

**NATIONAL SURVEY OF  
COUNSELING CENTER DIRECTORS**

**2002**

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334 WILLIAM PITT UNION  
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**INTERNATIONAL ASSOCIATION OF COUNSELING SERVICES, INC.**

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**SERIES NUMBER 8 L**

**International Association of Counseling Services, Inc.  
An Accrediting Association**

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## **IACS MONOGRAPH SERIES**

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## OVERVIEW

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

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

Responses to certain items are coded, allowing opportunity for directors to contact colleges 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 2001 survey includes data provided by directors from 274 counseling centers, representing institutions from 47 states, Washington D.C., and 4 provinces.

## SURVEY ISSUES

<u>Issues Addressed</u>	<u>Survey item number(s)</u>
ADD	33
Alcohol / Drugs	34-37
Anxiety/Depression Screening	52-53
Budget/Fees/Staffing	1-9
Case Loads Issues	42
Client Concerns	24-32
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## SURVEY HIGHLIGHTS

**Please note that more complete data by institutional size are provided with the data summary. Also see Appendices A&B for salary data, C for income strategies, and D for ethical dilemmas.**

- 15.4% of centers charge for personal counseling. (up 2%). (See item 1 for other fees)
- 35% are partially or fully supported by a mandatory fee. (Item 2)
- 71.3% had increases in salary budget, (down 13% from 2001). Most increases were 3% or less.
- 31.6% report increases in their other costs budget, (down 4% since 2000). (Item 5)
- 17.3% gained new professional positions and 1.7% lost professional positions (Items 6 & 7)
- 15.1% of centers report being under pressure to become self-supporting. (Up 2%). (Item 8)
- 34 centers (12.5%) had records subpoenaed in the past year (down 6.2%), while only one center reported a suit against it. (Items 10-12) Other ethical dilemmas reported in Appendix D.
- Types of paid benefits for center staff are reported. (Item 14)
- Students with severe psychological problems are a concern for 83% of centers; other major service and administrative concerns are described. (Items 15 & 16)
- The average ratio of FTE mental health professionals to students is 1 to 1,574. This ratio differs dramatically from small to large schools. (Item 19)
- On average 9.3% of the student body across the country utilize counseling centers. This percentage tends to be higher in smaller schools. The range goes from 1% to 33%. (Item 20)
- 63% of colleges provide psychiatric services on campus; 35.7% in Counseling Centers, 15.4% in Student Health Centers, 4.1% in both, and 7% in merged centers. (Item 21)
- The mean number of psychiatric hours per week per 1000 students is 2.6. (up from 1.3 in 2001) (Item 23)
- 83.5% of directors reported an increase in students with more severe psychological disorders over the past 5 years. Increases in other clinical problems are reported. (Item 24)
- 375 stalking cases were reported. 130 students were injured and 10 were killed. (Item 25)
- 218 centers (80.1%) hospitalized a total of 1,535 students for psychological reasons. (Item 28)
- 55 schools (20.3%) reported a total of 116 student suicides. Only 20 of these students had been seen in counseling center. (Items 30 & 31)
- 60 centers (22.1%) warned a third party about a dangerous client. (Item 32)
- Services provided for students with attention deficit disorders are described. (Item 33)
- 28.3% of centers have a certified addictions counselor. In 81% of these centers all counselors work with students with addictions. Centers are about twice as likely to report success with these students if they are self-referred as opposed to mandated. (Items 34-37)

- Amount of time spent on various treatment modalities:
 

