

# National Survey of Counseling Center Directors 2009

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## **Project Support**

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**ACCA WEBSITE: [www.collegecounseling.org](http://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: [www.iacsinc.org](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.**

## **2009 SURVEY HIGHLIGHTS (N=302)**

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

1. **57% of directors and 69% of staff in the survey are women. Most directors identify themselves as counseling psychologists (37%), 28% are clinical psychologists, 16% are professional counselors, and 5% are mental health professionals. Three directors are psychiatrists. Others included social workers, family therapists, public health administrators and nurses. (The latter probably from merged health and counseling centers).**
2. **The 302 centers surveyed represent 2.6 million students who are eligible for counseling services at their institutions.**
3. **6.1% of centers charge for personal counseling, down from a peak of 17.2% in 1996. Only 1.7% of centers collect third party payments. The mean fee centers charge is \$13.00 and the mean annual income is \$58,000 (Items 1-2).**
4. **59% of centers are supported by mandatory fees; 23% comes from student health fees, 15% from a student life fee, and 3.4% from a counseling center fee (Item 3).**
5. **10.4% of enrolled students sought counseling in the past year. This represents approximately 270,000 students from the surveyed schools. 32.5% (more than three times as many) were seen by counselors in other contexts (workshops, orientations, classroom presentations, etc.) (Items 4 & 6).**
6. **The ratio of counselors to students is 1 to 1,527. Smaller schools have better ratios (Item 5).**
7. **107 new staff positions were funded during the past year and 37 positions were lost which appears to be a positive trend. (Items 7 & 8).**
8. **31% of centers tend to place limits on the number of client counseling sessions allowed. 41% do not have a session limit policy but promote their centers as a short-term service and rely on counselors to make responsible judgments about how long a student can be seen. 29% tend to see students as long as necessary to resolve the presenting problems but will make external referrals when clinically advisable. (Item 9a)**
9. **The average number of counseling sessions for all students is 6.2 sessions per client. Based on earlier surveys this average tends to be approximately the same for time-limited counseling centers and for centers that do not have formally established limits. (Item 9b).**
10. **Only 41% of centers do a pre-assessment before assigning clients to counselors. Of those that do:  
  
11.6% use a telephone assessment/intake system.**

3.1% use a computerized assessment/intake system.  
11.6% have one or more specialized triage counselors  
64.3% include all counseling staff in the assessment/intake process.  
9.3% report "other" strategies. (Item 10)

11. 45% of centers generate a DSM-IV type of diagnosis on 50% or more of their Clientele, 55% rarely, or never, do this kind of diagnosis. (Item 11)
12. 74% of centers use an institution-wide format for evaluating professional staff, 16% use a format designed specifically for the counseling center and 10% do not carry out any type of systematic evaluation. (Item 12)
13. In establishing criteria for staff evaluation, 43% of directors base them on job descriptions, 15% utilize client outcome data, 28% establish annual goals for each counselor, 62% use both job description and annual goal setting, and in 9% of the centers each counselor contracts annually for services that are to be provided that year. These methods tend to differ in unionized centers or for counselors who are faculty.(Item 13)
14. How directors would respond to different emails arriving at their centers. (Item 14)
  - a. 80% would respond and provide feedback to a client who emails a request for a schedule change. 18% would respond in another way and 2% would not respond.
  - b. Only 33% would respond by email to a student reporting a personal crisis. 67% would respond in another way.
  - c. 14% would respond by email to a student wanting to continue a counseling discussion by email. 76% would respond in another way and 10% would not respond.
  - d. 46% would respond by email to a non-client reporting a crisis. All but one remaining director would respond in another way.
15. 70% of centers expect clinical staff to take after-hours and weekend calls for mental health emergencies. Only 4% of centers provide additional compensation for this responsibility and only 22% give compensatory time off. 74% of centers believe that these duties are part of the clinical staffs expected responsibilities. However, 30% of these will allow a counselor who is working late in the evening or early morning to arrive later the next day if their clients can be rescheduled, and 5% will give additional time off when students are on break. (Items 15 & 16)
16. When professional staff are not expected to take after-hours emergency calls, 57% of centers have calls referred to community services, 6.4% contract with a local emergency service that will do assessments without a fee, 5.5% contract, for a fee, with a national telephone service that will, when necessary, make referrals to local clinicians, and one center contracts with local emergency services and pays a fee per contact. 30% of centers that do not take after hours calls make other arrangements. In a number of centers the director handles all such calls).(Item 17)

17. 61% of the surveyed directors have access to on-campus psychiatric consultation. (Item 18)
18. 16% of center clients are referred for psychiatric evaluation and 25% are on psychiatric medication. The latter is up from 20% in 2003, 17% in 2000, and 9% in 1994. In addition, 91% of directors believe that there is an increase in the number of students coming to campus who are already on psychiatric medication (up from 87.5 % in 2007). (Items 20-22)
19. 93.4% of directors report that the recent trend toward greater number of students with severe psychological problems continues to be true on their campuses. In addition, over the past five years, the following percentage of directors have noted increases in the following problems: (Items 23-24)
- 75.9% Psychiatric medication issues.
  - 70.6% Crisis issues requiring immediate response.
  - 57.7% Learning disabilities.
  - 55.7% Self-injury issues (e.g. Cutting to relieve anxiety) ( 75% at large schools).
  - 46.5% Illicit drug use (Other than alcohol).
  - 45.0% Alcohol abuse.
  - 26.5% Eating disorders.
  - 24.7% Sexual assault concerns (On campus).
  - 23.0% Problems related to earlier sexual abuse.
20. Directors report that 48.4% of their clients have severe psychological problems. 7.4% of these have impairment, so serious, that they cannot remain in school or can only do so with extensive psychological/psychiatric help, while 40.9% experience severe problems but can be treated successfully with available treatment modalities (Item 29).
21. Item 30 provides information on what centers are doing to address the increase of students with serious psychological problems.
- 60.6% increased the amount of time training faculty and others to respond in a helpful way to students in trouble and to make appropriate referrals.
  - 59.3% served on a campus-wide Student Assistance Committees.
  - 53% expanded external referral networks.
  - 48.7% provide psycho-educational assistance on center websites.
  - 47.4% increased training for staff in working with difficult cases.
  - 30.5 % increased psychiatric consultation hours.
  - 28.5% increased counseling center staff.
  - 19.9% increased part-time counselors during busy time of year.

- 16.9% increased training for staff in time-limited therapy. Other actions taken include providing more mandated suicide assessments, providing gatekeeper training to students, faculty and staff, extended evening hours and making more use of peer education groups.

**22. Directors experiencing the following administrative concerns (Item 25):**

- 75.5% Admin. issues due to increase of students with severe psych. problems.
- 71.5% Balancing the varying demands for counselor's services.
- 69.2% Keeping administrators informed while protecting client confidentiality.
- 66.2% Growing demand for services without appropriate increases in resources
- 60.6% Providing adequate accountability data.
- 46.4% Obtaining or maintaining adequate funding for staff development.
- 45.0% Obtaining adequate psychiatric back-up.
- 43.4% Increased paperwork.
- 43.4% Maintaining staff motivation.
- 35.8% Distributing the center's work load fairly among staff.
- 33.1% Obtaining the needed technical support for the center.
- 31.1% Developing strategies for keeping the wait list down.
- 11.9% Had other issues including budget, staff size, demands on director, etc.

