creates problems with regular case loads (57%) (Item 24).**
- 15. 1,981 students were hospitalized for psychological reasons. (Item 25)**
- 16. Directors reported 105 student suicides in the past year. 22% of these were current or former center clients, 74% were males, 82% were undergraduates, and most of the suicides (63%) occurred off-campus. 77% were Caucasian. 15% were Asian or Pacific Islanders and 2 % were African American. To the extent that it was known, 63% of the students were depressed, 24 % had relationship problems, 12% had academic problems, 32% were on psychiatric medication, and 15% were known to have had previous psychiatric hospitalization. Directors, however, did not know the previous psychiatric history of 60% of these students. In addition, 26% committed suicide by use of a firearm, 29% by hanging, 11% by ingesting toxic substances, 9% by jumping, and 25% by other methods (Items 29-38).**
- 17. 85% of directors reported an increased level of concern on campus about liability risks regarding student suicides. 36 % of directors are in favor of**

18. 51% of centers participated in depression screening days. (Up from 41.6% in 2004). 10,390 students were screened and 3,211 were referred for counseling (Item 42-43).
19. 19% of centers participated in Anxiety Screening Days. 2,780 students were screened and 635 were referred for treatment (Item 44-45.)
20. On average, counseling center directors counsel 11 students a week in addition to their administrative duties. The smaller the center, the more clients are seen by directors (Item 46).
21. 28% of the responding centers have primary responsibility for alcohol education programs on campus and devote approximately one full-time position to this work (Items 47-49).
22. 43% of the participating schools report that there is a peer alcohol education program on their campuses. Counseling centers supervise 29% of these programs (Items 50-51).
23. The average “no-show” rate for counseling centers is 12% (Item 52).
24. When responding to a question about how the Virginia Tech tragedy impacted on their centers, 66% of directors reported a significant increase in calls coming from faculty members and others on campus seeking consultation about students of concern. 61% reported an increased interest on their campuses in developing a crisis management team or in redesigning one that already exists. 50% of directors have been asked to prepare reports for higher level administration about their center’s capacity for handling the problems that students are bringing to them and 46% indicate that there has been a greater interest in the work of the counseling center by student newspapers and student leaders. A similar number of directors (46%) state that center professionals have given at least one interview to a media representative about some aspect of the Virginia Tech tragedy. A good number of directors also reported that policies are being revised about communicating with the parents of students in crisis (30.5%), that pressure to share more information with the administration about “difficult” cases is increasing (30%) and calls from parents inquiring about counseling services are also up(23%) (Item 53).
25. The Bazelon Center for Mental Health Law has published a model policy for colleges and universities for responding to students who are in crisis due to mental health problems. A number of these recommendations are already standard operating procedure in most counseling centers, but some recommendations may be problematic for some centers. A few are listed here (Editorial comments are in brackets).

- 27.6% of schools have peer groups on campus to support students with mental health concerns. Another 49% are in favor of such programs. (This raises the question, however, about whether such support groups require training and supervision from a mental health professional, and, if so, whether there are liability issues)(Item 54b).
- 55.5% of directors are not in favor of a policy requiring counselors to actively pursue students who are referred to the center but choose not to follow through on the referral (Item 54e).
- 67% of directors have a policy in place, or support such a policy, whereby a committee (including a counseling center representative) will make decisions about imposing an involuntary leave of absence on students who pose a danger to self or others. 58% also report that they have a policy in place, or support such a policy, that allows this committee to have access to mental health records that are necessary to arrive at such a decision (This policy could create some legal confidentiality conflicts and should be studied further) (Items 54g & 54h).
- 70 % of schools have a policy in place, or directors support such a policy, stating that schools will not bring disciplinary action against a student for suicide attempts, suicide thoughts or self-injury, including self-cutting. (While referrals for counseling seem like an appropriate first step in these cases , if students do not cooperate , disciplinary action may well be the only recourse in some cases (Item 54i).
- 64% of directors also have in place, or support, a policy statement that disciplinary actions should be avoided and disciplinary sentences mitigated when the students offense was the product of a mental health condition. (Such a policy could present all kinds of problems to a student judicial board and seems to go against the usual sound advice to respond to a student's behavior, not to perceive underlying mental health issues- with exceptions of course) Item 54k).

26. See item 55, for salaries of new employees, item 56 for salaries of current employees based on years of service, and item 57 for directors salaries broken down by size of staff and years of service.

2007 Director's Survey Data

Director's Gender

Male	44.10%	120
Female	55.90%	152

Director's Racial/Ethnic Identification

African American	5.90%	16
Hispanic American	1.80%	5
Native American	0.40%	1
White/Caucasian	88.60%	241
Asian American	1.10%	3
Other	2.20%	6

Director's Highest Degree

Doctorate: Clinical/Counseling Psychology	68.80%	187
Masters: Clinical/Counseling Psychology	5.50%	15
Doctorate: Social Work	0.40%	1
Masters: Social Work (MSW)	5.50%	15
Doctorate: Counselor/Counseling Education/Mental Health	6.60%	18
Masters: Counselor/Counseling Education/Mental Health	6.20%	17
Doctorate: Student Personnel	0.70%	2
Masters: Student Personnel	0.70%	2
M.D.	0.70%	2
Other	4%	11

Staff Member's Gender/Orientation

Male	32.04%	568
Female	67.96%	1205
Gay/Lesbian/Bisexual	9.33%	162
Heterosexual	90.67%	1574

Director's Professional Identity

Clinical Psychologist	28.70%	78
Counseling Psychologist	42.30%	115
Psychiatrist	0.40%	1
Mental Health Professional	6.20%	17
Social Worker	5.10%	14
Student Personnel Administrator	1.50%	4
Professional Counselor	11.40%	31
Other	4%	11

Number of students eligible for counseling in the 272 schools represented in the survey: 3,824,500

	School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total				
	n=57			n=80			n=62			n=73			n=272				
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#		
1.) Centers that charge a fee for personal counseling:			0%	0	2.50%	2	6.50%	4	21.90%	16	8.10%	22					
2.) Centers that collect third party payments			0%	0	1.20%	1	0%	0	6.80%	5	2.20%	6					
Centers that charge fees for personal counseling (whether 3rd party payments are collected or not) charge, on average, about \$15.00 per session. The annual income ranges from \$750 to \$200,000 with a mean of approximately \$12,000.																	
6.) Is your Center supported by a mandatory fee?																	
No		68.40%	39		57.50%	46		43.50%	27		47.90%	35		54% 147			
Yes, one that is specifically identified as being for the Counseling Center.		0%	0		5%	4		1.60%	1		4.10%	3		2.90% 8			
Yes, through a Student Health fee.		12.30%	7		25%	20		35.50%	22		28.80%	21		25.70% 70			
Yes, through a general student life fee for all Student Affairs Services.		15.80%	9		8.80%	7		16.10%	10		15.10%	11		13.60% 37			
7.) Ratio of mental health professionals to students:				1:300-1:2500	55	1:1509	1:5500	80	1:2375	1:625-1:9000	61	1:3060	1:19545	68	1:1969	1:19546	264
8a.) Percentage of student body that sought counseling last year:		14.60%	3-35%	55	7.80%	2-20%	76	6.60%	1-22%	58	5.80%	0-18%	61	8.50%	0-35%	250	
8b.) Percentage of student body seen in other contexts during the year:		38.40%	2-100%		29%	1-100%		29.60%	1-100%		21.60%	0-100%		29.30%	0-100%		
9.) Number of lawsuits against centers in the past year:				0			0		3		0		3				

