

NATIONAL SURVEY OF  
COUNSELING CENTER DIRECTORS  
2004

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## Project Support

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

This project could not be accomplished without the financial support of the Provost's office at the University of Pittsburgh, the space provided by the School of Education's Department of Administrative and policy Studies and the web page assistance of its Technical Support Office. Funding has also been generously provided by AUCCCD and ACCA, our two sponsoring associations.

The Association of University and College counseling Center Directors (AUCCCD) is a non-profit organization whose primary purpose is to promote the institutional and practice needs and interests of university and college counseling centers. Membership consists of counseling center directors from varied institutions across the country.

The American College Counseling Association (ACCA) actively promotes ethical professional counselor practice and training in higher education settings. ACCA offers opportunities for advocacy and leadership, provides continuing education, facilitates communication within the profession, funds and disseminates research, and publicly recognizes meritorious contributions to the profession.

ACCA WEBSITE: [www.collegecounseling.org](http://www.collegecounseling.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. It began as a project of the Urban Task Force of the Association of University College Counseling Center Directors, and is now a joint endeavor of AUCCCD, the American College Counseling Association (ACCA) and the International Association of Counseling Services (IACS).

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

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

The 2004 survey includes data provided by directors from 339 counseling centers, representing institutions from 47 states, Washington D.C. 4 Canadian provinces and Australia.

## 2004 SURVEY HIGHLIGHTS (N=339)

More complete data by institutional size are provided with the survey summary data. See Appendices A, B, & C for salary data, D for income strategies and E for ethical dilemmas.

- 8.7% of centers charge for personal counseling. This is down from a peak of 17.2% in 1996. See item 1 for other fees, and appendix D for other income generating strategies.
- 46% of centers are fully or partially supported by mandatory fees. ( Up 11.2% from 2003). Only 2.8% of centers are supported by third party payments. Down from 15% in 1988. (Items 2,3,4))
- 68.9% had salary increases. Only 8.2% had raises over 3%. This is down from 11.7% in 2003. 26.2% reported increases in "other costs" budget. (Up from 19.5% in 2003) (Item 6)
- 21.3% of centers gained and 7.1% lost professional positions. (Items 8&9)
- Types of paid benefits for staff are reported (Item 10)
- Counselors spend 61% of their time providing direct service to students. Full-time counselors with no other primary assignment are expected to have 23 client hrs. per week (Items 11&12)
- 44.8% of centers do a pre-assessment before assigning clients. 7 centers do intake assessments by phone, 4 have a computerized assessment and 4 have specialized triage counselors. (Item 13)
- 39.3% of centers generate a DSM-IV diagnosis on most clients. (Item 13)
- The ratio of counselors to students is 1 to 1,511; smaller schools have better ratios. (Item 15)
- 40.3% of centers limit the no. of client sessions. The average number of client sessions is 5.6 (items 16&17).
- Administrative concerns of directors are reported under item 20.
- 10 % of the students at participating schools sought counseling last year. Range 1-40. (Item 24)
- 54 % of schools offer psychiatric services on campus and provide 31 psychiatric consultations per week. The number of consultation hours per week per 1,000 students is 2.1 (Items 27-28)
- 12 % of center clients are referred for psychiatric evaluation but 24.5 % are on psychiatric medication. The latter is up from 20% in 2003. 17% in 2000, and 9% in 1994. (Items 29-30)
- 92 % of directors report an increase in students coming to counseling who are already on psychiatric medication. (Item 34)

- **76.7% of directors believe they need more psychiatric consulting hours. (Item 31)**
- **85.8% of directors believe that in recent years there has been an increase in the number of center clients with severe psychological problems, and 90.6% believe that students with significant psychological disorders are a growing concern on campus. (Items 35 &37)**
- **Directors report that 41.3% of their clients have severe psychological problems, 8.7% have impairment so serious that they cannot remain in school, or can only do so with extensive psychological/psychiatric help, while 32.6% experience severe problems but can be treated successfully with available treatment modalities. (Item 36)**
- **Initiatives to respond to the increase in more serious problems are listed under item 38.**
- **469 cases of obsessive pursuit were reported, with 191 students being injured and 8 being killed by their pursuer (Items 39-41)**
- **2,210 students were hospitalized for psychological reasons (Item 42)**
- **54.5 % of directors believe it is legally permissible to notify parents if a family dependent student were hospitalized. (Up 22% from 2003). (Item 43)**
- **When a student is a suicidal risk but appropriate for center treatment, 68 % of directors favor asking a student's permission to inform parents or other possible helpers. 77 % report that they are very successful in obtaining the client's permission. (Items 45-46)**
- **When a student who is a suicidal risk, but does not meet criteria for involuntary hospitalization, and will not give permission to notify family, 55 % of directors believe that it is legal to do so. However, 56% would not notify without the student's permission except in very unusual circumstances and 41.6% would only do so if they believed that it would not be harmful to the client. ( many of these wrote in that by harm they meant to the therapeutic relationship) Only 2.2% of directors would inform without the student's permission in all cases. (Items 47&48)**
- **Directors reported 137 student suicides in the past year. 27 of these were current or former counseling center clients. (Items 51-52)**
- **Most colleges provide a variety of services to reduce the risk of suicide including counseling centers, medical services, stress reduction workshops, emergency services, and off-campus referral networks. Less than 50% of directors, however, report that schools provide adequate campus wide public education about suicide, programs and materials for parents, student support networks, and post-vention programs. (See item 53 for more detailed information)**
- **53.4% of directors report an increase in student self injury cases. Other service concern problems are listed. (Item 55)**
- **41.6% of centers participated in depression screening days. 9,230 students were screened and 3,276 were referred for counseling. (Items 56-57)**

- **18.2% of centers participated in Anxiety Screening Days. 3,025 students were screened and 560 were referred for treatment. (Items 57-58)**
- **71% of centers use general student evaluation forms to assess client outcomes. 15.6% use pre-and post-testing and 16.5% use a post-therapy assessment of goal attainment.(Item 60)**
- **When clients are asked on evaluation forms 56% report that counseling helped them to remain in school and 60%claim that it helped their academic performance.(Items 61-62)**
- **77.2% of centers use computers for scheduling. Other uses are listed. (Items 63-64)**
- **See items 65-67 to see how home pages are now used by counseling centers.**
- **70% of directors believe that female students utilize counseling centers greater than their percentage on campus. Data on other groups are listed (Item 68).**
- **85.3% of directors believe that higher administration has a growing awareness of the increased demand for counseling services and the greater complexity of the problems students bring to counseling centers. 35% of directors believe that this has already led to an increase in resources for their centers and 15% believe that new resources will be forthcoming. (Items 69-70)**
- **Ways in which directors have used the results of this survey in the past are listed under item 72.**

## 2004 DIRECTOR'S SURVEY SUMMARY DATA

*Raw data reported outside brackets (frequencies inside)*

**NOTE ON INTERPRETING THIS SUMMARY:** There is missing data for nearly every question in this year's survey, most Directors skip a question or two. The result is that percentages may not add up to 100 for some questions. Please assume that the differences indicate missing data, or "no response" to a question. Numbers correspond to questions on survey. Some have been omitted and may be highlighted in comments. Thank you!

### DEMOGRAPHIC INFORMATION

Director's Gender	Director's Racial/Ethnic Identification	Staff Members Gender/Orientation	Staff Members Ethnicity
Male 177 (52.2%)	African American 20 (5.9%)	Male 350 (32%)	African American 81 (7.5%)
Female 161 (47.5%)	Hispanic American 4 (1.2%)	Female 739 (68%)	Asian American 34 (3.2%)
	Native American 1 (0.3%)		Hispanic American 38 (3.5%)
	White/Caucasian 306 (90.3%)	Gay/Lesbian/Bisexual 87 (9%)	Native American 5 (0.5%)
	Asian American 3 (0.9%)	Heterosexual 904 (91%)	White Caucasian 906 (84.0%)
	Other 5 (1.5%)		Other 15 (1.4%)