**23. The Bazelon Center for Mental Health Law recommends that student assistance committees "may inquire into a student's ... recent mental health records, but must confine its inquiry to information and records necessary to make a determination." 85.3% of directors responded that this degree of access to client records by non-clinicians is in opposition to the ethical and legal standards of the profession. (Item 28)**

**24. 260 centers hospitalized an average of 8.5 students per school (2,200 students in all) for psychological reasons. The average number of hospitalizations per 1,000 students was 1.5 (Items 31-32).**

**25. Directors reported 103 student suicides in the past year. 19% of these were current or former center clients, 73% were males, 72% were undergraduates, and only 19% of the suicides occurred on-campus. 77% were Caucasian, 13% were Asian or Pacific Islanders and 5 % were African American. To the extent that it was known, 80% of the students were depressed, 44% had relationship problems, 15% had academic problems, 27% were on psychiatric medication, and 18% were known to have had previous psychiatric hospitalizations. Directors, however, did not know the previous psychiatric history of 59% of these students. In addition, 17% committed suicide by use of a firearm, 34% by hanging, 9% by ingesting toxic substances, 10% by jumping, and 30% by other methods (Items 33-44).**

**26. 34% of centers accept mandated referrals from judicial boards or administrators for both assessment and counseling. 57% will do mandated assessments but not mandated counseling and 9% accept no mandated referrals. In terms of how directors feel about mandated counseling, 17% are very much in favor of it, 19%**



are opposed, and 64% are ambivalent about it but believe that some students can be helped in this way. (Items 45-46)

27. 95.5% of centers maintain the right to refuse treatment to a student whose problems appear to be beyond the capability of the center to handle. However, 46% of responding directors report that they would not deny service in such cases if the student refused an outside referral and demands to be seen at the center. Only 52% of these centers have a written policy that covers such cases and only 39% of the centers that do have such a policy have had the policy approved by the school's legal counsel. Items 47-50).

28. Apart from counseling students

- 90% percent of centers contribute to their school's retention efforts by doing consultation and outreach at the request of student affairs staff, faculty etc,
- 84% also collaborate with student affairs staff on student programming.
- 87% contribute to freshman orientation programs,
- 69% serve on college or university wide committees related to retention,
- 66% provide specialized interventions for at risk students,
- 54% provide workshops on various topics geared toward retention.
- Other contributions are also listed. (Item 51).

29. 73% of directors describe their centers as primarily a mental health/psychological services center, 2% are personal development centers, no centers were described as primarily a career development center and 18% reported that they provide a balance of mental health, personal growth and career development services. (Item 52)

30. When asked about the primary theoretical orientation of their centers 51% of directors said eclectic/integrative, 18% cognitive-behavioral, 12% psychodynamic, and 5% developmental. 8% reported no particular orientation and 7% said "other." (Item 53).

## 2009 Director's Survey Data

### Director's Gender:

Male	42.90%	129
Female	57.10%	172

### Director's Racial/Ethnic Background:

African American	6.60%	20
Hispanic American	2%	6
Native American	0.30%	1
White/Caucasian	85.80%	259
Asian American	2.60%	8
Other	2.60%	8

### Staff Member's Gender

Female	68.95%	1346
Male	31.05%	606

### Staff Member's Orientation

Gay/Lesbian/Bisexual	10.40%	186
Heterosexual	89.60%	1602

### Director's Professional Identity:

Clinical Psychologist	28.20%	85
Counseling Psychologist	36.90%	111
Psychiatrist	1%	3
Mental Health Professional	4.70%	14
Social Worker	7%	21
Student Personnel Administrator	1.70%	5
Professional Counselor	15.60%	47
Other	5%	15

### Staff Member's Ethnicity

African American	8.09%	175
Asian American	5.18%	112
Hispanic American	4.25%	92
Native American	0.42%	9
Other (please specify)	11.60%	251
White/Caucasian	70.47%	1525

*Total number of students eligible for counseling in the 302 schools represented in the survey: 2,620,750*

School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total			
	n=84			n=85			n=70			n=63			n=302			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
<b>1.) Do you charge a fee for personal counseling?</b>																
Yes		2.40%	2		0%	0		8.70%	6		16.70%	10		6.10%	18	
No		97.60%	81		100%	84		91.30%	63		83.30%	50		93.90%	278	
<b>1a.) If 'Yes', how much do you charge per session?</b>																
	17	0-80		6.7	0-20		8	0-35		16.8	0-102		13.2	0-102		
<b>1b.) Annual income earned (rounded to the nearest \$500):</b>																
	55K	0-490K		77.4K	0-425K		30.8K	0-111K		67.8K	0-275K		58.1K	0-490K		
<b>2.) Do you collect third-party payments?</b>																
Yes		1.20%	1		1.20%	1		1.40%	1		3.40%	2		1.70%	5	
No		98.80%	82		98.80%	82		98.60%	68		96.60%	57		98.30%	289	
<b>3.) Is your center supported by a mandatory fee?</b>																
No		60.20%	50		61.90%	52		62.30%	43		48.30%	29		58.80%	174	
Yes, one that is specifically identified as being for the counseling center		3.60%	3		1.20%	1		2.90%	2		6.70%	4		3.40%	10	
Yes, through a Student Health fee		13.30%	11		22.60%	19		30.40%	21		26.70%	16		22.60%	67	
Yes, through a general student life fee for all student affairs services		22.90%	19		14.30%	12		4.30%	3		18.30%	11		15.20%	45	
<b>4a.) Total number of students eligible for counseling on your campus:</b>																
	1.5K	250-2.5K	127.8K	4.6K	2.5K-7.5K	369K	10.2K	7.5K-14.5K	696.8K	24.6K	2.8K-50K	1427.2K	9.1K	250-50K	2620.8K	
<b>4b.) Total number of students who sought counseling during the past year for individual or group counseling:</b>																
	212	50-600	16.8K	421.5	100-2.1K	33.3K	775	100-2.2K	49.6K	1.9K	400-18K	104.8K	740.6	50-18K	204.4K	
<b>4c.) Percentage of student body that sought counseling last year:</b>																
	14.80%	3-40%	79	9.50%	2-38%	75	7.40%	1-18%	63	8.60%	2-90%	53	10.40%	1.1-90%	270	
<b>5.) Ratio of mental health professionals to students:</b>																
	15:07.9	1:125-1:2500		26:15.7	1:386-1:6750		32:44.1	1:500-1:9000		36:25.3	1:250-1:4600		26:27.6	1:125-1:9000		
<b>6a.) Percentage of student body seen in other contexts during the year:</b>																
	35.20%	2-100%	78	29%	2-91%	72	28.80%	1-95%	59	26.90%	1-100%	52	30.40%	0.5-100%	261	
<b>7.) How many staff positions have you gained in the past year? (a new position, not a replacement)</b>																
	0.1	0-2	12	0.2	0-3	20.5	0.4	0-4	27.5	0.8	0-8.5	47	0.4	0-8.5	107	
<b>8.) How many staff positions have you lost in the past year? (positions not replaced)</b>																
	0.1	0-1	4.5	0.1	0-1	7	0.1	0-3	8.5	0.3	0-2	17.5	0.1	0-3	37.5	
<b>9a.) Select the statement below that is most in line with your session limit policy:</b>																
We tend to limit (with some exceptions) the number of client counseling sessions allowed		20.50%	17		30.10%	25		32.40%	22		45.90%	28		31.20%	92	
We do not have a session limit policy, but promote our center as a short-term counseling service and rely on clinicians (with some oversight) to make responsible judgements about how long a student can be seen		34.90%	29		38.60%	32		50%	34		42.60%	26		41%	121	
We tend to see students as long as it takes to resolve the issues that brought them to the counseling center but will make external referrals when deemed clinically advisable.		44.60%	37		31.30%	26		17.60%	12		11.50%	7		27.80%	82	
<b>9b.) What was your client session average last year?</b>																
	6	2-18		6.9	2-72		6.2	1-60		5.3	2-15		6.2	1-72		