	<u>INCREASING</u>	<u>DECREASING</u>
Individual Personal Counseling	61.0%	3.3%
Group Therapy	22.4%	23.9%
Structured Groups	15.1%	19.9%
Individual Career Counseling	11.0%	15.4%
Group Career Counseling	8.5%	10.3%
Consultation/Outreach	57.0%	9.9% (Item 38)
- Counseling center staff spend 60.4% of their time on direct service, 20.8% on indirect service and 13.5% on administrative activity. (Item 40)
- Counseling center staff spend 79.3% of direct service time doing personal counseling, 7.2% on career counseling, 5.6% on academic counseling and 12% on other activities. (Item 39)
- At centers that have a direct service expectation for staff, 54.4% is the expected percentage (Including cancellations and no shows). The expectation at schools over 15,000 is 71.6% (item 41)
- 21.5 hrs (40 hr/wk) is the caseload expectation for counselors with no other primary assignment.
- 44.6% of centers have waiting list problems. Reasons are provided. (Items 44 & 45)
- 46.3% of centers hire part time counselors for an average hourly salary of \$25. (Items 46-49)
- 40.1% of centers participated in Depression Screening Day. Screened 5,341 students; treated 1,656.
- 15.1% of centers participated in Anxiety Screening Day. Screened 1,681 students. Treated 659.
- 44.1% of centers limit the number of sessions clients are allowed. The average number of sessions for centers with time limits is 5.5 and for centers with no limits is 5.2. 47.2% of centers that limit do make exceptions for a variety of different reasons. (Items 54-59)
- 74.3% of directors believe that counselors do occasionally become sexually attracted to a client. (Down 10% since 1996). Most, (70.2%) believe counselor should continue with therapy in such cases but under supervision. Rarely, however, do counselors discuss these cases in supervision or case conferences and 74.3% of directors agree that this remains a taboo topic in the field. (Items 60-64)
- 62% of centers report staff conflict issues. Resolutions are discussed. 28 centers dismissed counselors. 51 centers have peer teams to review problematic staff. Items 65-68)
- Management issues directors encounter are described. (Item 71)
- 9.2% of centers professional staffs are African American, 63.5% are women and 11.1% are Gay/Lesbian/Bisexual (Item 73). 7% of new hires last year were women; 29% were minorities. (appendix A)
- 71% of directors have shared information from past surveys with their bosses, 58.7% have shared data at a staff meeting, 48% quoted from data for in-house or institutional reports, 45.2% have used data to support request for new resources, 17.3% drew from data for professional writing and 13.2% have generated a new center program from ideas shared in the survey. Other uses are listed. (Item 75)

**2002 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, those that have been omitted are highlighted in comments. Thank you!

**DEMOGRAPHIC INFORMATION**

**Director's Gender**

Male	155	(57.0%)
Female	116	(42.6%)

**Director's Racial/Ethnic Identification**

African American	13	(4.8%)
Asian American	1	(0.4%)
Hispanic American	7	(2.6%)
Native American	2	(0.7%)
White/Caucasian	240	(88.2%)
Other	4	(1.5%)
No response	5	(1.8%)

**SCHOOL SIZE**

	<u>Under 2,500</u> n = 45	<u>2,500 - 7,500</u> n = 86	<u>7,500 - 15,000</u> n = 60	<u>Over 15,000</u> n = 81	<u>TOTAL</u> n = 272	<u>COMMENTS</u>
1. Centers that charge fees for the following services:						Annual income generated: (Average value, range)
a) Personal counseling to students	3 (6.7%)	6 (7.0%)	13 (21.7%)	20 (24.7%)	42 (15.4%)	(\$31,257, 2-90K)
b) Career counseling to students	0 (0.0%)	1 (1.2%)	7 (11.7%)	9 (11.1%)	17 (6.3%)	(\$10,171, 200-30K)
c) Career testing to students	0 (0.0%)	10 (11.6%)	11 (18.3%)	30 (37.0%)	51 (18.8%)	(\$3,650, 100-20K)
d) Personality testing to students	1 (2.2%)	5 (5.8%)	12 (20.0%)	19 (23.5%)	37 (13.6%)	(\$930, 10-6K)
e) Structured groups	2 (4.4%)	5 (5.8%)	12 (20.0%)	10 (12.3%)	29 (10.7%)	(\$1,700, 150-4K)
f) Psychological testing and assessment	0 (0.0%)	9 (10.5%)	15 (25.0%)	21 (25.9%)	45 (16.5%)	(\$2,850, 10-12K)
g) Teaching (Salary comes back to Center)	0 (0.0%)	3 (3.5%)	5 (8.3%)	16 (19.8%)	24 (8.8%)	(\$15,220, 300-84K)
h) Consultation	2 (4.4%)	4 (4.7%)	9 (15.0%)	8 (9.9%)	23 (8.5%)	(\$6,033, 1600-11K)
i) Workshops	2 (4.4%)	4 (4.7%)	10 (16.7%)	10 (16.7%)	26 (9.6%)	(\$6,460, 300-22K)
2. Centers supported by a mandatory fee:						
Fully	8 (17.8%)	8 (9.3%)	6 (10.0%)	19 (23.5%)	41 (15.1%)	
Partially	5 (11.1%)	16 (18.6%)	15 (25.0%)	18 (22.2%)	54 (19.9%)	
3. Centers taking innovative action to earn income: See appendix C.	3 (6.7%)	11 (12.8%)	12 (20.0%)	20 (24.7%)	46 (16.9%)	(\$3,807,200-200K)
4. How earned income was used:						
a) Absorbed into general operating budget.	2 (33%)	11 (50%)	19 (56%)	25 (51%)	57 (51%)	Other uses: sponsoring
b) Used to hire part time staff.	1 (17%)	2 (9%)	4 (12%)	8 (16%)	15 (14%)	conference, purchasing
c) Used to supplement travel budget.	1 (17%)	2 (9%)	5 (15%)	8 (16%)	16 (14%)	gift, support specific
d) Other.	2 (33%)	7 (32%)	6 (18%)	8 (16%)	23 (21%)	program, funding