### School Size

	<u>Under 2,500</u> (n=91)	<u>2,500 – 7,500</u> (n=85)	<u>7,500 – 15,000</u> (n=69)	<u>Over 15,000</u> (n=74)	<u>Total</u> (n=339)	<u>Comments</u>
<b>1. Centers that charge fees for the following services:</b>						<b>Annual Income Generated (Average , range)</b>
a) Personal counseling to all students	4 (4.5%)	5 (6.3%)	6 (9.0%)	13 (14.9%)	28 (8.7%)	\$69,821, (1.5-500K)
b) Personal counseling fee after certain # of session	0 (.0%)	5 (6.3%)	7 (10.4%)	17 (19.5%)	29 (9.0%)	\$27,550, (.5-154K)
c) Career counseling to students	1 (1.1%)	2 (2.5%)	3 (4.5%)	5 (5.7%)	11 (3.4%)	\$500, (.5-.5K)
d) Career testing to students	4 (4.5%)	4 (5.1%)	17 (25.4%)	26 (29.9%)	51 (15.9%)	\$1,611, (.5-5.5K)
e) Personality testing to students	4 (4.5%)	4 (5.0%)	13 (19.4%)	24 (27.6%)	45 (14.0%)	\$1,033, (.5-3K)
f) Structured groups	2 (2.3%)	6 (7.5%)	6 (9.0%)	14 (15.9%)	28 (8.7%)	\$1,400, (.5-3K)
g) Psychological testing and assessment	4 (4.6%)	4 (5.1%)	14 (21.2%)	27 (31.0%)	49 (15.4%)	\$3,340, (.5-20K)
h) Teaching (Salary comes back to Center)	2 (2.3%)	5 (6.3%)	6 (9.1%)	12 (14.1%)	25 (7.9%)	\$7,725, (.5-17K)
i) Consultation	4 (4.5%)	4 (5.0%)	7 (10.4%)	10 (11.5%)	25 (7.8%)	\$5,125, (5-12K)
j) Workshops	4 (4.5%)	6 (7.7%)	7 (10.4%)	13 (14.9%)	30 (9.4%)	\$2,928,(.5-12K)
<b>2. Centers supported by a mandatory fee:</b>						
a) Fully	11 (12.5%)	12 (15.0%)	17 (25.4%)	20 (22.5%)	60 (18.5%)	Up 5.9% from 2003
b) Partially	15 (17.0%)	19 (23.8%)	23 (34.3%)	32 (36.0%)	89 (27.5%)	Up 5.3% from 2003



**School Size**

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<b>3. The mandatory fee comes from</b>						
a) a fee for counseling services	0 (0%)	2 (6.7%)	5 (12.8%)	3 (5.7%)	10 (6.6%)	
b) a fee for student health services	11 (37.9%)	13 (43.3%)	19 (48.7%)	31 (58.5%)	74 (49.0%)	
c) a general student activities fee	16 (55.2%)	12 (40.0%)	12 (30.8%)	13 (24.5%)	53 (35.1%)	
d) Other	2 (6.9%)	3 (10.0%)	3 (7.7%)	6 (11.3%)	14 (9.3%)	
<b>4. Centers collect third party payments:</b>	0 (.0%)	0 (.0%)	3 (4.5%)	6 (6.7%)	9 (2.8%)	Down from 15% in 1988
<b>5. Centers with innovative program to earn income</b>	6 (6.9%)	8 (9.9%)	9 (13.8%)	31 (35.2%)	54 (16.8%)	See Appendix
<b>6. How has your budget fared in the past year:</b>						
<b>A. Salaries</b>						
a) Decreased	5 (5.7%)	2 (2.5%)	2 (3.0%)	1 (1.1%)	10 (3.1%)	
b) Stayed the same	14 (15.9%)	20 (24.7%)	25 (37.3%)	32 (35.6%)	91 (27.9%)	
c) Increased 1-3%	64 (72.7%)	53 (65.4%)	35 (52.2%)	46 (51.1%)	198 (60.7%)	
d) Increased 4-6%	3 (3.4%)	4 (4.9%)	4 (6.0%)	9 (10.0%)	20 (6.1%)	
e) Increased 7% or more	2 (2.3%)	2 (2.5%)	1 (1.5%)	2 (2.2%)	7 (2.1%)	
<b>B. Other Cost Budget</b>						
a) Increased	20 (22.7%)	23 (28.8%)	16 (24.2%)	26 (28.9%)	85 (26.2%)	Up 6.7% from 2003
b) Remained the same	51 (58.0%)	46 (57.5%)	39 (59.1%)	47 (52.2%)	183 (56.5%)	
c) Decreased	17 (19.3%)	11 (13.8%)	11 (16.7%)	17 (18.9%)	56 (17.3%)	
<b>7. Center under pressure to be more self-supporting:</b>	4 (4.5%)	9 (11.1%)	18 (27.3%)	21 (23.6%)	52 (16.0%)	A 3% increase from 2001
<b>8. Centers that have gained new staff positions in the past year</b>						
a) Professional	4 (5.6%)	12 (17.1%)	15 (25.4%)	29 (35.4%)	60 (21.3%)	Up 4% from 2003
a) Clerical	0 (.0%)	2 (3.1%)	0 (.0%)	8 (10.8%)	10 (3.8%)	
b) Graduate Student Assistant or ½ time Intern	12 (16.2%)	5 (7.5%)	3 (6.0%)	12 (16.4%)	32 (12.1%)	Up 4% from 2003
c) Intern (full time)	6 (8.3%)	9 (13.4%)	8 (14.8%)	7 (9.7%)	30 (11.3%)	Up 7.6% since 2003
<b>9. Centers that lost staff positions in the past year:</b>						
a) Professional	3 (3.9%)	2 (2.8%)	1 (1.9%)	14 (17.5%)	20 (7.1%)	Down 3.7 % since 2003
b) Clerical	0 (.0%)	1 (1.4%)	3 (5.6%)	6 (7.7%)	10 (3.6%)	
c) Graduate Student Assistant or ½ time Intern	1 (1.4%)	0 (.0%)	1 (2.0%)	2 (2.6%)	4 (1.5%)	
d) Intern (full time)	2 (2.8%)	3 (4.5%)	1 (2.1%)	3 (3.9%)	9 (3.4%)	

**School Size**

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<b>10. Center with the following positions</b>											
a) Director	87	(95.6%)	79	(92.9%)	66	(95.7%)	90	(95.7%)	322	(95.0%)	
b) Training Director	3	(3.3%)	12	(14.1%)	26	(37.7%)	68	(72.3%)	109	(32.2%)	
c) Assistant Director	15	(16.5%)	31	(36.5%)	27	(39.1%)	62	(66.0%)	135	(39.8%)	
d) Coordinator	3	(3.3%)	12	(14.1%)	24	(34.8%)	33	(35.1%)	72	(21.2%)	
e) Professional Staff	58	(63.7%)	67	(78.8%)	61	(88.4%)	86	(91.5%)	272	(80.2%)	
f) Pre-Doctoral Interns	20	(22.0%)	20	(23.5%)	28	(40.6%)	64	(68.1%)	132	(38.9%)	

**Paid benefits available for Center staff and interns:**

(Total data only)	Professional Dues		Licensing Fee		Malpractice Insurance		Conference Expenses		Average amount of Conference Expenses	
a) Director	165	(48.7%)	89	(26.3%)	114	(33.6%)	294	(86.7%)	\$1,386	
b) Training Director	37	(10.9%)	19	(5.6%)	26	(7.7%)	90	(26.5%)	\$1,098	
c) Assistant Director	51	(15.0%)	31	(9.1%)	42	(12.4%)	110	(32.4%)	\$929	
d) Professional Staff	18	(5.3%)	11	(3.2%)	17	(5.0%)	55	(16.2%)	\$835	
e) Pre-Doctoral Intern	83	(24.5%)	51	(15.0%)	82	(24.2%)	193	(56.9%)	\$705	
f) Post-Doctoral Interns	3	(.9%)	339	(100.0%)	16	(4.7%)	59	(17.4%)	\$326	

**11. Percentage of time a full time counselor spends on the following activities during the fall and spring terms:**

a) Direct Service (All activities providing direct service to students.)	62.3%	61.9%	61.2%	57.9%	60.9%
b) Indirect Service (case notes, training, consultation etc.)	18.8%	20.9%	20.2%	21.4%	20.2%
c) Administrative Activities	14.9%	13.4%	12.9%	13.8%	13.8%

**12. Based on a 40 hour week, client contact hour expectations for full-time counselors with no other primary assignment**

22	24	22	22	23
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**13. Centers that pre-assess before case assignment**    16 (18.4%)    28 (35.0%)    36 (53.7%)    65 (72.2%)    145 (44.8%)

**Type of assessment used:**

a) Phone assessment/intake system	2	(9.5%)	2	(6.9%)	0	(0%)	3	(4.4%)	7	(4.5%)
b) computerized assessment/intake	0	(0%)	1	(3.4%)	1	(2.7%)	2	(2.9%)	4	(2.6%)
c) Have specialized triage counselors	0	(0%)	1	(3.4%)	2	(5.4%)	1	(1.5%)	4	(2.6%)
d) All counselors share intake assessment responsibilities	14	(66.7%)	24	(82.8%)	32	(86.5%)	55	(80.9%)	125	(80.6%)