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=84			n=85			n=70			n=63			n=302		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
<b>10a.) Does your center do any pre-assessment before assigning a client to a counselor?</b>															
Yes		19.50%	16		37.30%	31		46.40%	32		68.90%	42		41%	121
No		80.50%	66		62.70%	52		53.60%	37		31.10%	19		59%	174
<b>10b.) If 'Yes', what type of assessment is used?</b>															
Use a telephone assessment/intake system		10.50%	2		11.40%	4		9.10%	3		14.30%	6		11.60%	15
Use a computerized assessment/intake system		5.30%	1		0%	0		0%	0		7.10%	3		3.10%	4
Have one or more specialized triage counselors		15.80%	3		5.70%	2		15.20%	5		11.90%	5		11.60%	15
All counselors have some intake assessment responsibilities		57.90%	11		74.30%	26		66.70%	22		57.10%	24		64.30%	83
Other (please specify)		10.50%	2		8.60%	3		9.10%	3		9.50%	4		9.30%	12
<b>11.) Does your center generate a DSM-IV type of diagnosis on each client?</b>															
Yes, on most clients		28.90%	24		34.90%	29		49.30%	34		45.90%	28		38.90%	115
Yes, on about half of clients		3.60%	3		7.20%	6		2.90%	2		11.50%	7		6.10%	18
Yes, but only on a small percentage of clients		27.70%	23		14.50%	12		21.70%	15		23%	14		21.60%	64
Never, or very rarely		39.80%	33		43.40%	36		26.10%	18		19.70%	12		33.40%	99
<b>12.) Does your center have a systematized format for evaluation of professional staff?</b>															
Yes, an institution-wide format		82.90%	68		73.20%	60		71%	49		67.20%	41		74.10%	218
Yes, a format designed specifically for the counseling center		6.10%	5		12.20%	10		24.60%	17		24.60%	15		16%	47
No		11%	9		14.60%	12		4.30%	3		8.20%	5		9.90%	29
<b>13.) If you evaluate staff, how do you establish evaluation criteria? (check all that apply)</b>															
Criteria based on job descriptions		35.70%	30		42.40%	36		45.70%	32		52.40%	33		43.40%	131
Counselors evaluated according to client outcome data		10.70%	9		11.80%	10		18.60%	13		19%	12		14.60%	44
Goals are established annually for each staff member		25%	21		28.20%	24		22.90%	16		38.10%	24		28.10%	85
Both job description and annual goal settings are used		50%	42		63.50%	54		62.90%	44		74.60%	47		61.90%	187
Each counselor contracts annually for services that are to be provided that year		2.40%	2		3.50%	3		8.60%	6		23.80%	15		8.60%	26
Other (please specify)		2.40%	2		9.40%	8		8.60%	6		4.80%	3		6.30%	19
<b>How would you respond to the following regarding the use of email?</b>															
<b>14a.) Client who emails a schedule change</b>															
Respond/Provide Feedback		93.80%	76		81.20%	65		73.90%	51		67.20%	41		80.10%	233
Respond in Another Way		6.20%	5		18.80%	15		26.10%	18		24.60%	15		18.20%	53
Would not Respond		0%	0		0%	0		0%	0		8.20%	5		1.70%	5
<b>14b.) Client who reports a personal crisis</b>															
Respond/Provide Feedback		33.30%	27		40.70%	33		30.40%	21		23.30%	14		32.60%	95
Respond in Another Way		66.70%	54		59.30%	48		69.60%	48		76.70%	46		67.40%	196
Would not Respond		0%	0		0%	0		0%	0		0%	0		0%	0
<b>14c.) Client who wants to continue a counseling discussion by email</b>															
Respond/Provide Feedback		12.50%	10		22%	18		11.60%	8		8.20%	5		14%	41
Respond in Another Way		70%	56		74.40%	61		78.30%	54		82%	50		75.70%	221
Would not Respond		17.50%	14		3.70%	3		10.10%	7		9.80%	6		10.30%	30
<b>14d.) Non-client reporting a crisis</b>															
Respond/Provide Feedback		39.50%	32		56.10%	46		43.50%	30		44.30%	27		46.10%	135
Respond in Another Way		60.50%	49		43.90%	36		56.50%	39		54.10%	33		53.60%	157
Would not Respond		0%	0		0%	0		0%	0		1.60%	1		0.30%	1