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
10.) What particular administrative concerns does your Center have? (Check all that apply):															
Increased paperwork		21.10%	12		25%	20		25.80%	16		26%	19		24.60%	67
Need for more accountability data		31.60%	18		41.20%	33		40.30%	25		47.90%	35		40.80%	111
Maintaining staff motivation		21.10%	12		30%	24		32.30%	20		32.90%	24		29.40%	80
Boundary issues with administration		42.10%	24		32.50%	26		24.20%	15		13.70%	10		27.60%	75
Administrative issues related to the handling of students with severe psychological problems		68.40%	39		62.50%	50		48.40%	30		64.40%	47		61%	166
Waiting list problems		8.80%	5		20%	16		16.10%	10		26%	19		18.40%	50
Inadequate technical support		14%	8		23.80%	19		33.90%	21		23.30%	17		23.90%	65
Inadequate clerical support		38.60%	22		23.80%	19		21%	13		23.30%	17		26.10%	71
Finding appropriate referral sources for students needing long term help		45.60%	26		65%	52		61.30%	38		71.20%	52		61.80%	168
A growing demand for services without an appropriate increase in resources		59.60%	34		57.50%	46		62.90%	39		56.20%	41		58.80%	160
Other		10.50%	6		17.50%	14		14.50%	9		11%	8		13.60%	37
11.) Are there on-campus psychiatric services available at your school?															
Yes		43.90%	25		50%	40		66.10%	41		89%	65		62.90%	171
No		56.10%	32		50%	40		33.90%	21		11%	8		37.10%	101
12a.) Number of psychiatric consultation hours available on campus per week?															
	5.4	1 - 26		6.2	1 - 67		20.1	1 - 185		37.6	1 - 160		21.3	1 - 185	
12b.) Psychiatric consultation hours per 1000 students:															
	2.6	1 - 10		1.2	0-8		1.8	1 - 17		1.5	1 - 7		1.7	1 - 17	
13.) Estimate what percentage of your Center's clients are taking psychiatric medication:															
	25	1 - 70		22.3	0 - 60		22.9	1 - 50		23.4	5 - 50		23.3	0 - 70	
14.) 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 the Center?															
Yes		86%		91.20%			80.60%			90.40%			87.50%		
No		10.50%		7.50%			14.50%			8.20%			9.90%		
15.) Approximately what percentage of your clients are referred for psychiatric evaluation?															
	14%	0 - 40%		13.90%	1 - 37%		15.10%	1 - 35%		17.30%	1 - 50%		15.10%	0 - 50%	

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
16.) There has been a widely reported trend in recent years of an increase in students arriving at counseling centers with serious psychological problems. Has this been true at your center?															
Yes		93%	53		93.80%	75		83.90%	52		94.50%	69		91.50%	249
No		7%	4		6.20%	5		11.30%	7		5.50%	4		7.40%	20
17.) If 'Yes', has this trend caused any of the following problems for you? (Check all that apply)															
Not enough staff during peak times.		49%	26		54.70%	41		63.50%	33		69.60%	48		59.40%	148
Staff burnout concerns.		47.20%	25		64%	48		59.60%	31		63.80%	44		59.40%	148
Decreased focus on students with normal development concerns.		73.60%	39		58.70%	44		48.10%	25		65.20%	45		61.40%	153
The need to end some counseling cases prematurely.		26.40%	14		30.70%	23		34.60%	18		33.30%	23		31.30%	78
Other (please specify)		26.40%	14		17.30%	13		15.40%	8		26.10%	18		21.30%	53
18a.) What percentage of your clients would you say have impairment so severe that they are unable to remain in school or can only do so with on-going psychological/psychiatric assistance?															
		8.30%			7.80%			6.50%			7.20%			7.50%	
18b.) What percentage of your clients have periods of severe distress (depression, anxiety, panic attacks, suicidal ideation, etc.) but can be treated successfully within the time limits and available treatment modalities existing at your Center?															
		34.70%			44.50%			47%			38.90%			41.50%	
18c.) Total percent of your clients that have severe problems															
		43%			52.40%			53.60%			46.10%			49%	

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#

19.) What actions, if any, has your Center taken to help handle the increase in the number of students with more serious psychological problems? (Check all that apply)

Increased training for staff in working with difficult cases (in-service or external workshops).	42.10%		60%		66.10%		60.30%		57.70%	
Increased training for staff in time-limited therapy to help manage case loads better.	15.80%		17.50%		32.30%		34.20%		25%	
Increased counseling staff.	26.30%		40%		50%		45.20%		40.80%	
Increased psychiatric consulting hours.	26.30%		35%		38.70%		47.90%		37.50%	
Increased part-time counselors during busy times of year.	21.10%		17.50%		19.40%		47.90%		26.80%	
Increased time spent training faculty and others on campus to help them respond well to students in trouble and to make more appropriate referrals.	70.20%		62.50%		62.90%		74%		67.30%	
Served on a Student Assistance Committee that includes varied campus personnel.	38.60%		46.20%		46.80%		43.80%		44.10%	
Offered psycho-educational assistance on a center web site.	52.60%		53.80%		46.80%		65.80%		55.10%	
Provided psychologically oriented columns for the student newspaper.	17.50%		22.50%		21%		26%		22.10%	
Expanded external referral network.	52.60%		46.20%		41.90%		52.10%		48.20%	
Other (please specify)	12.30%		7.50%		9.70%		23.30%		13.20%	

20.) Has your Center handled any obsessive pursuit or stalking cases in the past year?

Yes	33.30%	19	31.20%	25	37.10%	23	49.30%	36	37.90%	103
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21.) If 'Yes', approximately how many cases have you handled?

	1.9	1 - 4	36	2.2	1 - 10	56	2.7	0 - 10	64	3.3	0 - 12	115	2.6	0 - 12	271
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22.) To your knowledge, how many persons on your campus were killed by an obsessive pursuer in the past year?

		0		6		1		2		9
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23.) To your knowledge, how many persons on your campus were physically injured by an obsessive pursuer in the past year?

		21		29		22		8		80
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	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
24.) What other service provision concerns does your Center have? (Check all that apply)															
Increase in sexual assault cases.		12.30%			17.50%			19.40%			15.10%		16.20%		
Increase in number of students reporting earlier sexual abuse.		17.50%			16.20%			21%			19.20%		18.40%		
Increase in self-injury reports (Cutting, hair pulling, burning, etc.).		50.90%			57.50%			51.60%			68.50%		57.70%		
Increase in number of students with eating disorders.		22.80%			35%			24.20%			30.10%		28.70%		
Increase in crisis counseling.		47.40%			52.50%			66.10%			61.60%		57%		
The need to find better referral sources for students who need long-term help.		50.90%			58.80%			67.70%			74%		63.20%		
Responding to the needs of learning disabled students.		45.60%			45%			40.30%			41.10%		43%		
A growing demand for services without an appropriate increase in resources.		52.60%			47.50%			54.80%			63%		54.40%		
List any other critical issues that your are facing or anticipate facing in your center within the next few years:		12.30%			13.80%			9.70%			17.80%		13.60%		
25.) Has your Center hospitalized a student for psychological reasons in the past year?															
Yes		75.40%			87.50%			85.50%			95.90%		86.80%		
No		24.60%			12.50%			14.50%			2.70%		12.90%		
26.) If 'Yes', how many students were hospitalized?															
	4.2	0 - 17	182	5.4	0 - 28	377	10.5	0 - 63	536	13.4	1 - 100	886	8.6	0 - 100	1981
27.) Have any students on your campus committed suicide in the past year?															
Yes		8.80%			17.50%			24.20%			50.70%		26.10%		
No		91.20%			82.50%			74.20%			45.20%		72.40%		
28.) If 'Yes', how many?															
	0.8	1 - 2	6	1.2	1 - 2	18	1.3	1 - 3	20	1.6	1 - 4	61	1.4	1 - 4	105
29.) Center Client															
Yes		16.67%	1		27.78%	5		21.05%	4		20.69%	12		21.78%	22
No		83.33%	5		72.22%	13		78.95%	15		79.31%	46		78.22%	79
30.) Gender															
Male		50.00%	3		66.67%	12		88.89%	16		73.68%	42		73.74%	73
Female		50.00%	3		33.33%	6		11.11%	2		26.32%	15		26.26%	26