**School Size**

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<b>Centers generate a DSM-IV type of diagnosis on each client:</b>						
a) On most clients	28 (32.2%)	27 (33.8%)	25 (37.3%)	47 (52.8%)	127 (39.3%)	
b) On about half of clients	9 (10.3%)	9 (11.3%)	4 (6.0%)	8 (9.0%)	30 (9.3%)	
c) On a small percentage of clients	19 (21.8%)	20 (25.0%)	13 (19.4%)	14 (15.7%)	66 (20.4%)	
d) Never or rarely	31 (35.6%)	24 (30.0%)	25 (37.3%)	20 (22.5%)	100 (31.0%)	
15. Ratio of FTE mental health professional to FTE students.	1-837	1-1,517	1-1,735	1-2,012	1-1,511	
16. Centers that limit the number of counseling sessions:	18 (20.5%)	29 (35.8%)	29 (43.9%)	55 (61.1%)	131 (40.3%)	
17. Average number of sessions per client	5.7	5.7	5.9	5.3	5.6	
18. Centers with a lawsuit in the past year	0	1	0	2	3	
19. See appendix for examples of legal/ethical dilemmas						
<b>20. Administrative concerns at the present time:</b>						
a) Increased paperwork.	21 (23.1%)	23 (27.1%)	15 (21.7%)	38 (40.4%)	97 (28.6%)	
b) Emphasis on accountability data from higher-level administration.	28 (30.5%)	28 (32.9%)	30 (43.5%)	47 (50.0%)	133 (39.2%)	
c) Maintaining staff motivation.	16 (17.6%)	17 (20.0%)	26 (37.7%)	35 (37.2%)	94 (27.7%)	
d) Difficulty finding minority candidates to fill open positions.	22 (24.2%)	36 (42.4%)	31 (44.9%)	39 (41.5%)	128 (37.8%)	
e) Boundary issues with administration.	35 (38.5%)	20 (23.5%)	16 (23.2%)	13 (13.8%)	84 (24.8%)	
f) Administrative issues related to the handling of students with severe psychological problems	51 (56.0%)	49 (57.6%)	30 (43.5%)	52 (55.3%)	182 (53.7%)	
g) Waiting list problems	12 (13.2%)	7 (8.2%)	20 (29.0%)	25 (26.6%)	64 (18.9%)	
h) Inadequate technical support	17 (18.7%)	16 (18.8%)	14 (20.3%)	25 (26.6%)	72 (21.2%)	
i) Finding appropriate referral sources for students needing long term help	43 (47.3%)	38 (44.7%)	42 (60.9%)	59 (62.8%)	182 (53.7%)	
j) A growing demand for services without an appropriate increase in resources.	43 (47.3%)	47 (55.3%)	40 (58.0%)	72 (76.6%)	202 (59.6%)	
24. Percentage of students that sought counseling in the past year (mean and range)	12.7 (4-35)	9.6 (1-28)	7.8 (2-38)	8.5 (2-36)	9.9 (1-40)	

School Size

	<u>Under 2,500</u> (n=91)	<u>2,500 – 7,500</u> (n=85)	<u>7,500 – 15,000</u> (n=69)	<u>Over 15,000</u> (n=74)	<u>Total</u> (n=339)	<u>Comments</u>
<b>25. Psychiatric services available on campus:</b>						
a) Yes, in the Counseling Center only.	23 (27.7%)	32 (40.0%)	25 (38.5%)	30 (35.7%)	110 (35.3%)	
b) Yes, in the Student Health Center only.	3 (3.6%)	4 (5.0%)	8 (12.3%)	29 (34.5%)	44 (11.4%)	
c) Yes, in both the Counseling and Student Health Centers	2 (2.4%)	3 (3.8%)	6 (9.2%)	12 (14.3%)	23 (7.4%)	
d) Yes, other places on campus	3 (3.6%)	1 (1.3%)	1 (1.5%)	3 (3.6%)	8 (2.6%)	
e) No, but we contract out for psychiatrists.	8 (9.6%)	4 (5.0%)	5 (7.7%)	3 (3.6%)	20 (6.4%)	
f) No access to psychiatrists except as a private referral.	44 (53.0%)	36 (45.0%)	20 (30.8%)	7 (8.3%)	107 (34.3%)	
<b>26. Psychiatric consult. hours available (weekly)</b>	4.5 (2-18)	6.0 (2-36)	24.0 (2-190)	60.0 (2-1200)	31.0 2-1200	
<b>27. Available psychiatric hours per 1,000 students per week</b>	2.4	1.9	2.2	1.9	2.1	
<b>29. Percentage of center's clients taking psychiatric medication</b>	24.5% (3-67)	23.5% (0-65)	23.7% (5-55)	23.9% (1-85)	24.5% (3-67)	
<b>30. Percentage of center's clients referred for psychiatric evaluation</b>	11.5% (0-35)	10% (0-35)	13.7% (0-50)	15% (0-60)	12.2% (0-60)	
<b>31. Feeling about the number of psychiatric hours available on campus:</b>						
a) They are non-existent or woefully inadequate	36 (45.6%)	34 (43.6%)	18 (29.5%)	13 (15.9%)	101 (33.7%)	
b) We definitely could use more hours based on our clients needs.	19 (24.1%)	33 (42.3%)	25 (41.0%)	52 (63.4%)	129 (43.0%)	
c) We are about where we should be for this size campus	23 (29.1%)	11 (14.1%)	18 (29.5%)	17 (20.7%)	69 (23.0%)	
d) We have more psychiatric consulting hours than we need	1 (1.3%)	0 (0%)	0 (0%)	0 (0%)	1 (.3%)	
<b>32. Do staff ask new clients whether they have previously sought help for psychological problems?</b>						
a) Yes, this is done on the intake sheet	57 (69.5%)	65 (82.3%)	52 (81.3%)	76 (90.5%)	250 (80.9%)	
b) Yes, typically done during intake or in one of the early counseling sessions.	23 (28.0%)	11 (13.9%)	12 (18.8%)	4 (4.8%)	50 (16.2%)	
c) No, only when the counselor believes that this question is clinically relevant.	2 (2.4%)	3 (3.8%)		2 (2.4%)	7 (2.3%)	

**School Size**

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<b>33. Do staff ask new clients whether they are currently taking psychiatric medication?</b>						
a) Yes, this is done on the intake sheet	50 (60.2%)	58 (72.5%)	46 (71.9%)	66 (78.6%)	220 (70.7%)	
b) Yes, typically done during intake or in one of the early counseling sessions.	28 (33.7%)	16 (20.0%)	17 (26.6%)	14 (16.7%)	75 (24.1%)	
c) No, only when the counselor believes that this question is clinically relevant.	5 (6.0%)	6 (7.5%)	1 (1.6%)	2 (2.4%)	14 (4.5%)	
<b>34. Believe that no. of clients on psychiatric meds prior to coming for counseling has increased.</b>	73 (89.0%)	74 (94.9%)	56 (87.5%)	79 (94.0%)	282 (91.6%)	
<b>35. Believe that no. of students with severe Psych. problems has increased in recent years.</b>	66 (79.5%)	68 (87.2%)	58 (90.6%)	73 (86.9%)	265 (85.8%)	
<b>36. What percentage of your clients fall into these different levels of severity. (Total Data only)</b>						
a. Students whose impairment is such that they are unable to remain in school, or can do so only with significant psychological/psychiatric assistance.					8.7%	
b. Students who experience periods of severe distress (depression, anxiety, panic attacks, suicidal ideation etc.) but can be successfully treated with available treatment modalities.					32.6%	
c. Total percent of clients with severe problems.					41.3%	
<b>37. No. of students with serious psych. problems seen as a growing concern on campus.</b>	67 (81.7%)	70 (87.5%)	63 (98.4%)	81 (96.4%)	281 (90.6%)	
<b>38. Actions to handle the larger number of students with significant psychological problems:</b>						
a) Increased training for staff in working with difficult cases	35 (38.5%)	45 (52.9%)	34 (49.3%)	56 (59.6%)	170 (50.1%)	
b) Increased training for staff in time-limited therapy	7 (7.7%)	9 (10.6%)	17 (24.6%)	28 (29.8%)	61 (18.0%)	
c) Increased counseling staff	15 (16.5%)	19 (22.4%)	19 (27.5%)	30 (31.9%)	83 (24.5%)	
d) Increased psychiatric consulting hours	15 (16.5%)	18 (21.2%)	21 (30.4%)	39 (41.5%)	93 (27.4%)	
d) Increased part-time counselors during busy time of year	9 (9.9%)	12 (14.1%)	13 (18.8%)	32 (34.0%)	66 (19.5%)	
e) Trained faculty and others on campus to make more appropriate referrals	41 (45.1%)	38 (44.7%)	22 (31.9%)	49 (52.1%)	150 (44.2%)	
f) Served on a campus-wide Student Assistance Committee.	18 (19.8%)	18 (21.2%)	15 (21.7%)	30 (31.9%)	81 (23.9%)	
g) Offered psycho-educational assistance	31 (34.1%)	33 (38.8%)	32 (46.4%)	47 (50.0%)	143 (42.2%)	