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 %	#	
<b>15.) Do your clinical staff take after-hours and weekend calls for mental health emergencies?</b>																
Yes		79.30%	65		69.90%	58		69.60%	48		55.70%	34		69.50%	205	
No		20.70%	17		30.10%	25		30.40%	21		44.30%	27		30.50%	90	
<b>16.) If 'Yes', which of the following best represents how the compensation issue is handled at your center?</b>																
Staff receive additional compensation		4.50%	3		0%	0		6.20%	3		5.60%	2		3.80%	8	
Staff receive compensatory time off		13.60%	9		19.70%	12		35.40%	17		25%	9		22.30%	47	
These duties are considered part of the expected clinical responsibilities. Staff receive no additional compensation or compensatory time off.		40.90%	27		36.10%	22		33.30%	16		47.20%	17		38.90%	82	
Same as c, but if the counselor has spent early morning hours responding to an emergency and feels unable to counsel effectively the following day, he/she can arrange for appointments to be rescheduled or re-assigned and come to work later that day.		34.80%	23		39.30%	24		18.80%	9		19.40%	7		29.90%	63	
Same as c, but additional time off given when students are on break		6.10%	4		4.90%	3		6.20%	3		2.80%	1		5.20%	11	
<b>17.) If staff do not take these after-hours calls how are such emergencies handled?</b>																
We contract with a national service that handles calls and has a list of local clinicians		0%	0		3.20%	1		8.30%	2		9.40%	3		5.50%	6	
Callers are referred to community emergency services we contract with a local emergency service that handles all such emergencies without a fee to the college or university		65.20%	15		58.10%	18		54.20%	13		53.10%	17		57.30%	63	
We contract with local emergency services and pay a fee per contact		4.30%	1		9.70%	3		4.20%	1		6.20%	2		6.40%	7	
Other (please specify)		0%	0		0%	0		0%	0		3.10%	1		0.90%	1	
		30.40%	7		29%	9		33.30%	8		28.10%	9		30%	33	
<b>18.) Are there on-campus psychiatric services available at your school?</b>																
Yes		32.90%	27		55.40%	46		72.50%	50		91.80%	56		60.70%	179	
No		67.10%	55		44.60%	37		27.50%	19		8.20%	5		39.30%	116	
<b>20.) Do you believe that there has been an increase in the number of students arriving on your campus that are already on psychiatric medication?</b>																
Yes		89%	73		89.90%	71		89.70%	61		96.60%	57		91%	262	
No		11%	9		10.10%	8		10.30%	7		3.40%	2		9%	26	
<b>21.) Estimate what percentage of your center's clients are taking psychiatric medication:</b>																
	25.6	5-75	1.9K	24.5	3-60	1.9K	25.7	2-60	1.6K	24.8	8-60	1.4K	25.2	2-75	6.9K	
<b>22.) Approximately what percentage of your clients are referred for psychiatric evaluation?</b>																
	13.8	1-40	1K	14.9	1-50	1.1K	17	0-60	1.1K	18.4	1-50	975	15.8	0-60	4.2K	
<b>23.) 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?</b>																
Yes		90.10%	73		91.40%	74		95.60%	65		98.30%	59		93.40%	271	
No		9.90%	8		8.60%	7		4.40%	3		1.70%	1		6.60%	19	
<b>Compared to five years ago, what changes have you noticed in the number of clients with:</b>																
<b>24a.) Severe psychological problems</b>																
Increase		86.10%	68		89.90%	71		86.40%	57		96.60%	57		89.40%	253	
No Change		12.70%	10		10.10%	8		13.60%	9		3.40%	2		10.20%	29	
Decrease		1.30%	1		0%	0		0%	0		0%	0		0.40%	1	

School Size																
		Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
		n=84			n=85			n=70			n=63			n=302		
		mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
<b>24b.) Sexual assault concerns (on campus)</b>																
	Increase		19%	15		26.60%	21		31.80%	21		22%	13		24.70%	70
	No Change		79.70%	63		70.90%	56		65.20%	43		76.30%	45		73.10%	207
	Decrease		1.30%	1		2.50%	2		3%	2		1.70%	1		2.10%	6
<b>24c.) Problems related to earlier sexual abuse</b>																
	Increase		21.50%	17		22.80%	18		23.10%	15		25.40%	15		23%	65
	No Change		77.20%	61		77.20%	61		76.90%	50		67.80%	40		75.20%	212
	Decrease		1.30%	1		0%	0		0%	0		6.80%	4		1.80%	5
<b>24d.) Alcohol problems</b>																
	Increase		44.90%	35		39.20%	31		48.50%	32		49.20%	29		45%	127
	No Change		53.80%	42		58.20%	46		51.50%	34		50.80%	30		53.90%	152
	Decrease		1.30%	1		2.50%	2		0%	0		0%	0		1.10%	3
<b>24e.) Other illicit drug use</b>																
	Increase		44.90%	35		40.50%	32		53%	35		49.20%	29		46.50%	131
	No Change		51.30%	40		55.70%	44		45.50%	30		49.20%	29		50.70%	143
	Decrease		3.80%	3		3.80%	3		1.50%	1		1.70%	1		2.80%	8
<b>24f.) Learning disabilities</b>																
	Increase		64.90%	50		63.30%	50		53%	35		45.80%	27		57.70%	162
	No Change		35.10%	27		36.70%	29		47%	31		54.20%	32		42.30%	119
	Decrease		0%	0		0%	0		0%	0		0%	0		0%	0
<b>24g.) Self-injury (e.g., cutting)</b>																
	Increase		60.30%	47		48.10%	38		42.40%	28		74.60%	44		55.70%	157
	No Change		35.90%	28		48.10%	38		57.60%	38		23.70%	14		41.80%	118
	Decrease		3.80%	3		3.80%	3		0%	0		1.70%	1		2.50%	7
<b>24h.) Eating disorders</b>																
	Increase		22.80%	18		19%	15		28.80%	19		39%	23		26.50%	75
	No Change		72.20%	57		73.40%	58		65.20%	43		57.60%	34		67.80%	192
	Decrease		5.10%	4		7.60%	6		6.10%	4		3.40%	2		5.70%	16
<b>24i.) Career planning issues</b>																
	Increase		28.60%	22		17.90%	14		29.70%	19		15.80%	9		23.20%	64
	No Change		70.10%	54		73.10%	57		60.90%	39		71.90%	41		69.20%	191
	Decrease		1.30%	1		9%	7		9.40%	6		12.30%	7		7.60%	21
<b>24j.) Medication issues</b>																
	Increase		71.80%	56		75.90%	60		78.80%	52		78%	46		75.90%	214
	No Change		26.90%	21		22.80%	18		21.20%	14		22%	13		23.40%	66
	Decrease		1.30%	1		1.30%	1		0%	0		0%	0		0.70%	2
<b>24k.) Crisis issues requiring immediate response</b>																
	Increase		55.70%	44		70.90%	56		70.80%	46		89.80%	53		70.60%	199
	No Change		40.50%	32		27.80%	22		29.20%	19		10.20%	6		28%	79
	Decrease		3.80%	3		1.30%	1		0%	0		0%	0		1.40%	4