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
31.) Status and Years of Study															
Undergraduate 1		0.00%	0		18.75%	3		0.00%	0		19.57%	9		13.79%	12
Undergraduate 2		33.33%	2		25.00%	4		15.79%	3		15.22%	7		18.39%	16
Undergraduate 3		16.67%	1		25.00%	4		42.11%	8		28.26%	13		29.89%	26
Undergraduate 4		16.67%	1		12.50%	2		15.79%	3		21.74%	10		18.39%	16
Undergraduate 5		0.00%	0		0.00%	0		0.00%	0		2.17%	1		1.15%	1
Graduate/Professional		33.33%	2		18.75%	3		26.32%	5		13.04%	6		18.39%	16
32.) Method															
Firearm		20.00%	1		33.33%	6		5.88%	1		30.77%	16		26.09%	24
Hanging		20.00%	1		27.78%	5		35.29%	6		28.85%	15		29.35%	27
Jumping		0.00%	0		11.11%	2		17.65%	3		5.77%	3		8.70%	8
Poison		0.00%	0		5.56%	1		17.65%	3		11.54%	6		10.87%	10
Other		60.00%	3		22.22%	4		23.53%	4		23.08%	12		25.00%	23
33.) Location															
On Campus		33.33%	2		11.11%	2		21.05%	4		24.56%	14		22.00%	22
Near Campus		16.67%	1		16.67%	3		21.05%	4		15.79%	9		17.00%	17
Off Campus		50.00%	3		72.22%	13		57.89%	11		59.65%	34		61.00%	61
34.) Ethnicity															
Asian/Pacific Islander		16.67%	1		11.76%	2		11.11%	2		17.31%	9		14.74%	14
Black		0.00%	0		0.00%	0		0.00%	0		3.85%	2		2.11%	2
Native American/Alaskan		0.00%	0		0.00%	0		0.00%	0		1.92%	1		3.16%	3
White/Caucasian		83.33%	5		88.24%	15		88.89%	16		71.15%	37		76.84%	73
Latino/Latina		0.00%	0		0.00%	0		0.00%	0		3.85%	2		2.11%	2
Multi-Ethnic		0.00%	0		0.00%	0		0.00%	0		1.92%	1		1.05%	1
35.) Risk Factors															
Depression		66.67%	4		72.22%	13		73.68%	14		56.90%	33		63.37%	64
Grades/Academics		33.33%	2		5.56%	1		10.53%	2		12.07%	7		11.88%	12
Money/Finances		0.00%	0		5.56%	1		15.79%	3		1.72%	1		4.95%	5
Legal Concerns		16.67%	1		11.11%	2		5.26%	1		1.72%	1		4.95%	5
Health Issues		0.00%	0		0.00%	0		15.79%	3		8.62%	5		7.92%	8
Relationship Issues		50.00%	3		22.22%	4		31.58%	6		18.97%	11		23.76%	24
36.) Previous Attempts															
Yes		33.33%	2		16.67%	3		21.05%	4		21.15%	11		21.05%	20
No		33.33%	2		11.11%	2		10.53%	2		15.38%	8		14.74%	14
Don't Know		33.33%	2		72.22%	13		68.42%	13		63.46%	33		64.21%	61

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean		
37.) On Psychiatric Medication															
Yes		33.33%	2		27.78%	5		26.32%	5		21.57%	11		24.47%	23
No		16.67%	1		16.67%	3		21.05%	4		15.69%	8		17.02%	16
Don't Know		50.00%	3		55.56%	10		52.63%	10		62.75%	32		58.51%	55
38.) Prior Psychiatric Hospitalization															
Yes		33.33%	2		5.56%	1		21.05%	4		15.69%	8		15.96%	15
No		33.33%	2		16.67%	3		15.79%	3		23.53%	12		21.28%	20
Don't Know		33.33%	2		77.78%	14		63.16%	12		60.78%	31		62.77%	59
39.) Is there an increased level of concern on your campus about liability risks regarding suicidal students?															
Yes		84.20%	48		88.80%	71		90.30%	56		76.70%	56		84.90%	231
No		15.80%	9		11.20%	9		8.10%	5		19.20%	14		13.60%	37
40.) Some schools have established a policy of mandating a certain number of counseling sessions for students who mention to anyone on campus that they are feeling suicidal. Are you in favor of such a policy?															
Yes		33.30%	19		38.80%	31		38.70%	24		31.50%	23		35.70%	97
No		64.90%	37		60%	48		61.30%	38		64.40%	47		62.50%	170
41.) Some schools are sending students who have suicidal thoughts to the Campus Judicial Board for disposition. Are you in favor of such a policy?															
Yes		3.50%	2		7.50%	6		9.70%	6		5.50%	4		6.60%	18
No		96.50%	55		92.50%	74		90.30%	56		90.40%	66		92.30%	251
42.) Did your Center participate in Depression Screening Day?															
Yes		33.30%	19		55%	44		66.10%	41		46.60%	34		50.70%	138
No		64.90%	37		45%	36		30.60%	19		49.30%	36		47.10%	128
If you participated in Depression Screening Day:															
43a.) How many students did you screen?															
	35.3	0 - 130	670	62.1	0 - 350	2610	93.6	10 - 400	3650	111.6	20 - 500	3460	79.3	0 - 500	10390
43b.) Percentage and number of students referred for treatment (internal or external)?															
	37.70%	253	23.10%	603	28.70%	1048	41.30%	1429	30.90%	3211					

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000					
	n=57			n=80			n=62			n=73					
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
44.) Did your Center participate in Anxiety Screening Day?															
Yes		14%	8		21.20%	17		24.20%	15		16.40%	12		19.10%	52
No		82.50%	47		76.20%	61		69.40%	43		80.80%	59		77.20%	210
If you participated in Anxiety Screening Day:															
45a.) How many students did you screen?															
	33.8	0 - 80	270	46.5	0 - 250	790	70	10 - 200	1050	59.1	0 - 200	650	54.1	0 - 250	2760
45b.) Percentage and number of students referred for treatment (internal or external)?															
	22%		59	23.50%		186	26.70%		280	15.30%		99	23%		635
46.) How many clients a week do you see in addition to your administrative duties?															
	15.3	0 - 37		11.2	0 - 25		10.8	25-Feb		6.5	0 - 18		10.7	0 - 37	
47.) Does your Center have primary responsibility for Alcohol Education on your campus?															
Yes		40.40%	23		40%	32		19.40%	12		13.70%	10		28.30%	77
No		57.90%	33		58.80%	47		75.80%	47		84.90%	62		69.50%	189
48.) If 'Yes', how many positions (or portions of positions) do you dedicate to the program?															
	0.7	0 - 1	15	0.8	0 - 2	28	0.8	0 - 2	13	1.3	0 - 3	14	0.8	0 - 3	70
49.) If 'No', and it is handled by another office (e.g., Wellness), how many positions do they dedicate to Alcohol Education?															
	0.4	0 - 1	8	0.8	0 - 4	20	1	0 - 3	31	1.5	0 - 4	60	1	0 - 4	119
50.) Do you have a peer alcohol education program on your campus?															
Yes		28.10%	16		37.50%	30		53.20%	33		50.70%	37		42.60%	116
No		70.20%	40		60%	48		41.90%	26		47.90%	35		54.80%	149