## School Size

	<u>Under 2,500</u> (n=91)	<u>2,500 – 7,500</u> (n=85)	<u>7,500 – 15,000</u> (n=69)	<u>Over 15,000</u> (n=74)	<u>Total</u> (n=339)	<u>Comments</u>
on a center webpage						
h) Provided psychologically oriented columns for the student newspaper	19 (20.9%)	18 (21.2%)	17 (24.6%)	21 (22.3%)	75 (22.1%)	
j) Expanded external referral network	35 (38.5%)	27 (31.8%)	28 (40.6%)	44 (46.8%)	134 (39.5%)	
39. Number of obsessive pursuit cases handled	45	88	141	195	469	
40. Number of persons killed by an obsessive pursuer in the past year:	2	0	4	2	8	
41. Number of persons injured by obsessive pursuer in the past year:	22	38	24	107	191	
42. Centers that hospitalized a student for psychological reasons:	65 (80.2%)	78 (97.5%)	58 (92.1%)	80 (95.2%)	281 (91.2%)	
Number of students hospitalized for psychological reasons during this past year:	266	403	582	959	2210	Mean# hospitalized per center 7.8
43. When a family-dependent client is hospitalized, directors believe it is legally permissible to notify:						
b) The Chief Student Affairs Officer	49 (62.8%)	51 (63.8%)	25 (41.0%)	18 (21.4%)	143 (47.2%)	
c) Parents	49 (62.8%)	49 (62.0%)	32 (52.5%)	34 (41.0%)	164 (54.5%)	
45. When a student is a suicidal risk but appropriate for treatment In your center, does your staff seek the student's permission to inform family or other helpers?						
a) Generally Yes	58 (72.5%)	59 (73.8%)	41 (65.1%)	52 (61.9%)	210 (68.4%)	
b) Generally No	14 (17.5%)	19 (23.8%)	12 (19.0%)	19 (22.6%)	64 (20.8%)	
46. Our attempts to obtain client's permission are:						
a) Very successful	50 (78.1%)	42 (66.7%)	40 (83.3%)	53 (84.1%)	185 (77.7%)	
b) Moderately Successful	10 (15.6%)	18 (28.6%)	7 (14.6%)	8 (12.7%)	43 (18.1%)	
c) Not very successful	4 (6.3%)	3 (4.8%)	1 (2.1%)	2 (3.2%)	10 (4.2%)	
47. Directors who believe it is legally permissible to notify parents without the student's permission if the student is a suicidal risk. ( Even if the student does not meet criteria for involuntary hospitalization),						
	34 (37.3%)	35 (41.0%)	30 (44.2%)	35 (47.3%)	134 (42.0%)	

**School Size**

	<u>Under 2,500</u> (n=91)	<u>2,500 – 7,500</u> (n=85)	<u>7,500 – 15,000</u> (n=69)	<u>Over 15,000</u> (n=74)	<u>Total</u> (n=339)	<u>Comments</u>
<b>48. In cases such as the above would you notify parents?:</b>						
a) Yes, in all cases	2 (2.5%)	2 (2.6%)	1 (1.6%)	3 (3.7%)	8 (2.7%)	
b) Generally yes, unless in my judgment it would not help the client.	34 (42.5%)	32 (42.1%)	24 (39.3%)	34 (42.0%)	124 (41.6%)	
c) Generally no, except in very unusual circumstances	44 (55.0%)	42 (55.3%)	36 (59.0%)	44 (54.3%)	166 (55.7%)	
<b>49. Center with guidelines for notifying parents about high-risk students</b>	58 (73.4%)	54 (70.1%)	45 (73.8%)	63 (75.0%)	220 (73.1%)	
<b>51. Number of students that committed suicide on your campus in 2003-04</b>	14	7	21	95	137	
<b>52. Of the students who committed suicide at your school how many were:</b>						
a) Current clients of your center	2	1	3	7	13	
b) Former clients of your center		1	3	10	14	
<b>53. Services available on campuses to help reduce suicidal behavior</b>						
a) Screening days	38 (41.8%)	41 (48.2%)	44 (63.8%)	51 (54.3%)	174 (51.3%)	
b) Targeted education programs for faculty, coaches, clergy, and student/resident advisors.	66 (72.5%)	58 (68.2%)	42 (60.9%)	66 (70.2%)	232 (68.4%)	
c) Broad based, campus wide, public education	44 (48.4%)	42 (49.4%)	30 (43.5%)	46 (48.9%)	162 (47.8%)	
d) Education programs and materials for parents and families	35 (38.5%)	34 (40.0%)	31 (44.9%)	39 (41.5%)	139 (41.0%)	
e) On-site counseling center. Adeq, staffed and trained.	77 (84.6%)	77 (90.6%)	55 (79.7%)	78 (83.0%)	287 (84.7%)	
f) On-site medical services	60 (65.9%)	61 (71.8%)	43 (62.3%)	75 (79.8%)	239 (70.5%)	
g) Stress reduction programs	61 (67.0%)	61 (71.8%)	54 (78.3%)	80 (85.1%)	256 (75.5%)	
h) Non-clinical student support network	36 (39.6%)	41 (48.2%)	33 (47.8%)	34 (36.2%)	144 (45.2%)	
i) Off-campus referral network	61 (67.0%)	65 (76.5%)	53 (76.8%)	73 (77.7%)	252 (74.3%)	
j) Emergency service	51 (56.0%)	61 (71.8%)	48 (69.6%)	71 (75.5%)	231 (68.1%)	
k) Post-vention programs	23 (25.3%)	40 (47.1%)	27 (39.1%)	35 (37.2%)	125 (36.9%)	
l) Medical leave policies	69 (75.8%)	62 (72.9%)	48 (69.6%)	59 (62.8%)	238 (70.2%)	

## School Size

	<u>Under 2,500</u> (n=91)		<u>2,500 – 7,500</u> (n=85)		<u>7,500 – 15,000</u> (n=69)		<u>Over 15,000</u> (n=74)		<u>Total</u> (n=339)		<u>Comments</u>
<b>55. Service provision concerns at the present time:</b>											
a) Sexual assault concerns(on campus)	9	(9.9%)	19	(22.4%)	14	(20.3%)	20	(21.3%)	62	(18.3%)	
b) Problems related to earlier sexual abuse	17	(18.7%)	15	(17.6%)	16	(23.2%)	18	(19.1%)	66	(19.5%)	
c) Increase in self-injury(Cutting self, pulling hair out, burning hands, etc).	46	(50.5%)	56	(65.9%)	38	(55.1%)	44	(46.8%)	184	(54.3%)	
d) Eating disorders	27	(29.7%)	36	(42.4%)	33	(47.8%)	26	(27.7%)	122	(36.0%)	
e) Increase in crisis counseling	29	(31.9%)	40	(47.1%)	34	(49.3%)	49	(52.1%)	152	(44.8%)	
f) The need to find better referral sources for students who need long-term help.	40	(44.0%)	38	(44.7%)	41	(59.4%)	65	(69.1%)	184	(54.3%)	
g) Responding to the needs of learning disabled students.	41	(45.1%)	34	(40.0%)	28	(40.6%)	30	(31.9%)	133	(39.2%)	
h) A growing demand for services without an appropriate increase in resources	39	(42.9%)	44	(51.8%)	37	(53.6%)	62	(66.0%)	182	(53.7%)	
<b>56. Centers participating in Depression Screening Day:</b>	34	(41.5%)	32	(41.0%)	37	(57.8%)	38	(46.3%)	141	(46.1%)	
<b>57. If you participated in Depression Screening Day:</b>											
a) Number of student screened for depression (mean and range)	70.0	(3-800)	54.0	(3-378)	62.0	(1-250)	147.0	(11-2320)	84.1	(1-2320)	9,230 Total Screened
b) Percentage of the students referred for treatment	35.0	(2-90)	29.0	(1-100)	44.0	(5-100)	33.0	(3-100)	35.6	(1-100)	3,276 Total referred for treatment.
<b>58. Centers participating in Anxiety Screening Day:</b>	9	(11.1%)	15	(19.5%)	15	(24.2%)	16	(19.5%)	55	(18.2%)	
<b>59. If you participated in Anxiety Screening Day:</b>											
a) Number of students screened for anxiety (mean and range)	38	(0-212)	15	(0-45)	32	(0-98)	124	(8-1200)	55	(0-1200)	3,025 total screened
b) % of students referred for treatment	19	(0-100)	14	(0-93)	28.5	(0-100)	14.7	(0-68)	18.5	(0-100)	560 total referred for treatment
<b>60. Outcomes assessment utilized:</b>											
a) General student evaluation forms	54	(59.3%)	69	(81.2%)	51	(73.9%)	67	(71.3%)	241	(71.1%)	
b) Pre and Post testing	11	(21.1%)	9	(10.6%)	11	(15.9%)	22	(23.4%)	53	(15.6%)	
c) Post therapy assessment of goal attainment	17	(18.7%)	13	(15.3%)	11	(15.9%)	15	(16.0%)	56	(16.5%)	
<b>61. Centers asking students if counseling has helped with their decision to remain enrolled:</b>	34	(45.9%)	42	(57.5%)	36	(62.1%)	58	(72.5%)	170	(59.6%)	
b) Percentage of positive response	52%		55%		60%		55%		56%		