	<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>
<b>5. How Center budgets have fared in the past year:</b>						
<b>Salaries:</b>						
a) Decreased	2 (4.4%)	2 (2.3%)	4 (6.7%)	5 (6.2%)	13 (4.8%)	
b) Stayed the same	13 (28.9%)	14 (16.3%)	9 (15.0%)	16 (19.8%)	52 (19.1%)	
c) Increased 1-3%	20 (44.4%)	49 (57.0%)	32 (53.3%)	36 (44.4%)	137 (50.4%)	
d) Increased 4-6%	5 (11.1%)	13 (15.1%)	12 (20.0%)	18 (22.2%)	48 (17.6%)	
e) Increased 7% or more	2 (4.4%)	5 (5.8%)	1 (1.7%)	1 (1.2%)	9 (3.3%)	
<b>Other Costs Budget:</b>						
a) Increased	11 (24.4%)	26 (30.2%)	13 (21.7%)	36 (44.4%)	86 (31.6%)	
b) Remained the same	22 (48.9%)	43 (50.0%)	39 (65.0%)	25 (30.9%)	129 (47.4%)	
c) Decreased	6 (13.3%)	4 (4.7%)	4 (6.7%)	4 (4.9%)	18 (6.6%)	
<b>6. Centers that have gained new staff positions in the past year:</b>						
a) Professional	1 (2.2%)	15 (17.4%)	11 (18.3%)	20 (24.7%)	47 (17.3%)	Centers have gained more staff than they lost in every category.
b) Clerical	1 (2.2%)	2 (2.3%)	2 (3.3%)	5 (6.2%)	10 (3.7%)	
c) Graduate Student Assistant or ½ time Intern	3 (6.7%)	8 (9.3%)	6 (10.0%)	5 (6.2%)	22 (8.1%)	
d) Intern (full time)	1 (2.2%)	2 (2.3%)	3 (5.0%)	4 (4.9%)	10 (3.7%)	
<b>7. Centers that have lost staff positions in the past year:</b>						
a) Professional	2 (4.4%)	4 (4.7%)	6 (10.0%)	7 (8.6%)	6 (1.7%)	
b) Clerical	1 (2.2%)	2 (2.3%)	1 (1.7%)	4 (4.9%)	8 (2.9%)	
c) Graduate Student Assistant or ½ time Intern	0 (0.0%)	2 (2.3%)	1 (1.7%)	4 (4.9%)	7 (2.6%)	
d) Intern (full time)	2 (4.4%)	3 (3.5%)	1 (1.7%)	2 (2.5%)	8 (2.9%)	
8. Centers under pressure to become self-supporting:	4 (8.9%)	8 (9.3%)	12 (20.0%)	17 (21.0%)	41 (15.1%)	A 2% increase from 2001.
<b>9. Campus status on the possibility that outsourcing/ privatization may occur in the Center:</b>						
a) Has already happened.	3 (6.7%)	3 (3.5%)	1 (1.7%)	1 (1.2%)	8 (2.9%)	
b) Yes, it may occur.	2 (4.4%)	1 (1.2%)	1 (1.7%)	1 (1.2%)	5 (1.8%)	
c) No, has not occurred.	40 (88.9%)	82 (95.3%)	56 (93.3%)	79 (97.5%)	257 (94.5%)	
10. Centers that have had records subpoenaed in the past year: (Cases: divorce, civil litigation, disability)	0 (0.0%)	6 (7.0%)	5 (8.3%)	23 (28.4%)	34 (12.5%)	Down 6.5% from 2001.
12. Centers that have had suits brought against them in the past year:	0 (0.0%)	0 (0.0%)	1 (1.7%)	0 (0.0%)	1 (0.4%)	
13. Centers that have experienced other legal or ethical dilemmas in the past year:	See Appendix D for examples of dilemmas.					