	School Size												Total		
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000					
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
51.) If 'Yes', does your office supervise this program?															
Yes		50%	8		43.30%	13		30.30%	10		8.10%	3		29.30%	34
No		50%	8		56.70%	17		70%	23		91.90%	34		70.70%	82
52.) What is the percentage of 'no-shows' at your Center?															
	10	0 - 25	510	12.6	1 - 50	870	11.8	1 - 27	625	12.5	3 - 37	838	11.8	0 - 50	2843
53.) What impact, if any, has the Virginia Tech tragedy had on your Center? (Check all that apply)															
In the weeks that followed the tragedy, there was a significant increase in students seeking counseling compared to the previous year.		7%	4		8.80%	7		9.70%	6		16.40%	12		10.70%	29
I there was a significant increase in calls coming in from parents inquiring about our counseling services		10.50%	6		18.80%	15		27.40%	17		32.90%	24		22.80%	62
There was a significant increase in calls coming in from faculty members and others on campus who work with students seeking consultation about a student of concern to them.		43.90%	25		57.50%	46		74.20%	46		84.90%	62		65.80%	179
There has been a greater interest in the work of the counseling center by student newspapers, and student leaders on campus.		26.30%	15		40%	32		50%	31		65.80%	48		46.30%	126
I have been asked to speak to, or prepare a report for higher level administrators about our Center's capacity for handling the problem that students' are bringing to our Centers (or some such related topic).		43.90%	25		35%	28		48.40%	30		71.20%	52		49.60%	135
Early indications suggest that our counseling center will have a greater role to play in the upcoming year's orientation programs for students and their parents.		24.60%	14		17.50%	14		27.40%	17		30.10%	22		24.60%	67
I have been spending more time discussing the limits of confidentiality with my boss.		29.80%	17		26.20%	21		21%	13		27.40%	20		26.10%	71
The pressure to share more information with the administration about 'difficult' clients is increasing.		33.30%	19		31.20%	25		29%	18		26%	19		29.80%	81
New policies or guidelines are being initiated or old ones revised on our campus about when parents can be notified about a student 'at risk'.		28.10%	16		27.50%	22		27.40%	17		38.40%	28		30.50%	83
There has been an increased interest in developing a crisis management team on campus or in re-designing the one that currently exists.		56.10%	32		58.80%	47		59.70%	37		68.50%	50		61%	166
I (or a Center staff member) have given at least one interview to a media representative regarding some aspect of the Virginia Tech tragedy.		17.50%	10		35%	28		48.40%	30		78.10%	57		46%	125
It is likely that our Center will receive some additional funding that would not have occurred had it not been for Virginia Tech.		12.30%	7		16.20%	13		14.50%	9		24.70%	18		17.30%	47

	School Size													
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total	
	n=57			n=80			n=62			n=73			n=272	
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %
The Bazelon Center for Mental Health Law has published a model policy for colleges and universities who wish to develop a non-discriminatory approach to students who are in crisis because of a mental health problem. A number of these recommendations are already standard operating procedure in most college counseling centers but directors have different views														
54a.) Counseling services are available to members of the campus community affected by a student's mental health condition as well as to the student.														
Activity or policy in place on our campus, and I am in favor of it	66.70%	38		70%	56		71%	44		57.50%	42		66.20% 180	
Activity or policy in place, but I am not in favor of it	0%	0		0%	0		0%	0		0%	0		0% 0	
Not in place, but I agree with recommendation	12.30%	7		8.80%	7		8.10%	5		8.20%	6		9.20% 25	
Not in place, and I disagree with recommendation	17.50%	10		15%	12		16.10%	10		28.80%	21		19.50% 53	
54b.) Peer groups are on campus to support students with mental health concerns.														
Activity or policy in place on our campus, and I am in favor of it	35.10%	20		25%	20		16.10%	10		34.20%	25		27.60% 75	
Activity or policy in place, but I am not in favor of it	0%	0		0%	0		3.20%	2		0%	0		0.70% 2	
Not in place, but I agree with recommendation	36.80%	21		55%	44		58.10%	36		43.80%	32		48.90% 133	
Not in place, and I disagree with recommendation	24.60%	14		16.20%	13		14.50%	9		16.40%	12		17.60% 48	
54c.) Emergency psychiatric services are available to students at all times either through the school itself or through arrangements with a community provider.														
Activity or policy in place on our campus, and I am in favor of it	66.70%	38		60%	48		61.30%	38		67.10%	49		63.60% 173	
Activity or policy in place, but I am not in favor of it	1.80%	1		0%	0		0%	0		0%	0		0.40% 1	
Not in place, but I agree with recommendation	26.30%	15		35%	28		25.80%	16		26%	19		28.70% 78	
Not in place, and I disagree with recommendation	3.50%	2		2.50%	2		9.70%	6		4.10%	3		4.80% 13	
54d.) All counseling services are provided on a voluntary basis unless there are exceptional circumstances, (and where law permits) where involuntary treatment may be required.														
Activity or policy in place on our campus, and I am in favor of it	77.20%	44		87.50%	70		91.90%	57		75.30%	55		83.10% 226	
Activity or policy in place, but I am not in favor of it	1.80%	1		2.50%	2		0%	0		0%	0		1.10% 3	
Not in place, but I agree with recommendation	7%	4		3.80%	3		4.80%	3		5.50%	4		5.10% 14	
Not in place, and I disagree with recommendation	10.50%	6		3.80%	3		0%	0		13.70%	10		7% 19	

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
54e.) If a student who is referred by someone on campus does not follow through on the referral, the counseling center will make an individualized effort to encourage the student to access services.															
Activity or policy in place on our campus, and I am in favor of it	45.60%	26		30%	24		16.10%	10		28.80%	21		29.80%	81	
Activity or policy in place, but I am not in favor of it	0%	0		1.20%	1		1.60%	1		0%	0		0.70%	2	
Not in place, but I agree with recommendation	12.30%	7		5%	4		9.70%	6		6.80%	5		8.10%	22	
Not in place, and I disagree with recommendation	38.60%	22		57.50%	46		66.10%	41		57.50%	42		55.50%	151	
54f.) When a student is hospitalized for psychological problems, the counseling center (with the approval of the student) will work with the hospital team to, among other things, ensure appropriate aftercare planning.															
Activity or policy in place on our campus, and I am in favor of it	77.20%	44		88.80%	71		67.70%	42		67.10%	49		75.70%	206	
Activity or policy in place, but I am not in favor of it	0%	0		0%	0		0%	0		0%	0		0%	0	
Not in place, but I agree with recommendation	19.30%	11		8.80%	7		24.20%	15		24.70%	18		18.80%	51	
Not in place, and I disagree with recommendation	1.80%	1		1.20%	1		4.80%	3		6.80%	5		3.70%	10	
54g.) The decision to impose an involuntary leave of absence on a student who poses a danger to self or others will be made by a committee that includes the director of the counseling center (or the director's designate).															
Activity or policy in place on our campus, and I am in favor of it	43.90%	25		46.20%	37		35.50%	22		39.70%	29		41.50%	113	
Activity or policy in place, but I am not in favor of it	1.80%	1		1.20%	1		1.60%	1		0%	0		1.10%	3	
Not in place, but I agree with recommendation	24.60%	14		25%	20		22.60%	14		30.10%	22		25.70%	70	
Not in place, and I disagree with recommendation	28.10%	16		21.20%	17		35.50%	22		23.30%	17		26.50%	72	
54h.) The committee may inquire into a student's current condition, including recent mental health records, but must confine its inquiry to information and records necessary to make a determination. The committee may not insist on unlimited access to confidential information.															
Activity or policy in place on our campus, and I am in favor of it	33.30%	19		38.80%	31		25.80%	16		37%	27		34.20%	93	
Activity or policy in place, but I am not in favor of it	3.50%	2		1.20%	1		0%	0		0%	0		1.10%	3	
Not in place, but I agree with recommendation	26.30%	15		26.20%	21		24.20%	15		19.20%	14		23.90%	65	
Not in place, and I disagree with recommendation	35.10%	20		26.20%	21		41.90%	26		34.20%	25		33.80%	92	