**School Size**

	<u>Under 2,500</u> (n=91)	<u>2,500 – 7,500</u> (n=85)	<u>7,500 – 15,000</u> (n=69)	<u>Over 15,000</u> (n=74)	<u>Total</u> (n=339)	<u>Comments</u>
<b>62. Centers asking students if counseling has helped with their academic performance:</b>	<b>35 (47.3%)</b>	<b>45 (64.3%)</b>	<b>32 (56.1%)</b>	<b>56 (68.3%)</b>	<b>168 (59.4%)</b>	
a) Percentage of students responding positively to question:	54%	57%	60%	60%	60%	
<b>63. Centers using computers for:</b>						
a) Scheduling	65 (67.7%)	67 (77.0%)	52 (80.0%)	73 (85.9%)	257 (77.2%)	
b) Billing	64 (66.7%)	57 (65.5%)	41 (63.1%)	62 (72.9%)	224 (67.3%)	
c) Maintaining client case notes	19 (19.8%)	18 (20.7%)	19 (29.2%)	39 (45.9%)	95 (28.5%)	
d) Program to output clinicians caseloads and turnover	13 (13.5%)	17 (19.5%)	15 (23.1%)	34 (40.0%)	79 (23.7%)	
e) Database on services/activities	20 (20.8%)	43 (49.4%)	29 (44.6%)	44 (51.8%)	136 (40.8%)	
f) Electronic mail	47 (49.0%)	43 (49.4%)	39 (60.0%)	59 (69.4%)	188 (56.5%)	
i) On line service	37 (38.5%)	20 (23.0%)	16 (24.6%)	24 (28.2%)	97 (29.1%)	
<b>64. Centers using the Internet or other on-line services:</b>						
a) Consultations	14 (15.4%)	16 (18.8%)	11 (15.9%)	19 (20.2%)	60 (17.7%)	
b) Downloading articles	71 (78.0%)	60 (70.6%)	47 (68.1%)	62 (71.3%)	245 (72.3%)	
c) Electronic support groups	6 (6.6%)	4 (4.7%)	2 (2.9%)	2 (2.1%)	14 (4.1%)	
d) On-line counseling	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	
e) Chat rooms around specific themes	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	
<b>65. Centers with a Counseling Center Home Page:</b>	<b>71 (87.7%)</b>	<b>77 (98.7%)</b>	<b>59 (96.7%)</b>	<b>81 (100%)</b>	<b>288 (95.7%)</b>	
<b>66. The Counseling Center Homepage used for:</b>						
a) Information about center services.	72 (79.1%)	77 (90.6%)	59 (85.5%)	81 (86.2%)	289 (85.3%)	
b) Career counseling information	1 (1.1%)	7 (8.2%)	14 (20.3%)	21 (22.3%)	43 (12.7%)	
c) Educational messages on psychological issues	39 (42.9%)	48 (56.5%)	42 (60.9%)	56 (59.6%)	185 (54.6%)	
<b>67. Mean number of Home Page “hits”</b>	<b>2,000</b>	<b>1650</b>	<b>27,000</b>	<b>46,675</b>	<b>25,700</b>	
<b>68. What kind of usage do the following groups make of your Center’s services relative to the percentage of these populations on campus? (Total data only)</b>						
	<b>Greater than their percentage on campus</b>	<b>Equal to their percentage on campus</b>	<b>Less than their percentage on campus</b>			
a. Men	8 (2.4%)	54 (15.9%)	228 (67.3%)			
b. Women	204 (60.2%)	74 (21.8%)	14 (4.1%)			
c. International Students	38 (11.2%)	113 (33.3%)	129 (38.1%)			
d. Sexual Minorities	42 (12.4%)	127 (37.5%)	85 (25.1%)			
e. African/American Students	48 (14.2%)	137 (40.4%)	103 (30.4%)			

**School Size**

	<u>Under 2,500</u> (n=91)	<u>2,500 – 7,500</u> (n=85)	<u>7,500 – 15,000</u> (n=69)	<u>Over 15,000</u> (n=74)	<u>Total</u> (n=339)	<u>Comments</u>
<b>69. Directors that believe campus administrators have a growing awareness of the problem centers are facing with the increased demand for service along with the growing complexity of problems students are bringing to counseling centers?</b>	65 (79.3%)	66 (84.6%)	55 (85.9%)	75 (91.5%)	261 (85.3%)	
<b>70. If yes to the above do you believe that this awareness will lead to more resources being directed to counseling centers?</b>						
a) Yes, it has already begun to happen.	15 (22.4%)	29 (43.3%)	18 (31.6%)	31 (41.3%)	93 (35.0%)	
b) Yes, but there has been no movement in this direction yet.	8 (11.9%)	8 (11.9%)	13 (22.8%)	11 (14.7%)	40 (15.0%)	
c) No. The desire is there but the schools resources are too limited	32 (47.8%)	23 (34.3%)	21 (36.8%)	28 (37.3%)	104 (39.1%)	
d) No. The resources are there but counseling is not a high priority	6 (9.0%)	3 (4.5%)	3 (5.3%)	3 (4.0%)	15 (5.6%)	
e) No. We have adequate resources.	6 (9.0%)	4 (6.0%)	2 (3.5%)	2 (2.7%)	14 (5.3%)	
<b>71. Centers receiving a copy of past results of this survey:</b>	68 (84.0%)	71 (91.0%)	52 (80.0%)	77 (95.1%)	268 (87.9%)	
<b>72. Results from this survey were used for:</b>						
a) For my own information	66 (97.1%)	71 (100%)	52 (100%)	74 (96.1%)	263 (98.1%)	
b) Distributed to staff	27 (39.7%)	45 (63.4%)	23 (44.2%)	39 (50.6%)	134 (50.0%)	
c) Shared data at a staff meeting	31 (45.6%)	46 (64.8%)	41 (78.8%)	63 (81.8%)	181 (67.5%)	
d) Shared with others on campus	27 (39.7%)	42 (59.2%)	29 (55.8%)	45 (58.4%)	143 (53.4%)	
e) Shared data with my boss	54 (79.4%)	62 (87.3%)	41 (78.8%)	69 (89.6%)	226 (84.3%)	
f) Quoted data in professional writing	6 (8.8%)	8 (11.3%)	11 (21.2%)	17 (22.1%)	42 (15.7%)	
g) Quoted data for in-house or institutional reports	38 (55.9%)	46 (64.8%)	36 (69.2%)	53 (68.8%)	173 (64.6%)	
h) Used directory to contact other directors	30 (44%)	39 (54.9%)	35 (67.3%)	50 (64.9%)	154 (57.4%)	
i) To support request for new resources	33 (48.5%)	37 (55.4%)	36 (69.2%)	60 (77.9%)	166 (61.9%)	
j) Ideas shared led to new center program	7 (10.6%)	12 (16.9%)	16 (30.8%)	31 (40.2%)	66 (24.6%)	

**APPENDIX A****NEW HIRES: TOTAL SALARY DATA**  
n=339

Positions	Minority Male			Minority Female			Caucasian Male			Caucasian Female			TOTAL		
	Mean	Range	N	Mean	Range	N	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	78K	-----	1	65K	45-79K	3	81K	59-132K	8	76K	50-87K	4	79K	45-132K	16
b. Training Director	--	--	--	58.5K	48K-69K	2	63K	53-73K	2	--	--	--	61K	48-73K	4
c. Counselor( Ph.D. & exp.)	52K	-----	1	59.3K	40-106K	6	49K	39-63K	4	48K	41K	12	52K	39-106K	23
d. Counselor( new Ph.D.)	41K	38-43K	2	42K	35-50K	7	46K	40-55K	7	45K	36-60K	9	44K	35-60K	25
e. Counselor( A.B.D.)	45K	-----	1	40K	37-41K	3	41K	40-41K	2	37K	24-45K	6	41K	24-45K	12
f. Counselor( M.A. & exp.)	45K	-----	1			0	47K	34-75K	3	40K	27-52K	7	41K	27-75K	11
g. Counselor( new M.A.)	38K	-----	1	36K	32-40K	2	--	--	--	--	--	--	37K	32-40K	3
h. Counselor( M.S.W. & exp.)	--	--	--	--	--	--	--	--	--	45K	35-65K	9	45K	35-65K	9
i. Counselor( new M.S.W.)	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
j. Counselor ( BA)	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
k. Psychiatrist. (annual )	144K	-----	1	--	--	--	132K	115-150K	2	125K	-----	1	134K	115-150K	4
l. Psychiatrist (hourly)	99	-----	1	94	56-125	3	84	58-125	3	132	100-200	4	115	56-200	11
m. Pre-Doctoral Intern	19K	19-19K	1	18K	15-23K	9	20K	15-25K	8	20K	15-25K	12	19K	15-25K	28
n. Post-Doctoral Intern	23K	22-24K	2	26K	22-33K	3	27K	26-28K	2	26K	13-33K	6	25K	13-33.K	13

**NEW HIRE SALARY DATA BY SCHOOL SIZE**

n=339

Positions	<u>SIZE 1 (Under 2,500)</u>			<u>SIZE 2 (2,500-7,500)</u>		
	Mean	Range	N	Mean	Range	N
a. Director	77K	66-88K	2	74K	45-93K	4
b. Training Director	--	--	--	--	--	--
c. Counselor with Ph.D. & exp.	48K	-----	2	41K	39-45K	4
d. Counselor with new Ph.D	--	--	--	37K	-----	1
e. Counselor who is A.B.D.	--	--	--	44K	43-45K	2
f. Counselor with M.A. & exp.	--	--	--	40K	-----	1
g. Counselor with new M.A.	32K	-----	1	--	--	--
h. Counselor with M.S.W. & exp.	--	--	--	36K	35-37K	2
i. Counselor with new M.S.W.	--	--	--	--	--	--
j. Counselor with BA	--	--	--	--	--	--
k. Psychiatrist. (annual salary	--	--	--	--	--	--
l. Psychiatrist (hourly rate	141	99-200	3	125	-----	1
m. Pre-Doctoral Intern	--	--	--	20K	-----	1
n. Post-Doctoral Intern	28K	-----	1	20K	-----	1