School Size																
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total			
	n=84			n=85			n=70			n=63			n=302			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
<b>25.) What administrative issues or concerns occupy your time at the present time? (check all that apply)</b>																
Increased paperwork		38.10%	32		38.80%	33		54.30%	38		44.40%	28		43.40%	131	
Providing adequate accountability data		57.10%	48		64.70%	55		57.10%	40		63.50%	40		60.60%	183	
Maintaining staff motivation		26.20%	22		40%	34		48.60%	34		65.10%	41		43.40%	131	
Keeping administration informed while protecting student's confidentiality		76.20%	64		67.10%	57		71.40%	50		60.30%	38		69.20%	209	
Administrative issues relating to students with severe psychological problems		72.60%	61		74.10%	63		82.90%	58		73%	46		75.50%	228	
The growing demand for services without an appropriate increase in resources		56%	47		68.20%	58		70%	49		73%	46		66.20%	200	
Developing strategies for keeping the wait list down		20.20%	17		30.60%	26		37.10%	26		39.70%	25		31.10%	94	
Obtaining the needed technical support for the center		29.80%	25		32.90%	28		34.30%	24		36.50%	23		33.10%	100	
Balancing the varying demands for counselor's services		70.20%	59		76.50%	65		70%	49		68.30%	43		71.50%	216	
Distributing the center's work load fairly among staff		21.40%	18		38.80%	33		37.10%	26		49.20%	31		35.80%	108	
Obtaining or maintaining adequate funding for staff development		48.80%	41		45.90%	39		50%	35		39.70%	25		46.40%	140	
Obtaining adequate psychiatric back-up		58.30%	49		44.70%	38		34.30%	24		39.70%	25		45%	136	
Other (please specify)		11.90%	10		8.20%	7		14.30%	10		9.50%	6		10.90%	33	
<p>The Bazelon Center for Mental Health Law recommends that student assistance committees 'may inquire into a student's ... recent mental health records, but must confine its inquiry to information and records necessary to make a determination.' While this recommendation allows for limitations to access, the access to 'information and records necessary to make a determination,' is open-ended. Someone, probably the counseling center director, must make the determination of 'how much' is enough.</p>																
<b>28.) Which of the following statements about the recommendation do you endorse?</b>																
It looks okay, would not cause any ethical concerns, and is in the best interest of the student and institution		13.50%	10		19.50%	15		12.50%	8		12.10%	7		14.70%	40	
This degree of access to client records by non-clinicians is in opposition to the ethical and legal standards of the profession		86.50%	64		80.50%	62		87.50%	56		87.90%	51		85.30%	233	
<b>29a.) What percentage of your clients would you say have impairment so severe that are unable to remain in school or can only do so with on-going psychological/psychiatric assistance?</b>																
	7.4	0 - 60	559	6.4	1 - 24	506	7.6	1 - 35	457	8.7	1 - 30	496	7.4	0 - 60	2K	
<b>29b.) 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?</b>																
	32	0 - 98	2.4K	42.9	0 - 95	3.3K	45.4	0 - 95	2.8K	45.2	1 - 97	2.5K	40.9	0 - 98	11.1K	
<b>29c.) Total percent of your clients that have severe problems</b>																
	39.4	1-150	75	49.4	2-114	78	53.4	1-110	59	54	4-115	56	48.4	1-150	268	

School Size																
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	n=84			n=85			n=70			n=63			n=302			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
<b>30.) What actions has your center taken to help handle the increase in the number of students with more serious psychological problems? (check all that apply)</b>																
Increased training for staff in working with difficult cases		44%	37		48.20%	41		47.10%	33		50.80%	32		47.40%	143	
Increased training for staff in time-limited therapy		11.90%	10		16.50%	14		15.70%	11		25.40%	16		16.90%	51	
Increased counseling staff		26.20%	22		23.50%	20		27.10%	19		39.70%	25		28.50%	86	
Increased psychiatric consulting hours		20.20%	17		25.90%	22		34.30%	24		46%	29		30.50%	92	
Increased part-time counselors during busy time of year		8.30%	7		16.50%	14		27.10%	19		31.70%	20		19.90%	60	
increased time spent training faculty and others on campus to help them respond well to students in trouble and to make more appropriate referrals		57.10%	48		61.20%	52		61.40%	43		63.50%	40		60.60%	183	
Served on a student assistance committee		51.20%	43		61.20%	52		55.70%	39		71.40%	45		59.30%	179	
Offered psycho-educational assistance on a center webpage		40.50%	34		51.80%	44		50%	35		54%	34		48.70%	147	
Expanded external referral network		53.60%	45		52.90%	45		50%	35		55.60%	35		53%	160	
Other (please specify)		10.70%	9		8.20%	7		8.60%	6		4.80%	3		8.30%	25	
<b>31.) Has your center hospitalized a student for psychological reasons in the past year?</b>																
Yes		80%	64		86.60%	71		97%	65		100%	60		90%	260	
No		20%	16		13.40%	11		3%	2		0%	0		10%	29	
<b>32.) If 'Yes', how many were hospitalized?</b>																
	3.8	0-25	247	5.8	0-30	408	10.4	1-65	656	15.1	2-100	848	8.5	0-100	2.2K	
<b>32a.) Hospitalizations per 1000 students:</b>																
	2.9	0-28	63	1.4	0-8	65	1	0-5	62	0.7	0-4	55	1.5	0.1-28	245	
<b>33.) Have any students on your campus committed suicide in the past year?</b>																
Yes		6.30%	5		9.80%	8		32.80%	22		62.50%	35		24.60%	70	
No		93.70%	74		90.20%	74		67.20%	45		37.50%	21		75.40%	214	
<b>34.) If 'Yes', how many?</b>																
	1	0-3	7	0.8	0-2	11	0.9	0-2	23	1.8	0-7	62	1.3	0-7	103	
<b>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.</b>																
<b>Q35.) Center Client</b>																
No		71.43%	5		90.91%	10		85.71%	18		78.69%	48		81%	81	
Yes		28.57%	2		9.09%	1		14.29%	3		21.31%	13		19%	19	
<b>Q36.) Gender</b>																
Female		66.67%	4		18.18%	2		23.81%	5		25.42%	15		26.80%	26	
Male		33.33%	2		81.82%	9		76.19%	16		74.58%	44		73.20%	71	
<b>Q37.) Status and Years of Study</b>																
Undergrad 1		28.57%	2		36.36%	4		7.69%	1		24.39%	10		23.61%	17	
Undergrad 2		0%	0		9.09%	1		15.38%	2		9.76%	4		9.72%	7	
Undergrad 3		14.29%	1		18.18%	2		15.38%	2		24.39%	10		20.83%	15	
Undergrad 4		0%	0		18.18%	2		30.77%	4		26.83%	11		23.61%	17	
Undergrad 5+		0%	0		0%	0		0%	0		7.32%	3		4.17%	3	
Graduate		57.14%	4		18.18%	2		30.77%	4		7.32%	3		18.06%	13	
<b>Q38.) Method</b>																
Firearm		0%	0		20%	2		27.78%	5		15.09%	8		17.05%	15	
Hanging		28.57%	2		50%	5		27.78%	5		33.96%	18		34.09%	30	
Jumping		14.29%	1		0%	0		16.67%	3		9.43%	5		10.23%	9	
Poison		28.57%	2		10%	1		11.11%	2		5.66%	3		9.09%	8	
Other		28.57%	2		20%	2		16.67%	3		35.85%	19		29.55%	26	
<b>Q39.) Location</b>																
On Campus		0%	0		27.27%	3		20%	4		19.64%	11		19.15%	18	
Near Campus		0%	0		9.09%	1		20%	4		16.07%	9		14.89%	14	
Off Campus		100%	7		63.64%	7		60%	12		64.29%	36		65.96%	62	