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
54i.) Colleges or universities will not bring disciplinary action against a student for suicide attempts, suicidal thoughts, or self-injury, including self-cutting.															
Activity or policy in place on our campus, and I am in favor of it		50.90%	29		63.80%	51		40.30%	25		47.90%	35		51.50%	140
Activity or policy in place, but I am not in favor of it		1.80%	1		1.20%	1		1.60%	1		1.40%	1		1.50%	4
Not in place, but I agree with recommendation		22.80%	13		13.80%	11		25.80%	16		21.90%	16		20.60%	56
Not in place, and I disagree with recommendation		12.30%	7		17.50%	14		24.20%	15		21.90%	16		19.10%	52
54j.) When a student becomes a client of a counseling center, the student will be asked whom, if anyone, the student wants contacted in case of a psychiatric emergency.															
Activity or policy in place on our campus, and I am in favor of it		47.40%	27		57.50%	46		54.80%	34		53.40%	39		53.70%	146
Activity or policy in place, but I am not in favor of it		3.50%	2		5%	4		1.60%	1		1.40%	1		2.90%	8
Not in place, but I agree with recommendation		33.30%	19		33.80%	27		29%	18		34.20%	25		32.70%	89
Not in place, and I disagree with recommendation		12.30%	7		1.20%	1		9.70%	6		8.20%	6		7.40%	20
54k.) Disciplinary action should be avoided and disciplinary sentences mitigated, when the offense was the product of a mental health condition. This is especially true when, as a result of treatment or other intervention, the student is likely to comply with the code of conduct in the future.															
Activity or policy in place on our campus, and I am in favor of it		35.10%	20		42.50%	34		43.50%	27		53.40%	39		44.10%	120
Activity or policy in place, but I am not in favor of it		3.50%	2		3.80%	3		3.20%	2		1.40%	1		2.90%	8
Not in place, but I agree with recommendation		22.80%	13		18.80%	15		16.10%	10		15.10%	11		18%	49
Not in place, and I disagree with recommendation		31.60%	18		25%	20		29%	18		27.40%	20		27.90%	76
If your center hired one or more professional staff members in the past year, please list their salary under the appropriate category. If more than one staff member was hired within a category, list the salary of the most recent hire:															
55a.) Director															
Minority Male										90K - 90K	1	90K	90K - 90K	1	
Minority Female		60K - 60K	1	69K	55K - 83K	2	95K	95K - 95K	1	83K	83K - 83K	1	75.2K	55K - 95K	5
Caucasian Male		50K - 88K	5	72.7K	60K - 92.5K	12	65K	63K - 67K	2	96.9K	120K	10	78.8K	50K - 120K	29
Caucasian Female		47K - 80K	7	67.6K	36K - 120K	10	73.9K	50K - 108K	6	95K	111K	3	70.7K	36K - 120K	26

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
55b.) Training Director															
Minority Male				58K	58K - 58K	1	67.7K	67.7K	1	69K	69K - 69K	1	64.9K	58K - 69K	3
Minority Female	63.5K	63.5K - 63.5K	1	57.5K	45K - 70K	2				73.5K	72K - 75K	2	65.1K	45K - 75K	5
Caucasian Male				47K	47K - 47K	1				63K	55K - 71K	2	57.7K	47K - 71K	3
Caucasian Female	58K	58K - 58K	1							71K	62.5K - 82K	5	68.8K	58K - 82K	6
55c.) Counselor with PhD and Experience															
Minority Male							72K	72K - 72K	1	57.2K	42.5K - 85K	6	59.3K	42.5K - 85K	7
Minority Female	59K	50K - 67K	3	52K	52K - 52K	1	60.4K	71K	4	57K	47K - 68K	6	58K	47K - 71K	14
Caucasian Male				57.2K	51.5K - 69K	7	57K	45K - 70K	6	55.9K	45.8K - 85K	10	56.6K	45K - 85K	23
Caucasian Female	72K	72K - 72K	1	49.8K	45K - 60K	4	56K	72.8K	7	55.1K	42.5K - 74K	17	55.1K	42.5K - 74K	29
55d.) Counselor with New Doctorate															
Minority Male	61K	61K - 61K	1				44K	36K - 53K	4	48.8K	42.5K - 53.5K	3	47.9K	36K - 61K	8
Minority Female							48.5K	42K - 54K	3	52.7K	42.5K - 68K	10	51.7K	42K - 68K	13
Caucasian Male	38K	38K - 38K	1	44.5K	44.5K - 44.5K	1				52.4K	44K - 68K	7	49.9K	38K - 68K	9
Caucasian Female	49K	49K - 49K	1	42.7K	41K - 45K	3	46.9K	38K - 54K	7	50.3K	42K - 65.5K	15	48.5K	38K - 65.5K	26
55e.) Counselor who is ABD															
Minority Male															
Minority Female							43K	43K - 43K	1	54.5K	54K - 55K	2	50.7K	43K - 55K	3
Caucasian Male										40.8K	30K - 51.5K	2	40.8K	30K - 51.5K	2
Caucasian Female	39K	39K - 39K	1	44.5K	39K - 50K	2	43.4K	43.4K - 43.4K	1	40.5K	40K - 41K	2	42.1K	39K - 50K	6

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
55f.) Counselor with MA and Experience															
Minority Male				35K	35K - 35K	1	33K	33K - 33K	1	51.3K	51.3K - 51.3K	1	39.8K	51.3K - 51.3K	3
Minority Female				40.3K	35K - 46K	3	41.4K	35.3K - 45K	3	38.5K	38.5K - 38.5K	1	40.5K	35K - 46K	7
Caucasian Male	44.3K	40K - 48K	3	53.4K	42K - 68.3K	5	43.7K	32K - 55.4K	2	43.5K	43.5K - 43.5K	1	48.3K	32K - 68.3K	11
Caucasian Female	42.2K	31K - 52K	8	44.3K	33K - 55.3K	13	39.2K	32K - 50K	6	44.6K	37K - 56K	6	42.9K	31K - 56K	33
55g.) Counselor with New MA															
Minority Male							40K	40K - 40K	1				40K	40K - 40K	1
Minority Female				39.6K	39.6K - 39.6K	1							39.6K	39.6K - 39.6K	1
Caucasian Male				43.5K	38K - 49K	2				36K	36K - 36K	1	41K	36K - 49K	3
Caucasian Female	32K	32K - 32K	1	46K	40K - 50K	3	27K	27K - 27K	1	38.5K	37K - 40K	2	39.1K	27K - 50K	7
55h.) Counselor with MSW and Experience															
Minority Male															
Minority Female				65K	65K - 65K	1							65K	65K - 65K	1
Caucasian Male	36.5K	31K - 42K	2	51.5K	44K - 56K	3	40K	40K - 40K	1	41.8K	40K - 43.5K	2	43.9K	31K - 56K	8
Caucasian Female	30K	30K - 30K	1	55.5K	43K - 69K	4	46.7K	38K - 57K	3	54.5K	38.5K - 68K	9	51.9K	30K - 69K	17
55i.) Counselor with New MSW															
Minority Male															
Minority Female				50K	50K - 50K	1							50K	50K - 50K	1
Caucasian Male				50K	50K - 50K	2							50K	50K - 50K	2
Caucasian Female										38K	38K - 38K	1	38K	38K - 38K	1