Positions	<u>Size 3 (7,500-15,000)</u>			<u>Size 4 (Over 15,000)</u>		
	Mean	Range	N	Mean	Range	N
a. Director	66K	-----	1	89K	45-132K	9
b. Training Director	69K	-----	1	58K	48-73K	3
c. Counselor with Ph.D. & exp.	58K	40-106K	7	52K	42-63K	10
d. Counselor with new Ph.D.	46K	35-59K	9	44K	37-55K	15
e. Counselor who is A.B.D.	39K	34-41K	6	37K	24-45K	4
f. Counselor with M.A. & exp.	133K	51-135K	4	38K	27-45K	6
g. Counselor with new M.A.	--	--	--	39K	38-40K	2
h. Counselor with M.S.W. & exp.	58K	48-65K	3	40K	39-41K	4
i. Counselor with new M.S.W.	--	--	--	--	--	--
j. Counselor with BA	--	--	--	--	--	--
k. Psychiatrist/M.D. annual salary	147K	144-150K	2	120K	115-125K	2
l. Psychiatrist/M.D. hourly rate	105	100-110	2	87	56-120	4
m. Pre-Doctoral Intern	17K	16-23K	5	19K	15-25K	18
n. Post-Doctoral Intern	24K	13-32K	6	28K	22-33K	5

## APPENDIX B 2004

## Salary Data for Present Staff

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

**TOTAL SALARY DATA**

Position	<u>1-3 years in position</u>			<u>4-6 years in position</u>			<u>7-9 years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	71K	(30-150K)	38	74k	(42-93.K)	27	76K	(60-100K)	11
b. Training Director	58K	(37-76K)	15	59K	(46-82K)	13	61K	(45-84K)	3
c. Assistant or Associate Director	57K	(35-70K)	18	58.5K	(48-78K)	12	65K	(36-150K)	8
d. Counselor with Ph.D. & exp.	48K	(36-82K)	52	51K	(33-83K)-	39	59K	(40-96K-115K)	19
e. Counselor who is A.B.D.	39K	(25-45K)	9	49K	(45-54K)-	3	--	--	--
f. Counselor with an M.A	36K	(18-51K)	25	44K	(35-64K)	14	47K	(41-55K)	3
g. Counselor with M.S.W.	41K	(32-65K)	17	46K	(34-71K)	15	49K	(32-70K)	9
h. Counselor with a B.A.	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (Annual Salary)	111K	(28-150K)	7	126K	91-145K)-	4	141K	(51-144K)	6
j. Psychiatrist/M.D. (hourly rate)	105	(278-150)	38	129	(89-225)	14	137	(100-200)	5
k. Learning Skills Specialist	35K	(30-43K)	7	37.5K	-----	1	47.5K	(38-57K)	2

Position	<u>10-12 years in position</u>			<u>13-15 years in position</u>			<u>15+ years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	79K	(35-100K)	8	82K	(31-117K)	12	88.5K	(61-136K)	29
b. Training Director	59K	(47-76K)	5	77K	(52-108K)	5	93K	(65-100K)	12
c. Assistant or Associate Director	62.5K	(48-83K)	8	67K	(61-72K)	3	75.5K	(57-93K)	13
d. Counselor with Ph.D. & exp.	62K	(46-85K)	19	63K	(46-85K)	15	69K	(47-123K)	23
e. Counselor who is A.B.D.	--	--	--	--	--	--	--	--	--
f. Counselor with M.A.	43K	(29-75K)	8	41K	(32-51K)	7	52.5K	(43-69K)	8
g. Counselor with M.S.W.	47K	(41-55K)	5	59K	(43-77K)	4-	57K	(40-87K)	10
h. Counselor with BA	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (annual salary)	109K	(100-125K)	3	126K	-----	1	117K	(104-130K)	2
j. Psychiatrist/M.D. (hourly rate)	123	(78-200)	8	107	(90-125)	2	102	(70-156)	7
k. Learning Skills Specialist	44K	(42-46K)	2-	41K	-----	1	44.5K	(43-46K)	4

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

Position	<u>1-3 years in position</u>			<u>4-6 years in position</u>			<u>7-9 years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	72K	(30-150K)	10	76K	(41,900-85,490)	8	79K	72-86K	
b. Training Director	56K	(51-65K)	3	57K	(51-69K)	7	--	--	--
c. Assistant or Assoc. Director	47K	(35-61K)	3	65K	(60-68K)	4	98K	(46K-150K)	2
f. Counselor with Ph.D. & exp.	52	(38-106K)	14	52K	(43-90K)	7	61K	(44-115K)	6
g. Counselor who is A.B.D.	33K	(25-43K)	4	45.5K	(44-45K)	2	--	--	--
h. Counselor with M.A.	34.5K	(20-42K)	7	54.5K	(35-77K)	6	--	--	--
i. Counselor with M.S.W.	48K	(38-65K)	4	54K	(38-70K)	5	70K	-----	1
j. Counselor with BA	--	--	--	--	--	--	--	--	--
k. Psychiatrist/M.D. (annual salary)	128K	(106-150K)	2	--	--	--	112	(51-155K)	3
l. Psychiatrist/M.D. (hourly rate)	96	(50150)	7	129	(89-225)	11	150	(100-200)	2
m. Learning Skills Specialist	50K	(28-74K)	4	15K	-----	1	48K	(17-79K)	2

Position	<u>10-12 years in position</u>			<u>13-15 years in position</u>			<u>15+ years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	--	--	--	81K	(65-93K)	4	83K	(55-102K)	9
b. Training Director	48K	(47-49K)	2	--	--	--	70K	(65-75)	2
c. Assistant or Associate Director	55K	(48-65K)	3	--	--	--	73K	(68-78K)	2
d. Counselor with Ph.D. & exp.	51K	(46-61K)	5	56K	(48-65K)		57K	(52-68K)	4
e. Counselor who is A.B.D.	--	--	--	--	--	--	--	--	--
f. Counselor with M.A.	45K	-----	1	42,066	(38-45k)	3	50K	(48-53K)	3
g. Counselor with M.S.W.	47K	(41-55K)	3	--	--	--	47	(40-52K)	3
h. Counselor with BA	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (annual salary)	102K	(100-103K)	2	--	--	--	--	--	--
j. Psychiatrist/M.D. (hourly rate)	120	-----	1	--	--	--	--	--	--
k. Learning Skills Specialist	56K	-----	1	--	--	--	--	--	--

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

Position	<u>1-3 years in position</u>			<u>4-6 years in position</u>			<u>7-9 years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	64K	(45-88K)	16	68	(49-88K)	5	71K	(61-81K)	2
b. Training Director	53K	(49-55K)	4	54K	(46-62K)	2	55K	(45-65K)	2
c. Assistant or Associate Director	55K	(49-61K)	7	54K	-----	1	62K	(52-72K)	2
d. Counselor with Ph.D. & exp.	49K	(40-88K)	14	49K	(33-64K)	10	53K	(49-55K)	3
e. Counselor who is A.B.D.	40K	30-45K)	5	--	--	--	--	--	--
f. Counselor with M.A.	37K	(32-44K)	7	39K	-----	1	--	--	--
g. Counselor with M.S.W.	40K	(32-60K)	6	35K	(34-36K)	2	37K	(32-41K)	3
h. Counselor with BA			--			--	61K	-----	--
i. Psychiatrist/M.D. (annual salary)	93K	71-115K)	2	--	--	--	97K	(91K-104K)	2
j. Psychiatrist/M.D. (hourly rate)	90	(60-150)	7	--	--	--	133	-----	1
k. Learning Skills Specialist	33K	-----	1	33,500	-----	1	--	--	--

Position	<u>10-12 years in position</u>			<u>13-15 years in position</u>			<u>15+ years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	75	(50100K)	2	82K	(46-96K)	3	91K	(48-132K)	6
b. Training Director	58K	-----	1	75K	-----	1	85K	(67-99K)	3
c. Assistant or Associate Director	65K	(56-74K)	2	61K	-----	1	77K	(64-87K)	4
d. Counselor with Ph.D. & exp.	55K	(51-59K)	2	51K	(46-54K)	3	65K	(47-87K)	4
e. Counselor who is A.B.D.	--	--	--	--	--	--	--	--	--
f. Counselor with M.A.	39K	-----	1	45K	-----	1	58K	(47-69K)	3
g. Counselor with M.S.W.	47K	(42-52K)	2	49K	(43-55K)	2	69K	(51-87K)	2
h. Counselor with BA	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (annual salary)	--	--	--	--	--	--	130K	-----	1
j. Psychiatrist/M.D. (hourly rate)	200	-----	1	125	-----	1	115	(90--156)	4
k. Learning Skills Specialist	--	--	--	--	--	--	44K	-----	1