School Size																
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	n=84			n=85			n=70			n=63			n=302			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
<b>Q40.) Ethnicity</b>																
Asian/Pacific Islander		0%	0	18.18%	2		10.53%	2		13.46%	7		12.79%	11		
Black		0%	0	0%	0		5.26%	1		5.77%	3		4.65%	4		
Native American/Alaskan		0%	0	0%	0		0%	0		1.92%	1		1.16%	1		
White/Caucasian		100%	4	81.82%	9		78.95%	15		73.08%	38		76.74%	66		
Latino/Latina		0%	0	0%	0		0%	0		5.77%	3		3.49%	3		
Multi-Ethnic		0%	0	0%	0		5.26%	1		0%	0		1.16%	1		
<b>Q41.) Risk Factors</b>																
Depression		50%	2	100%	7		84.62%	11		78.38%	29		80.33%	49		
Grades/Academic		25%	1	0%	0		30.77%	4		10.81%	4		14.75%	9		
Money/Finances		0%	0	0%	0		7.69%	1		5.41%	2		4.92%	3		
Legal Concerns		0%	0	0%	0		7.69%	1		2.70%	1		3.28%	2		
Health Issues		25%	1	14.29%	1		0%	0		13.51%	5		11.48%	7		
Relationship Issues		75%	3	42.86%	3		53.85%	7		37.84%	14		44.26%	27		
<b>Q42.) Previous Attempts</b>																
Yes		25%	1	27.27%	3		11.11%	2		19.64%	11		19.10%	17		
No		50%	2	27.27%	3		27.78%	5		12.50%	7		19.10%	17		
Don't Know		25%	1	45.45%	5		61.11%	11		67.86%	38		61.80%	55		
<b>Q43.) On Psychiatric Medication</b>																
Yes		75%	3	36.36%	4		5.56%	1		28.57%	16		26.97%	24		
No		0%	0	9.09%	1		44.44%	8		8.93%	5		15.73%	14		
Don't Know		25%	1	54.55%	6		50%	9		62.50%	35		57.30%	51		
<b>Q44.) Prior Psychiatric Hospitalization</b>																
Yes		50%	2	18.18%	2		11.11%	2		18.18%	10		18.18%	16		
No		25%	1	36.36%	4		38.89%	7		14.55%	8		22.73%	20		
Don't Know		25%	1	45.45%	5		50%	9		67.27%	37		59.09%	52		
<b>45.) Do you accept mandated referrals from a campus administrator or Judicial Board?</b>																
Yes, for assessment and counseling		38.80%	31	42.20%	35		26.90%	18		24.10%	14		34%	98		
Yes, for assessment only (no mandatory counseling)		48.80%	39	50.60%	42		67.20%	45		65.50%	38		56.90%	164		
No, we accept no mandated referrals		12.50%	10	7.20%	6		6%	4		10.30%	6		9%	26		
<b>46.) Apart from how mandated referrals are handled, how to you feel about it?</b>																
I am very much in favor of providing this service		8.90%	7	13.40%	11		22.70%	15		27.60%	16		17.20%	49		
I'm ambivalent about it, but believe that some students can be helped this way		65.80%	52	62.20%	51		63.60%	42		62.10%	36		63.50%	181		
I am opposed to mandatory counseling		25.30%	20	24.40%	20		13.60%	9		10.30%	6		19.30%	55		
<b>47.) Does your center maintain the right to refuse treatment to a student whose problems appear to be beyond the capabilities of the center to handle?</b>																
Yes		95%	76	93.90%	77		95.50%	63		98.30%	57		95.50%	273		
No		5%	4	6.10%	5		4.50%	3		1.70%	1		4.50%	13		
<b>48.) If 'Yes' to the above, but the student refuses an outside referral because of inconvenience or expense, and believes it is his or her right to be seen at the center for however many sessions the center typically allows. Would you deny treatment to this student?</b>																
Yes		46.70%	35	54.80%	40		57.80%	37		58.50%	31		54%	143		
No		53.30%	40	45.20%	33		42.20%	27		41.50%	22		46%	122		
<b>49.) If 'Yes' to the above, do you have a written policy that covers such cases?</b>																
Yes		29.30%	12	57.80%	26		57.10%	24		65.80%	25		52.40%	87		
No		70.70%	29	42.20%	19		42.90%	18		34.20%	13		47.60%	79		
<b>50.) If you have such a policy, has it been approved by the school's legal counsel?</b>																
Yes		21.70%	5	44.80%	13		40%	10		46.70%	14		39.30%	42		
No		78.30%	18	55.20%	16		60%	15		53.30%	16		60.70%	65		

School Size																
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	n=84			n=85			n=70			n=63			n=302			
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	
<b>51.) Apart from direct counseling services, how is your center involved in your school's retention efforts? (check all that apply)</b>																
Committee work		71.40%	60		61.20%	52		71.40%	50		71.40%	45		68.50%	207	
Teach a freshman seminar/adjustment to college course		16.70%	14		22.40%	19		24.30%	17		33.30%	21		23.50%	71	
Workshops on various topics geared toward retention		48.80%	41		52.90%	45		57.10%	40		58.70%	37		54%	163	
Contribute to Freshman Orientation		88.10%	74		90.60%	77		81.40%	57		85.70%	54		86.80%	262	
Consultation and Outreach (for student affairs staff, faculty, etc.)		92.90%	78		91.80%	78		88.60%	62		84.10%	53		89.70%	271	
Coordinate an academic support unit/academic services program		13.10%	11		10.60%	9		15.70%	11		17.50%	11		13.90%	42	
Coordinate a learning skills unit		3.60%	3		5.90%	5		11.40%	8		15.90%	10		8.60%	26	
Collaborate with student affairs staff		82.10%	69		87.10%	74		81.40%	57		85.70%	54		84.10%	254	
Research/data collection for the university		25%	21		22.40%	19		28.60%	20		39.70%	25		28.10%	85	
Provide career education		9.50%	8		12.90%	11		20%	14		23.80%	15		15.90%	48	
Organize peer mentoring programs/train peer mentors		20.20%	17		24.70%	21		20%	14		30.20%	19		23.50%	71	
Provide interventions for at-risk students		63.10%	53		65.90%	56		64.30%	45		73%	46		66.20%	200	
Other (please specify)		2.40%	2		3.50%	3		2.90%	2		6.30%	4		3.60%	11	
<b>52.) How would you describe your center?</b>																
Primarily a mental health/psychological services center		73.40%	58		69.90%	58		79.10%	53		67.90%	38		72.60%	207	
Primarily a personal development center		2.50%	2		4.80%	4		0%	0		0%	0		2.10%	6	
Primarily a career development center		0%	0		0%	0		0%	0		0%	0		0%	0	
A balanced combination of the above		15.20%	12		15.70%	13		17.90%	12		26.80%	15		18.20%	52	
Other (please specify)		8.90%	7		9.60%	8		3%	2		5.40%	3		7%	20	
<b>53.) What is the primary theoretical orientation of your center?</b>																
None		2.50%	2		4.90%	4		13.40%	9		14%	8		8.10%	23	
Psychodynamic		19%	15		7.40%	6		9%	6		10.50%	6		11.60%	33	
Cognitive-behavioral		17.70%	14		22.20%	18		16.40%	11		14%	8		18%	51	
Developmental		3.80%	3		6.20%	5		6%	4		5.30%	3		5.30%	15	
Eclectic/Integrative		49.40%	39		54.30%	44		52.20%	35		49.10%	28		51.40%	146	
Other (please specify)		7.60%	6		4.90%	4		3%	2		7%	4		5.60%	16	
<b>On average, what percentage of your center's time is devoted to the following (If you have responsibility for a separately staffed career development, placement, or learning skills center, do not include these)</b>																
<b>54a.) Personal counseling or therapy</b>																
		80.7	20-100	78	82.2	18-100	83	81	25-100	64	82.3	35-100	57	81.5	18-100	282
<b>54b.) Career counseling</b>																
		2.8	0-20	78	3.3	0-25	83	4.1	0-35	64	4.6	0-29	57	3.6	0-35	282
<b>54c.) Academic counseling</b>																
		4.7	0-30	78	4.5	0-35	83	4	0-40	64	2.8	0-32	57	4.1	0-40	282
<b>54d.) Other</b>																
		11.9	0-61	78	10	0-82	83	10.8	0-45	64	10.3	0-50	57	10.8	0-82	282
<b>55.) Do you have a counseling center home page?</b>																
Yes		97.50%	77		100%	83		100%	66		98.30%	57		99%	283	
No		2.50%	2		0%	0		0%	0		1.70%	1		1%	3	