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
55j.) Counselor with BA															
Minority Male															
Minority Female										44K - 44K	1	44K - 44K	1		
Caucasian Male															
Caucasian Female															
55k.) Psychiatrist/MD (annual salary)															
Minority Male				26K	26K - 26K	1	110K	110K - 110K	1	160K	160K - 160K	1	98.7K	26K - 160K	3
Minority Female										150K	150K - 150K	1	150K	150K - 150K	1
Caucasian Male										131.5K	130K - 133K	2	131.5K	130K - 133K	2
Caucasian Female	25K	25K - 25K	1							135.6K	120K - 150K	5	117.2K	25K - 150K	6
55l.) Psychiatrist/MD (hourly rate)															
Minority Male										130	110 - 150	2	130	110 - 150	2
Minority Female										75	75 - 75	1	75	75 - 75	1
Caucasian Male	110	110 - 110	1	150	150 - 150	2	135	125 - 150	2	145	65 - 250	4	130	65 - 250	9
Caucasian Female	155	155 - 155	1	140	100 - 225	3	130	125 - 140	3	100	75 - 125	2	125	75 - 225	9
55m.) Pre-Doctoral Intern															
Minority Male							25.5K	25.5K - 25.5K	1	21.2K	16.5K - 25K	6	21.9K	16.5K - 25.5K	7
Minority Female	20.5K	18K - 23K	2							23K	18K - 31K	15	22.7K	18K - 31K	17
Caucasian Male				23K	23K - 23K	1	19.8K	19.5K - 20K	2	21.7K	18K - 26K	13	21.6K	18K - 26K	16
Caucasian Female	26.5K	23K - 30K	2	20K	20K - 20K	2	22.8K	20K - 25.5K	2	22K	13K - 31K	24	22.2K	13K - 31K	30

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#

55n.) Post-Doctoral Intern

Minority Male				26K	26K - 26K	1							26K	26K - 26K	1
Minority Female										32.7K	30K - 34K	3	32.7K	30K - 34K	3
Caucasian Male				37K	37K - 37K	1	24K	22K - 26K	2	28.5K	22.5K - 31.3K	6	28.4K	22K - 37K	9
Caucasian Female	31K	22K - 40K	2	26K	26K - 26K	1	20K	20K - 20K	1	31K	25K - 40K	11	30K	20K - 40K	15

Based on a 12 month salary, what does your center pay the following professional staff? Please list the salary of one representative staff member for each "years in position" category if applicable:

56a.) Director

1-3 Years in Position	64K	45K - 85K	11	88.8K	44K - 585K	27	81.2K	50K - 127K	18	89.3K	55K - 120K	23	83.8K	44K - 585K	79
4-6 Years in Position	69.7K	43K - 113.6K	7	65.6K	36K - 95K	13	100.1K	58K - 205K	9	87.9K	61.5K - 120K	12	80.4K	36K - 205K	41
7-9 Years in Position	70.6K	50K - 100K	6	71.3K	53K - 87K	6	76.9K	60K - 90K	8	86.3K	71.5K - 115K	5	75.9K	50K - 115K	25
10-12 Years in Position	45.5K	31K - 60K	2	77.4K	59.4K - 104K	8	75.5K	49.5K - 90K	5	91.2K	70K - 108K	9	79.5K	31K - 108K	24
13-15 Years in Position	65.1K	52K - 81K	7	85K	46K - 119K	3	88.8K	73.3K - 106K	4	104.5K	72.6K - 126K	4	82.5K	46K - 126K	18
15+ Years in Position	67.5K	43K - 109.1K	18	76.3K	50K - 100K	17	90.5K	55K - 150K	11	107.2K	79K - 138K	12	82.7K	43K - 150K	58

56b.) Training Director

1-3 Years in Position	63.5K	63.5K - 63.5K	1	54.9K	45K - 70K	6	62K	45K - 84K	9	66.4K	50K - 85K	11	62.2K	45K - 85K	27
4-6 Years in Position				55K	55K - 55K	1	66.8K	55.5K - 77K	5	67.3K	55.5K - 90K	12	66.5K	55K - 90K	18
7-9 Years in Position				66.6K	65.1K - 68K	2	64K	64K - 64K	1	67K	54K - 83.2K	8	66.7K	54K - 83.2K	11
10-12 Years in Position							67.7K	67.7K - 67.7K	1	80.5K	71K - 98K	4	77.9K	67.7K - 98K	5
13-15 Years in Position				68K	68K - 68K	1	70K	70K - 70K	1	62K	62K - 62K	1	66.7K	62K - 70K	3
15+ Years in Position				60K	60K - 60K	1	84.2K	82.3K - 86.2K	2	83.3K	65K - 99K	9	81.5K	60K - 99K	12

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
56c.) Assistant or Associate Director															
1-3 Years in Position	49.5K	38K - 68.4K	4	54.4K	35K - 74.4K	12	63.7K	49K - 88K	7	64.4K	45K - 91K	17	59.8K	35K - 91K	40
4-6 Years in Position				57.6K	45.6K - 76K	8	94.7K	52K - 160K	3	72.9K	62.1K - 90K	7	69.8K	45.6K - 160K	18
7-9 Years in Position				46.5K	43K - 50K	3	56K	48K - 67K	4	71.5K	56K - 93K	7	61.7K	43K - 93K	14
10-12 Years in Position				66K	66K - 66K	1	63.9K	50K - 83K	4	57.3K	45K - 72.8K	3	61.7K	45K - 83K	8
13-15 Years in Position				71.5K	65K - 78K	2	80.5K	66K - 95K	2	74.6K	58K - 93K	7	75.1K	58K - 95K	11
15+ Years in Position	56.3K	50.2K - 61K	4	67.1K	62K - 72.2K	2	75.1K	56K - 100K	5	79.5K	57.5K - 99K	10	72.9K	50.2K - 100K	21
56d.) Counselor with PhD															
1-3 Years in Position	61K	38K - 80K	9	52.4K	42K - 62K	21	54.4K	36K - 70K	26	52.5K	44K - 68K	35	53.9K	36K - 80K	91
4-6 Years in Position	59K	44K - 78K	8	58K	51.5K - 66K	9	62.6K	45.5K - 100K	15	57.3K	46.9K - 83K	33	58.8K	44K - 100K	65
7-9 Years in Position				60.3K	45K - 71.5K	7	62K	48K - 84.5K	8	61.9K	46K - 82K	22	61.6K	45K - 84.5K	37
10-12 Years in Position				63K	60K - 66K	2	60.1K	42.8K - 94K	6	69.3K	47.5K - 97K	13	66.1K	42.8K - 97K	21
13-15 Years in Position	74K	68K - 80K	2	69K	60K - 78K	2	70.3K	51K - 101K	8	70.3K	51K - 97K	7	70.6K	51K - 101K	19
15+ Years in Position				69K	45.8K - 110K	5	80.7K	45K - 120K	12	75.7K	53K - 106K	23	76.3K	45K - 120K	40
56e.) Counselor who is ABD															
1-3 Years in Position				38.7K	25K - 50K	3	42.7K	42K - 43.4K	2	40.9K	30K - 50K	6	40.6K	25K - 50K	11
4-6 Years in Position															
7-9 Years in Position				43.3K	40K - 46.6K	2				49.1K	49.1K - 49.1K	1	45.2K	40K - 49.1K	3
10-12 Years in Position															
13-15 Years in Position															
15+ Years in Position				44K	44K - 44K	1							44K	44K - 44K	1