**Size 3 (7,500 – 15,000)**

Position	<u>1-3 years in position</u>			<u>4-6 years in position</u>			<u>7-9 years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	69K	(57-95K)	6	74K	(65–96K)	4	73K	(65-90K)	4
b. Training Director	53K	(47-66K)	5	54K	(47-62K)	3	--	--	--
c. Assistant or Associate Director	55K	(40-84K)	5	54K	(50-60K)	3	59K	-----	1
d. Counselor with Ph.D. & exp.	46K	(42-54K)	6	51K	(42--59K)	7	51K	(40-64K)	3
e. Counselor who is A.B.D.	--	-	--	55K	-----	1	--	--	--
f. Counselor with M.A.	36K	(28--51K)	5	36K	-----	1	45K	-----	1
g. Counselor with M.S.W.	49K	-----	1	--	--	--	52K	(36-69K)	2
h. Counselor with BA	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (annual salary)	144K	-----	1	143K	(141-145K)	2	--	--	--
j. Psychiatrist/M.D. (hourly rate)	120	(100-150)	8	132	(130-134)	2	--	--	--
k. Learning Skills Specialist	43K	(34-52K)	2	38K	-----	1	--	--	--

Position	<u>10-12 years in position</u>			<u>13-15 years in position</u>			<u>15+ years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	78K	(66-90K)	2	99K	(74-117K)	3	89K	(73-110K)	6
b. Training Director	77K	-----	1	91K	(74-108K)	2	80K	(67-93K)	2
c. Assistant or Associate Director	67K	(50-84K)	2	--	--	--	71K	(57-93K)	5
d. Counselor with Ph.D. & exp.	77K	(70--84K)	2	66K	(60-72K)	5	81K	(51K123K)	7
e. Counselor who is A.B.D.	--	--	--	--	--	--	--	--	--
f. Counselor with M.A.	41K	-----	1	41	(32-51K)	3	53K	-----	1
g. Counselor with M.S.W.	--	--	--	62K	(62K-62K)	1	63K	(57-72K)	3
h. Counselor with BA	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (annual salary)	--	--	--	--	--	--	104K	(104K-104K)	1
j. Psychiatrist/M.D. (hourly rate)	110	(100-120)	2	90	-----	1	70	-----	1
k. Learning Skills Specialist	47K	-----	1	--	--	--	44K	(43K--45K)	2

**Size 4 (15,000 and above):**

Position	<u>1-3 years in position</u>			<u>4-6 years in position</u>			<u>7-9 years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	75K	(65-96K)	6	79K	(60-93K)	10	87K	(72-110K)	4
b. Training Director	59K	(54-73K)	3	60K	-----	1	64K	-----	1
c. Assistant or Associate Director	61K	(50-70K)	3	55	(48-64K)	4	65K	(64-66K)	2
d. Counselor with Ph.D. & exp.	46K	(34-55K)	18	55K	(35-65K)	15	64K	(52-75K)	7
e. Counselor who is A.B.D.	--	--	--	--	--	--	--	--	--
f. Counselor with M.A.	37K	(27-46K)	6	40K	(32-45K)	6	48K	(41-55K)	2
g. Counselor with M.S.W.	37K	(32-41K)	6	43K	(36-60K)	8	52K	(48--58K)	3
h. Counselor with BA	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (annual salary)	120K	(114-124K)	2	110K	(93-127K)	2	118K	-----	1
j. Psychiatrist/M.D. (hourly rate)	110	(50-150)	16	125	-----	1	127	(124-130)	2
k. Learning Skills Specialist	33K	-----	1	38K	-----	1	48K	(38-58K)	2

Position	<u>10-12 years in position</u>			<u>13-15 years in position</u>			<u>15+ years in position</u>		
	Mean	Range	N	Mean	Range	N	Mean	Range	N
a. Director	74K	(50--86K)	4	73K	(64-80K)	3	97K	83-136K)	8
b. Training Director	66K	-----	1	64K	(56-72K)	2	89K	(79-105K)	5
c. Assistant or Associate Director	72K	-----	1	70K	(68-72K)	2	87K	(86-88K)	2
d. Counselor with Ph.D. & exp.	65K	(51-81K)	10	80K	(72-85K)	3	73K	(57-95K)	5
e. Counselor who is A.B.D.	--	--	--	--	--	--	--	--	--
f. Counselor with M.A.	45K	(29-75K)	5	--	--	--	43K	-----	1
g. Counselor with M.S.W.	--	--	--	77K	-----	1	52K	(49--55K)	2
h. Counselor with BA	--	--	--	--	--	--	--	--	--
i. Psychiatrist/M.D. (annual salary)	125K	-----	1	119K	(112K-126,500)	2	--	--	--
j. Psychiatrist/M.D. (hourly rate)	112	(78-135)	4	--	--	--	92	(84-100)	2
k. Learning Skills Specialist	42K	(42--42K)	1	41K	-----	1	46K	-----	1

**Director's Salary by Experience and Center Size 2004**  
n=339

**Total Data**

	<u>Under 5 years in position</u>	<u>5-10 years in position</u>	<u>Over 10 years in position</u>
a) 1 FTE	45K Range 30-62K (n=10)	51K Range 40-65K (n=6)	55K Range 35--68K (n=6)
b) 2-3 FTE	56K Range 30-79K (n=16)	68K Range 55-86K (n=8)	72K Range 45-90K (n=13)
c) 4-7 FTE	64K Range 35-83K (n=14)	73K Range 56-96K (n=9)	81K Range 60-100K (n=7)
d) 8-11 FTE	75K Range 57-87K (n=8)	82K Range 74--92K (n=5)	101K Range 80K-125K (n=10)
e) 12-16 FTE	84K Range 62-93K (n=6)	94K Range ----- (n=1)	103K Range 82-150K (n=6)
f) 17+ FTE	95K Range 78-120K (n=5)	100K Range 95-110K (n=3)	125K Range 105-140K (n=11)

**By School Size**

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

	<u>Under 5 years in position</u>	<u>5-10 years in position</u>	<u>Over 10 years in position</u>
a) 1 FTE	41K Range 30-54K (n=5)	49K Range 43-65K (n=3)	54K Range 35-68K (n=4)
b) 2-3 FTE	54K Range 40-79K (n=5)	64K Range 55-72K (n=4)	67K Range 45-80K (n=8)
c) 4-7 FTE	70K Range 66-76K (n=8)	n/a	n/a
d) 8-11 FTE	74K Range 57-91K (n=2)	75K Range ----- (n=1)	n/a
e) 12-16 FTE	n/a	n/a	n/a
f) 17+ FTE	n/a	n/a	n/a

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

	<u>Under 5 years in position</u>	<u>5-10 years in position</u>	<u>Over 10 years in position</u>
a) 1 FTE	46K Range 39-60K (n=4)	53K Range 40-58K (n=3)	56K Range 48-64K (n=2)
b) 2-3 FTE	56K Range 40-71K (n=11)	72K Range 61-86K (n=4)	74K Range ----- (n=1)
c) 4-7 FTE	62K Range 37-78K (n=3)	68K Range 50-86K (n=2)	73K Range 60-86K (n=2)
d) 8-11 FTE	70K Range ----- (n=1)	92K Range ---- (n=1)	n/a
e) 12-16 FTE	n/a	n/a	n/a
f) 17+ FTE	n/a	n/a	n/a

**Size 3 (7,500 - 15,K):**

	<b><u>Under 5 years in position</u></b>	<b><u>5-10 years in position</u></b>	<b><u>Over 10 years in position</u></b>
a) 1 FTE	62K Range ----- (n=1)	n/a	n/a
b) 2-3 FTE	n/a	n/a	82K Range 74-90K (n=3)
c) 4-7 FTE	64K Range 42-78K (n=6)	72K Range 56--89K (n=5)	85K Range 60-100K (n=4)
d) 8-11 FTE	72K Range 62-82K (n=2)	75K Range ----- (n=1)	115K Range 105-125K (n=5)
e) 12-16 FTE	88K Range ----- (n=1)	n/a	150K Range ----- (n=1)
f) 17+ FTE	n/a	n/a	n/a

**Size 4 (Over 15,K):**

	<b><u>Under 5 years in position</u></b>	<b><u>5-10 years in position</u></b>	<b><u>Over 10 years in position</u></b>
a) 1 FTE	n/a	n/a	n/a
b) 2-3 FTE	n/a	n/a	51K Range ----- (n=1)
c) 4-7 FTE	66K Range 47-86K (n=4)	78K Range 60-96K (n=2)	n/a
d) 8-11 FTE	74K Range 67—87K (n=4)	85K Range 79-91K (n=2)	87K Range 80-100K (n=5)
e) 12-16 FTE	83K Range 65-93K (n=5)	94K Range ----- (n=1)	102K Range 82-116K (n=5)
f) 17+ FTE	95K Range 78—120K (n=5)	100 K Range 95 -110 K (n=3)	125K Range 105-140K (n=11)

## APPENDIX C

### Examples of Innovative Income Earning Activities

Programs listed with ID numbers for networking purposes. See directory to identify Centers.