School Size															
	Under 2,500			Between 2,500 - 7,500			Between 7,500 - 15,000			Over 15,000			Total		
	n=84			n=85			n=70			n=63			n=302		
	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#	mean	range or %	#
<b>56.) If 'Yes' to the above, how is it used?</b>															
To provide information about center services		92.90%	78		97.60%	83		91.40%	64		90.50%	57		93.40%	282
Career counseling information		2.40%	2		8.20%	7		14.30%	10		12.70%	8		8.90%	27
Educational messages on psychological issues		51.20%	43		74.10%	63		65.70%	46		71.40%	45		65.20%	197
Other (please specify)		8.30%	7		12.90%	11		18.60%	13		19%	12		14.20%	43
<b>57.) If home page 'hits' are tracked, how many hits did you have last year?</b>															
	616.7K	5K – 1835K	1850K	21.2K	0 – 35K	85K	85K	5K – 315K	680K	833.6K	5K – 7000K	9170K	453.3K	0 – 7000K	11785K
<b>58a.) Is your center open at non-traditional hours?</b>															
Yes		30.40%	24		27.70%	23		30.30%	20		31%	18		29.70%	85
No		69.60%	55		72.30%	60		69.70%	46		69%	40		70.30%	201
<b>58b.) If 'Yes', which of the following best describes your situation?</b>															
a) Open one evening a week		25%	6		28%	7		28.60%	6		10.50%	2		23.60%	21
b) Open several evenings a week		62.50%	15		56%	14		61.90%	13		73.70%	14		62.90%	56
c) Open Saturday (morning or afternoon)		0%	0		0%	0		0%	0		5.30%	1		1.10%	1
a and c		0%	0		0%	0		0%	0		0%	0		0%	0
b and c		0%	0		0%	0		4.80%	1		0%	0		1.10%	1
Other (please specify)		12.50%	3		16%	4		4.80%	1		10.50%	2		11.20%	10
<b>59.) Have you taken any of the following actions to more effectively manage caseloads? (check all that apply)</b>															
No longer have holding appointments for students (instead of having a regular time each week, students make next appointment as counselor's schedule allows)		34.50%	29		34.10%	29		31.40%	22		36.50%	23		34.10%	103
Using a waiting list 'support' group (students attend group until an individual appointment is available)		1.20%	1		4.70%	4		4.30%	3		6.30%	4		4%	12
Assigning more students to groups directly from intake/assessment		4.80%	4		9.40%	8		10%	7		34.90%	22		13.60%	41
Using telephone assessment/intake system		4.80%	4		8.20%	7		7.10%	5		11.10%	7		7.60%	23
Using computerized assessment/intake system		2.40%	2		2.40%	2		5.70%	4		14.30%	9		5.60%	17
Scheduling all counselors with a certain number of new clients each week regardless of how full their case load is, and giving them responsibility for managing their case load		9.50%	8		9.40%	8		24.30%	17		41.30%	26		19.50%	59
Other (please specify)		9.50%	8		7.10%	6		22.90%	16		9.50%	6		11.90%	36
<b>60.) What percentage of your clients are referred to external practitioners for more specialized or intensive treatment?</b>															
	8.5	0 – 50	673	7.4	0 – 43	587	10.6	0 – 60	678	11.8	1 – 50	639	9.3	0 – 60	2.6K

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158 - Alvarez, Jacqueline	248 - Buck, Sylvia	28 - Davenport, Robin
41 - Arce, Elsa	191 - Buckingham, Jane	95 - Day, Michael
138 - Armstrong, Rosemary	155 - Burks, Suzanne	78 - Deakin, Spencer
21 - Assing, Wayne	145 - Burns, Bill	111 - DeBoer, David
227 - Aulick, Candace	208 - Busse, Wilma	148 - Dellutri, Alexandra
174 - Azar, Jim	207 - Byrnes, Anne	215 - DiMino, John
130 - Backels, Kelsey	271 - Cannici, James	22 - Dougher, Kirk
284 - Balderrama, Sylvia	276 - Carter, F. Jeri	161 - Draper, Lisa
20 - Barlow, Marty	232 - Carter, Leonard	12 - Dugan-Murphy, Jennifer
141 - Barnette, Vivian	143 - Caruso, Michele	150 - Dunkle, John
269 - Barr, Victor	221 - Celentana, Marc	165 - Dunn-Steinke, Molly
101 - Barresi, Jr., Joseph	195 - Chang, Victor	233 - Dupont, Paul
189 - Bassi, Terri	94 - Chew, Jr, Lloyd K.	199 - Eggers, John
219 - Bee, Heather	226 - Christofi, Victoria	53 - Eichler, Richard
176 - Benash, Marianne	3 - Collins, Wanda	218 - Eldredge, Kristy
216 - Berkich, Carla	10 - Commerford, Mary	113 - Ellis, Diane
32 - Berkow, Daniel	30 - Compliment, Brad	31 - Epstein, Bert
107 - Birky, Ian	93 - Conboy, Ruth	14 - Eriksson-Capes, Barb
285 - Bishop, Lisa	43 - Contreras, Raquel	255 - Everhart, Deborah
279 - Blankenship, Lise	154 - Cook, Colleen	59 - Ewing, Michael
149 - Boone, Rebecca	292 - Cook-Nobles, Robin	305 - Ferden, Patricia
50 - Booth, Ann	283 - Cooper, Stewart	127 - Ferguson, Nancy
170 - Bottone, Fran	300 - Corbin, Nancy	290 - Fisher, Bonnie
88 - Bowman, Glen	123 - Cornish, Peter	133 - Fleck, Patti
253 - Boyd, Vivian	1 - Cornish, Peter	116 - Foldeak, Max
136 - Brasel, Stephen	229 - Cosimano, Anne	178 - Frere, Leslie
272 - Brian, Tom J	275 - Coumar, Anil	135 - Friedman-Lombardo, Jaclyn
291 - Brounk, Tom	263 - Cox, James	236 - Frizzell, Christine
68 - Brown, Steve	69 - Cox, Sandra	106 - Fuchs, Kathleen
281 - Brownson, Chris	160 - Culotta, Cheryl	142 - Gallagher, Abisola
125 - Bruce-Sanford, Gail	15 - Danchise, Roger	