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
56f.) Counselor with MA															
1-3 Years in Position	40.3K	31K - 50K	11	42.9K	33K - 55K	18	39.7K	27K - 52.8K	12	43.9K	36K - 56K	12	41.9K	27K - 56K	53
4-6 Years in Position	42.7K	35K - 53K	3	43K	31K - 55.3K	4	45.6K	36K - 60K	7	46.7K	35K - 60K	12	45.4K	31K - 60K	26
7-9 Years in Position	50.1K	37K - 79.5K	6	43.3K	35K - 54K	6	44.8K	38K - 53K	5	49.6K	43K - 63K	5	46.9K	35K - 79.5K	22
10-12 Years in Position	46K	45K - 47K	2	58.6K	49.2K - 68.3K	4	52K	52K - 52K	1	51.4K	42K - 67K	5	53K	42K - 68.3K	12
13-15 Years in Position				49.2K	40K - 57.5K	3	66.8K	54.6K - 79K	2	63.3K	45.3K - 92K	4	59.3K	40K - 92K	9
15+ Years in Position	54.3K	45K - 63K	3	55.2K	39K - 72K	8	61.6K	42.6K - 80K	7	54.9K	40K - 75.9K	8	56.7K	39K - 80K	26
56g.) Counselor with MSW															
1-3 Years in Position	44K	31K - 55K	4	45.9K	35K - 51K	8	46K	38K - 55K	5	48.7K	33K - 68K	14	46.9K	31K - 68K	31
4-6 Years in Position	51K	50.9K - 51K	2	54.4K	46K - 60K	8	53.2K	35K - 74K	5	52.5K	41K - 69K	11	53.1K	35K - 74K	26
7-9 Years in Position	57.9K	45K - 72.5K	3	36K	36K - 36K	1	54.9K	39K - 75K	3	56.8K	43K - 72K	8	55.3K	36K - 75K	15
10-12 Years in Position	48.5K	48.5K - 48.5K	1	54.2K	46.5K - 60K	3	54K	48K - 62K	3	57.4K	40K - 75K	4	54.8K	40K - 75K	11
13-15 Years in Position	42K	42K - 42K	1	49K	49K - 49K	1	56.1K	52.1K - 60K	3	68K	51.5K - 97K	3	57.9K	42K - 97K	8
15+ Years in Position				75.3K	52K - 110K	3				63.1K	50K - 82K	9	66.2K	50K - 110K	12
56h.) Counselor with BA															
1-3 Years in Position							44K	44K - 44K	1				44K	44K - 44K	1
4-6 Years in Position		32K	32K - 32K	1									32K	32K - 32K	1
7-9 Years in Position										37K	37K - 37K	1	37K	37K - 37K	1
10-12 Years in Position		40K	40K - 40K	1									40K	40K - 40K	1
13-15 Years in Position															
15+ Years in Position															

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57	n=80	n=62	n=73	n=272										
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
56i.) Psychiatrist/MD (annual salary)															
1-3 Years in Position	62.5K	25K - 100K	2				62.7K	18K - 135K	3	124.1K	15K - 160K	10	103.6K	15K - 160K	15
4-6 Years in Position				140K	140K - 140K	1	137.3K	130K - 145K	3	141.2K	120K - 165K	5	139.8K	120K - 165K	9
7-9 Years in Position							165K	165K - 165K	1					165K - 165K	1
10-12 Years in Position							120K	120K - 120K	1	138.2K	118K - 162.4K	5	135.2K	118K - 162.4K	6
13-15 Years in Position				56K	56K - 56K	1				135.8K	129.6K - 142K	2	109.2K	56K - 142K	3
15+ Years in Position							160K	160K - 160K	1	133.6K	113K - 156K	7	136.9K	113K - 160K	8
56j.) Psychiatrist/MD (hourly rate)															
1-3 Years in Position	130	100 - 155	3	164	130 - 225	5	137	125 - 150	5	100	75 - 125	3	120	75 - 225	16
4-6 Years in Position	150	150 - 150	1	138	125 - 149	3	117	100 - 158	3	131	131 - 131	1	125	100 - 158	8
7-9 Years in Position	125	110 - 150	3	150	150 - 150	1				185	150 - 225	2	185	110 - 225	6
10-12 Years in Position	110	95 - 125	2	130	130 - 130	1	158	158 - 158	1				127	95 - 158	4
13-15 Years in Position	125	125 - 125	1				120	120 - 120	1	110	110 - 110	1	125	110 - 125	3
15+ Years in Position	225	225 - 225	1	135	120 - 150	4	115	60 - 150	4	190	85 - 250	4	165	60 - 250	13
56k.) Learning Skills Specialist															
1-3 Years in Position										45.7K	35K - 65K	3	45.7K	35K - 65K	3
4-6 Years in Position										44.7K	38K - 51.5K	2	44.7K	38K - 51.5K	2
7-9 Years in Position															
10-12 Years in Position															
13-15 Years in Position					62K	62K - 62K	1						62K	62K - 62K	1
15+ Years in Position				51K	51K - 51K	1	50.5K	45K - 56K	2				50.7K	45K - 56K	3

	School Size														
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=57			n=80			n=62			n=73			n=272		
	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 only on salaried individuals:															
57a.) 1 FTE															
Under 5 Years as Director	58K	45K - 80K	6	50.7K	36K - 60K	3	70.5K	70.5K	1	102K	102K	1	61.1K	36K - 102K	11
5-10 Years as Director	63.5K	50K - 75K	4	92.5K	92.5K - 92.5K	1							69.3K	50K - 92.5K	5
Over 10 Years as Director	50.1K	31K - 62K	9	63K	46K - 83K	4				79K	79K	1	55.8K	31K - 83K	14
57b.) 2-3 FTE															
Under 5 Years as Director	62.4K	45.6K - 83K	6	63.1K	44K - 84K	17	51.2K	38K - 64.5K	2				62K	38K - 84K	25
5-10 Years as Director	52.8K	43K - 60K	4	64.9K	42K - 87K	11	68K	60K - 76K	2				62.4K	42K - 87K	17
Over 10 Years as Director	69.1K	50K - 90K	15	71.5K	59.4K - 86K	13	52.2K	49.5K - 55K	2	78K	73K - 83K	2	69.6K	49.5K - 90K	32
57c.) 4-7 FTE															
Under 5 Years as Director	99.9K	85K - 113.6K	3	85K	68K - 130K	8	79.7K	58K - 108K	15	78.6K	55K - 111K	5	82.8K	55K - 130K	31
5-10 Years as Director	90.8K	81.5K - 100K	2	72.7K	52K - 94K	6	78.7K	63K - 90K	9	81.9K	61.5K - 115K	4	78.7K	52K - 115K	21
Over 10 Years as Director	94K	78K - 109.1K	3	86.9K	76.5K - 104K	8	95.4K	70K - 150K	8	87K	81K - 95K	3	91K	70K - 150K	22
57d.) 8-11 FTE															
Under 5 Years as Director				95K	95K - 95K	1	87K	87K - 87K	1	95.7K	80K - 112K	12	95K	80K - 112K	14
5-10 Years as Director				95K	70K - 120K	2	81.5K	76.9K - 89K	4				86K	70K - 120K	6
Over 10 Years as Director				109.5K	100K - 119K	2	79K	66.4K - 105.4K	5	91.4K	70K - 107K	7	89.6K	66.4K - 119K	14

	School Size												Total		
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000					
	n=57			n=80			n=62			n=73			n=272		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
57e.) 12-16 FTE															
Under 5 Years as Director										92.4K	86K - 109K	5	92.4K	86K - 109K	5
5-10 Years as Director							96K	96K - 96K	1	211.2K	83K - 715K	5	192K	83K - 715K	6
Over 10 Years as Director							131.5K	127K - 136K	2	95.8K	86K - 100K	4	107.7K	86K - 136K	6
57f.) 17+ FTE															
Under 5 Years as Director							205K	205K - 205K	1	92.4K	60K - 120K	6	108.5K	60K - 205K	7
5-10 Years as Director							150K	150K - 150K	1	93.8K	79K - 120K	4	105K	79K - 150K	5
Over 10 Years as Director										116.8K	88.8K - 138K	9	116.8K	88.8K - 138K	9

Alphabetized Listing of Participants 2007

(School Number Precedes Name)