<b>Activities</b>	<b>Center Code</b>
1. Psychology Dept pays for one intern position in exchange for intern teaching two classes, staff teaching 4 doctoral level credit hours	7
2. Psychotherapy, outreach, consultation, and an alumni peer mentoring program for Athletes including open ended psychotherapy and mandatory therapy	21
3. Assessment services and therapy to community clients on a sliding fee scale (more for training of interns as opposed to generating income) Income does not go to Center directly, rather it goes to general University funds	23
4. Students violating alcohol code are mandated to a 2-session assessment & psychoeducational group, for which they are assessed a fee of \$50 We receive 2/3 of this fee for running the groups; the other 1/3 goes to administration for alcohol-related materi	24
5. Learning Disability Testing, Attention-Deficit Testing	45
6. Have a contract for computer-based national testing	49
7. specialized counseling/assessment services for Dept of Intercollegiate Athletics and student athletes	77
8. Not exactly innovative but didn't seem to be included in the categories above-we run a National Testing Service-MAT/CLEP etc	96
9. We have worked to cultivate relationships with alumni donors who have supported various mental health initiatives	120
10. Revenue from Computer Based Testing	122
11. Teaching and Grants	132
12. We charge \$500 per session for all counseling services, including intake We generate about \$30,000 per year	141
13. We charge for psych testing (around \$450 for LD and around \$550 for ADHD) and also for counseling For students w/the health & counseling fee and the student health insurance, brief screen and 2 visits free, then \$10/visit copay for 16 visits and \$75/vis	142
14. Since 1999 receiving income via a contract with Prometric (formerly Sylvan)	152
15. The Computer Based Testing Program is an ETS service for individual within the local community and surrounding region BSU students also benefit for this service Standardized tests such as the GMAT, LSAT, etc are administered and monitored in our compu	162
16. Our center includes the national testing program Our annual income averages \$21,000	167
17. We earn about \$10,000 a year from LD and ADD testing The \$3,000 was for selling our 800 number, a one-time accrual	185
18. Charge \$1500 per appointment after the initial intake appointment which is free of charge	195
19. We applied for and received a subgrant via the State of Maine and the Department of Education to address high risk alcohol use among first year students	196
20. Counseling clients charged after intake and on three free sessions	201
21. Sale of Self-help brochures to other universities - \$45,000 per year, Endowment from former Clinical Counselor - \$25,000 per year	206
22. We were funded for two proposals The first was for \$13,000 for Alcohol related services including workshops, and alcohol free options the second was for \$15,000 for initiatives regarding HIV/AIDS and STDs including workshops and prevention activities	219
23. Provide services to 2 other branches of the University for a fee	231

24. We earned a \$25,000 grant from our insurance carrier to support additional walk-in hours	245
25. Three programs (already noted in Q1)	
1 Intern provides career counselling under our supervision to Centre for Career Development 3 mornings per week for \$12,000 (which goes into our budget)	246
2 Teach counselling skills to family medicine residents for	
26. Computer Based Testing Center	258
National Testing Program	
27. Contractual arrangement with the Virginia Tech Athletic Department to provide psychological services to student athletes (clinical and performance enhancement)	266
28. Innovative small grants for services that would otherwise not be provided on campus Misc consultations on and off campus	273
29. Sale of an interactive CD dealing with the subjects: Date Rape, Relationship Violence and Stalking CD has resource lists that can be customized for specific campuses	287
30. Separate contracts to support two half-time positions (One for female intercollegiate athletes and one for male intercollegiate athletes) to consult with Athletic Department (student athletes, coaches, administrators)	296
31. Two grant funded programs - one to provide education services to sexual assault victims; one to develop social norms marketing, program to reduce underage drinking & alcohol related motor vehicle accidents 98,000	301
32. Established an ETS computer based testing center last October Revenue is increasing but the center has not earned a profit to date due to the start up costs	308
33. We charge for every visit past initial one-\$10 00 for individual individual therapy, \$500 for group, \$1000 for each medication visit' \$2000 for med assessment; \$10000 for AD/HD	312
plus the same amount of appointment if a no-show	
We take no insurance	
34. Contracts with Residence life	
Contracts with Medical school for Psych Services	326
Teaching	
35. National testing program, including computer based Testing (CBT) for ETS	337
36. career counseling for non-university related individuals	339

## APPENDIX D

### Ethical/Legal Dilemmas Encountered by Counseling Center Directors in the Past Year (Question #19)

1. Freshman student w/ psychosis who had thoughts of murdering her roommate--due to past inaction despite other somewhat violent thoughts we (w/ consultation w/ college officials and psychiatrist) elected to leave her living w/ roommate.
2. A client shared that her previous psychologist had sexual relations with her. She was provided with referral options but was too scared to do so and would not sign a release for the current therapist to report it.
3. Two suicides that parents became involved and wanted access to records. What do we do?
4. Two Tarsaoff situations. Hospitalized both.
5. What is our obligation to assist a student threatening self-harm long distance over instant messenger over the summer break? We phoned the APA Ethics Resource and came to the conclusion that we still needed to make contact with her home police to assess for safety.
6. How to ask an applicant about potential conversion therapy issues which appear to be promoted by the applicant's academic department without raising the issue of religion.
7. University is sued by a student. University feels that our files should be made available to them since they "own" them We deny until we have proper release from student
8. What to do with clients who reach session limits but are also seen by the consulting psychiatrist and are on medication? Policy is that psychiatrist is an adjunct to counselor.
9. Client who lied to friends, counselor, professors about the death of one parent and the critical illness of the other and also made allegations about the behavior of other faculty and staff. How to handle?
10. As a one person dept, I saw a female student who reported sexual assault .The alleged perpetrator was found not found guilty of sexual assault by the Judicial Board but was found guilty on another charge and referred to me. How to handle the conflict of interest?
11. We found it necessary to notify parents of a couple of students because the students were exhibiting high risk behaviors The students also had anger issues and were not compliant with treatment. Difficult decisions because of the confidentiality issues.
12. Client wanted data released to probation department and wanted to dictate very specifically what was released as opposed to an objective report of actual behavior. Same individual while reviewing records destroyed and stole them.
13. Trainee found to be stealing books from professional library and colleagues to sell on E-Bay
14. Dismissed student made a complaint to EEOC that they did not receive treatment comparable to other students Complaint was rejected by agency.
15. Therapist consulted with a female client who, during the second visit, reported that the therapist had worked with her boyfriend during the previous academic year. Should therapy have been permitted to continue?
16. Received a letter from the therapist of an ex-client's father, who had sexually abused the student earlier in her childhood. The therapist asked our staff to pass along a letter from the student's father and to try to encourage the student to re-establish contact.
17. Managing a subpoena for records for a former client involved in a lawsuit against the University (not

involving the center) Resolution involved contacting former client, informing them of their rights regarding the release, did not furnish records until a signed release was received.

18. Being a small school, we face dual/multiple role issues with students all the time We resolve by discussing these possibilities when they first come in for counseling, then again (if and) after the dual/multiple role issues arise.
19. Client refused to sign informed consent form, but eventually did. Considerable concern about whether to treat. Much help received from listserve.
20. Client was a possible pedophile. We were concerned that he might abuse on campus (we have families with small children and a child development center on campus) Since we had no identifiable victim, I did not think that we had a duty to warn.
21. Significant boundary violation by a longtime staff therapist involving a client Center. Was compelled to report to the therapist's licensing board
22. Should a client's sexual orientation be included in a case note and to what degree should a supervisor dictate how a case note is written After review of professional standards, it was agreed by the staff that information relevant to the client's treatment need only be included.
23. Counselor accused of sexual harassment by two female clients. This counselor has had a history of boundary issues around sexual involvement with clients (outside the university) The counselor is unlicensed and operates a private practice outside the university.
24. Clients that also engage in behavior that qualifies as disruptive leading to administrative action by the University i.e. suicidal threats, eating disorders.
25. Confidentiality issues with Dean of Students Wanting more information than I could give--he kept stating FIRPA Issues surrounding placement of student for short-term care post-hospitalization
26. Staff member left center- 40 files incomplete lacking documentation Potential ethical/legal breach Contracted as "consultant" to complete
27. We had a client who did not want to come in for counseling but wanted to do counseling only by e-mail After some fairly agonizing negotiations, she did come in for a few sessions, but things did not go that well We thereafter made a more explicit policy regarding our unwillingness to do e-mail counseling.
28. Request from Dean of Students for information from a student's folder. (i.e., letters written by student to a faculty member. Faculty member submitted them as part of a consultation). College's position was that letters were property of faculty member



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249 Rockland-Miller, Harry  
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235 Roma, Frank  
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132 Rueff, Ted  
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66 Petiprin, Gary  
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26 Phillips, William C.  
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5 Pollar, Norman J.  
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75 Wilson, Woodrow  
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