140 - Gauthier, Antoinette	196 - Irvin, Valaray J	167 - Marte, Benjamin
105 - Gold, Anna	54 - Jabs, Carol	242 - Martin, Juanita
234 - Gong-Guy, Elizabeth	303 - Jacks, Richard	177 - Mason, Mary Jo
172 - Graesser, Pamela	24 - Johnson, Belinda	188 - Matthews, Shirley
157 - Gran-Moravec, Marilyn	251 - Johnson, Douglas	164 - Mccaffrey, Elizabeth
132 - Greiner, Doug	34 - Jordan, Christy	25 - McCool, Joan
114 - Guerra, Olga	185 - Jorgensen-Funk, Sandy	277 - Mcgrath, Bob
146 - Gunn, Chris	17 - Kane, Abby	19 - McGuinness, Thomas
240 - Haber, Russell	92 - Kaplan, Daniel	39 - McKinney, Rhonda
183 - Hamby, Marcia	87 - Kazin, Bob	108 - McKinnies, Magi
289 - Hamilton, Lisa	89 - Kekaulike, Kaniala	48 - McNulty, Sharon
245 - Hammond, Laura	2 - Kelemen, Franklin	118 - Menzano, Silvestro
126 - Hampel-Kozar , Vesna	270 - Keller, Jennifer	159 - Meyer, Bruce
6 - Hankes, Doug	58 - Kelley, Michael	129 - Midgett, Pam
7 - Hanlon, Marcia	102 - Kelly, Andrea	27 - Millar, Janet
301 - Hansen, Robert	262 - Kerr, Shelly	182 - Miller, Andrew
198 - Hardin, Barbara	104 - Knier, Cary	181 - Miller, Kevin
96 - Harper, Deborah	241 - Kobos, Joseph	257 - Mitchell, Barbara
18 - Harrar, William	57 - Koshork, Lori	63 - Molyneux, Annette
202 - Hattauer, Edward	224 - Kramer, Thomas	40 - Moran-Brown, Carol
61 - Hayes, Denise	230 - Krylowicz, Brian	306 - Morse, Charles
162 - Heitzmann, Dennis	91 - Lastoria, Michael	80 - Mousavi, Mahnaz
119 - Henry, Jennifer	71 - Lauterbach, Lisa	280 - Murray, Robert
190 - Henry, Philip	168 - Lavin, Tom	259 - Murray, Thomas
128 - Herrling, John	210 - Lazovik, Jeffrey	60 - Murray, Trish
166 - Hershbell, Anne	85 - Ley, Jessica	65 - Nelson, John
201 - Herzbrun, Michael	110 - Linden, Kristin	131 - Newton, Dorian
268 - Hicks, Dale	256 - Linneman, Harry	122 - Nifakis, Debbie
197 - Hill, Curtis	151 - Lipiec, Sue	35 - Niland, Eileen
64 - Hollingsworth, Kathy	204 - Lloyd, Gweneth	307 - Nissel, Chaim
238 - Hotaling, Marcus	56 - Lovstuen, Brenda	62 - O'Hare, Marianne
8 - Hunt-Morse, Marcy	26 - Maggitti, Sara	264 - Oliver, Gloria
287 - Hyman, Marea	115 - Malloy, Leanne	77 - Olliff, Kenton
76 - Hynes, Robert	134 - Mancini, Franca	203 - O'Neill, Steve
298 - Illovsky, Michael	286 - Manis, Amie	98 - Onestak, David
	13 - Marsh, Jim	36 - Osachy, Lisa

237 - Osburn, Monica  
 84 - Palombi, Barbara  
 222 - Papalia, Daria  
 212 - Payne, Anna Beth  
 9 - Payne, June  
 97 - Pellerin, Frankie  
 250 - Pendleton, Kathy  
 179 - Pendley, Kristina  
 293 - Perone, Julie  
 49 - Peterson, Michael  
 124 - Piassick, Emily  
 265 - Platt, Karen  
 163 - Pollack, Glenn  
 79 - Pollard, Jeff  
 5 - Pollock, Fran  
 247 - Polychronis, Paul  
 4 - Pool, Cleave  
 235 - Pressler, Edna  
 206 - Price, Neal  
 244 - Prince, Jeffrey  
 47 - Provan, Amy  
 249 - Pulakos, Joan  
 294 - Putney, Mirenda  
 72 - Quackenbush, Robert  
 213 - Ramirez, David  
 38 - Rapaport, Ross  
 220 - Rayburn, Monroe  
 282 - Reilly-Myklebust, Alice  
 29 - Reinhardt, Brian  
 205 - Reymann, Linda  
 239 - Rhinehart, Leslie  
 180 - Richards, Sheri  
 296 - Ritchie, John  
 223 - Robin, Tracy  
 100 - Ropar, John  
 152 - Ross, Charlie  
 231 - Ross, Julie  
 187 - Roy, Nance  
 200 - Ruthrauff, Terry  
 144 - Salter, Lee  
 209 - Saunders-Fields, Christine  
 153 - Schafer, Michael  
 46 - Schwaiger Willig, Patricia  
 11 - Scott, James  
 37 - Sellers, Jes  
 82 - Sheridan, Maureen  
 288 - Shuster, Art  
 121 - Siegel, Alan  
 120 - Smith, Betsy  
 42 - Smith, Christine  
 267 - Smith, Thomas  
 217 - Snodgrass, Greg  
 258 - Spano, David  
 83 - Speed, Coleen  
 55 - Spoltore, Janet  
 193 - St. John, Judy  
 246 - Stanford, Jeanne  
 261 - Steibe-Pasalich, Susan  
 175 - Stock, Sue  
 23 - Stoddard, Reed  
 73 - Strader, Scott  
 139 - Strauchler, Orin  
 51 - Stultz, Fred  
 75 - Swarr, Amy  
 274 - Taylor, Ellen  
 90 - Taylor, Lynn  
 86 - Terrell, Gaither  
 266 - Thomas, Barbara  
 302 - Thompson, Eileen  
 156 - Thompson, Lenora  
 45 - Thompson, Mark  
 304 - Thomson, Don  
 112 - Torresdal, Pam  
 260 - Towle, David  
 228 - Trueman, Amy  
 211 - Turner, Sally  
 299 - Van Brunt, Brian  
 109 - Vincent, Drayton  
 252 - Wagar, Barbara  
 173 - Wagner, Joyce  
 297 - Wagner, Lori  
 70 - Walker, Jen  
 254 - Wallace, David  
 214 - Wallack, Cory  
 67 - Waller, Beatrice  
 243 - Waters, Myra  
 194 - Way, Mary  
 171 - Weas, John  
 273 - Weitzman, Lauren  
 81 - Wells, Marolyn  
 225 - Welt, Kenneth  
 103 - Wiggum, Candice  
 137 - Wilburn, Brenda  
 52 - Winesett, Mitzi  
 169 - Winters, Michael  
 186 - Wolfe, Larry  
 33 - Wolthuis, Randall  
 66 - Woodruff, Holly  
 16 - Wu, Katherine  
 192 - Wyatt, Lisa  
 147 - Wyssmann, Deanne  
 44 - Yates, Richard  
 295 - Yura, Catherine  
 184 - Zeamba, Jeanne  
 117 - Zebrowski, Mike

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