- | | | |
|------------------------------|---------------------------------|----------------------------------|
| 255 - Ahuster, Art | 183 - Bryant, Cynthia | 223 - DiNuzzo, Theresa |
| 42 - Arce, Elsa M | 67 - Bucell, Michael | 151 - Doran, Lindley |
| 126 - Armstrong,
Rosemary | 166 - Buckingham, Jane | 155 - Dore, Patricia |
| 24 - Assing, Wayne | 249 - Bunn, Anne | 17 - Droz, Elizabeth |
| 27 - Axelroth, Elie | 215 - Burns, Carl | 138 - Dunkle, John |
| 154 - Azar, Jim | 177 - Byrnes, Anne | 5 - Eaton-Stull, Yvonne |
| 120 - Backels, Kelsey | 236 - Cannici, James | 30 - Epstein, Bert |
| 251 - Balderrama, Sylvia | 243 - Carter, Jeri | 101 - Farer-Singleton,
Pamela |
| 65 - Barclay, Rosalyn | 130 - Caruso, Michele | 270 - Fermen, Pat |
| 145 - Barlow, Cathleen | 44 - Cassidy, Jennie | 79 - Finegan, James |
| 23 - Barlow, Martha | 106 - Cathey, Ron | 127 - Fisher, Anne |
| 131 - Barnette, Vivian | 25 - Chapman, Ronald | 159 - Frere, Leslie |
| 234 - Barr, Victor | 4 - Chester, Cathie | 213 - Frizzell, Christine |
| 167 - Bassi, Terri | 92 - Chew jr, Lloyd K | 102 - Fuchs, Kathleen |
| 6 - Bearce, Jacqueline | 156 - Chrenka, Rosalyn | 49 - Galvinhill, Paul |
| 184 - Berkich, Carla | 225 - Christofi, Victoria | 178 - Garni, Ken |
| 31 - Berkow, Daniel | 15 - Commerford, Mary | 134 - Gaynor, Geggy |
| 197 - Binder, Marian | 201 - Compliment, Brad | 161 - Gibson, Ann |
| 71 - Birge, Susan | 91 - Conboy, Ruth | 214 - Gilleylen, Carl |
| 206 - Bishop, John | 43 - Contreras, Raquel | 22 - Glahn Atkinson,
Eva |
| 253 - Bishop, Lisa | 76 - Conway, Christine | 200 - Gong-Guy,
Elizabeth |
| 271 - Blaisch, Ilene | 259 - Cook-Nobles,
Robin | 26 - Goodwin, Alan |
| 237 - Blankenship, Lise | 250 - Cooper, Stewart | 129 - Grayson, Paul |
| 9 - Bolle, Jeanne | 265 - Corbin, Nancy | 124 - Greiner, Doug |
| 137 - Boone, Rebecca | 63 - Cox, Sandra | 110 - Guerra, Olga |
| 57 - Booth, Ann | 218 - Cross, David | 135 - Gunn, Chris |
| 122 - Booth, Janis | 38 - Cross, Keith | 231 - Haber, Russell |
| 148 - Borkan, Layton | 50 - Daine, Michael | 262 - Halligan, Fredrica |
| 85 - Bowman, Glen | 268 - Dasey-Morales,
Maureen | 242 - Hamilton, Mary k |
| 211 - Boyd, Vivian | 78 - Deakin, Spencer | 257 - Hammond, Barbara |
| 239 - Brian, Tom J. | 69 - DeHart, Linda | 118 - Hampel-Kozar,
Vesna |
| 258 - Brounk, Thomas | 136 - Dellutri, Alexandra | 10 - Hankes, Doug |
| 209 - Brown, Vincent | 190 - DePalma, Diane | |
| 235 - Brownson, Chris | 182 - DiMino, John | |

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 175 - Hannigan, Terence P.
 266 - Hansen, Robert
 96 - Harper, Deborah
 19 - Harrar, William
 99 - Hattauer, Edward
 139 - Heaton, Jeanne
 144 - Heitzmann, Dennis
 117 - Henderson, Jeffrey
 112 - Henry, Jennifer
 168 - Henry, Philip
 173 - Herzbrun, Michael
 8 - Hestand, Phil
 172 - Hill, Curt
 60 - Hollingsworth, Kathy
 256 - Horton, Jane
 13 - Hunt-Morse, Marcy
 73 - Hynes, Robert
 171 - Irvin, Valaray J
 267 - Jacks, Richard
 248 - Jazdzewski, Richard
 16 - Jenkins, Marshall
 35 - Jordan , Christy
 163 - Jorgensen-Funk, Sandy
 18 - Kane, Abby
 88 - Kaplan, Daniel
 149 - Kaplan, Jonathan
 181 - Kaufman, Robin
 84 - Kazin, Bob
 103 - Kearney, Anne
 143 - Keillor, Robin
 86 - Kekaulike, Kaniala
 56 - Kelley, Michael
 244 - Kennedy, Patrick
 233 - King, Bradford
 191 - Kramer, Thomas
 192 - Krylowicz, Brian
 263 - Laves, Karl
 180 - Lazovik, Jeffrey
 113 - Leitzel, Jacklyn
 179 - Levine, Heidi
 227 - LeViness, Peter
 107 - Linden, Kristin
 247 - Link, Gretchen
 219 - Linneman, Harry
 205 - Lochner, Bruce
 195 - Long, Larry
 55 - Lovstuen, Brenda
 269 - Lubeck, Eileen
 208 - Lynch Maestas, Michael
 125 - Mancini, Franca
 147 - Manzo, Luis
 46 - March, Cindy
 196 - Martin, Juanita
 95 - Mason, Terry
 146 - Mayhew, Steve
 58 - McCaffrey, Elizabeth
 245 - McGrath, Bob
 20 - McGuinness, Thomas
 104 - McKinnies, Magi
 150 - McMahon, Roberta
 47 - McNulty, Sharon
 162 - Metcalfe, William
 142 - Meyer, Bruce
 246 - Meyer, Roger
 220 - Mitchell, Barbara
 90 - Moorman, Annorah
 3 - Morris-Billings, Mary
 272 - Morse, Charles
 123 - Much, K
 87 - Murphy, Nancy
 132 - Murray, Thomas
 41 - Nanna, Glenda
 61 - Nelson, John
 202 - Ness, Ernie
 121 - Newton, Dorian
 116 - Nifakis, Debbie
 36 - Niland, Eileen
 74 - Nowell, Cheryl
 75 - Oelschlager, James
 59 - O'Hare, Marianne
 174 - O'Neill, Steve
 97 - Onestak, David
 222 - Osburn, Monica
 28 - Pakalns, Gail
 83 - Palombi, Barbara
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 241 - Parsons, Joseph
 14 - Payne, June
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 48 - Peterson, Michael
 194 - Petrillo, Martin
 81 - Phillips, Mary Jane
 232 - Phillips, Susan
 228 - Platt, Karen
 80 - Pollard, Jeff
 204 - Polychronis, Paul
 7 - Pool, Cleave
 212 - Pressler, Edna
 11 - Prezioso, Theresa
 176 - Price, Neal
 207 - Pulakos, Joan
 2 - Ramirez, Deborah
 39 - Rapaport, Ross
 89 - Rardin, David
 188 - Rayburn, Monroe

- 33 - Reinhardt, Brian
226 - Rhinehart, Leslie
160 - Richards, Sheri
261 - Ritchie, John
199 - Rodolfa, Emil
98 - Ropar, John
187 - Rosen, Don
193 - Ross, Julie
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133 - Salter, Lee
70 - Schmidt, Jacqueline
254 - Schubert, Marianne
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52 - Sowinski, Jackie
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54 - Spoltore, Janet
169 - St. John, Judy
32 - Stevens, Mark
93 - Stockton, Nancy
66 - Strader, Scott
53 - Swanson, Amy
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29 - Takemoto, Mary
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141 - Taylor, Ellen
157 - Terebessy, Hilarie
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