	<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>
<b>14. Paid benefits available for Center staff and interns: (Total data only)</b>						
	<u>Professional Dues</u>	<u>Licensing Fee</u>	<u>Malpractice Insurance</u>	<u>Conference Expenses</u>	<u>Conference Money available per person</u> (Average and range)	
a) Director	103 (37.9%)	66 (24.3%)	85 (31.3%)	244 (89.7%)	(\$1207, 100- 6.5K)	
b) Training Director	25 (9.2%)	23 (8.5%)	30 (11.0%)	103 (37.9%)	(\$994, 200-4K)	
c) Assistant Director	34 (12.5%)	23 (8.5%)	33 (12.1%)	102 (37.5%)	(\$890, 100- 2.5K)	
d) Professional Staff	60 (22.1%)	45 (16.5%)	68 (25.0%)	198 (72.8%)	(\$746, 100-3K)	
e) Pre-Doctoral Interns	16 (5.9%)	11 (4.0%)	28 (10.3%)	74 (27.2%)	(\$390, 30-1.5K)	
f) Post-Doctoral Interns	4 (1.5%)	4 (1.5%)	11 (4.0%)	29 (10.7%)	(\$293, 30-1K )	
<b>15. Centers' service provision concerns (Directors checked all that applied):</b>						
a) The number of students with severe psychological problems.	38 (84.4%)	69 (80.2%)	51 (85.0%)	68 (84.0%)	226 (83.1%)	Other: international student needs, burnout, fiscal issues
b) An increase in sexual assault cases.	23 (51.1%)	60 (69.8%)	37 (61.7%)	52 (64.2%)	172 (63.2%)	needs, burnout, fiscal issues
c) An increase in crisis counseling.	10 (22.2%)	16 (18.6%)	27 (45.0%)	36 (44.4%)	89 (32.7%)	need to improve skills of clinicians.
d) Waiting list problems.	3 (6.7%)	16 (18.6%)	20 (33.3%)	27 (33.3%)	66 (24.3%)	
e) Pressure on the Center to do more about drug and alcohol abuse on campus.	12 (26.7%)	41 (47.7%)	26 (43.3%)	39 (48.1%)	118 (43.4%)	
f) The need to find better referral sources for students who need long-term help.	19 (42.2%)	46 (53.5%)	41 (68.3%)	54 (66.7%)	160 (58.8%)	
g) Referrals by outside agencies to your Center of clients needing long-term therapy.	7 (15.6%)	16 (18.6%)	20 (33.3%)	23 (28.4%)	66 (24.3%)	
h) Responding to the needs of learning disabled students.	15 (33.3%)	29 (33.7%)	15 (25.0%)	25 (30.9%)	84 (30.9%)	
i) A growing demand for services with no increase in resources or fewer resources.	21 (46.7%)	55 (64.0%)	43 (71.7%)	59 (72.8%)	178 (65.4%)	
<b>16. Centers' administrative concerns: (Directors checked all that applied):</b>						
a) Increased paperwork.	9 (20.0%)	23 (26.7%)	14 (23.3%)	24 (29.6%)	70 (25.7%)	
b) Emphasis on accountability data from higher administration.	12 (26.7%)	24 (27.9%)	16 (26.7%)	31 (38.3%)	83 (30.5%)	
c) Training demands of interns reduce clinical hours.	5 (11.1%)	7 (8.1%)	13 (21.7%)	20 (24.7%)	45 (16.5%)	
d) Maintaining staff motivation.	11 (24.4%)	20 (23.3%)	24 (40.0%)	39 (48.1%)	94 (34.6%)	
e) Difficulty finding minority candidates to fill open positions.	9 (20.0%)	27 (31.4%)	25 (41.7%)	31 (38.3%)	92 (33.8%)	
f) Knowing what should/should not be included in case notes.	3 (6.7%)	10 (11.6%)	12 (20.0%)	10 (12.3%)	35 (12.9%)	
g) Boundary issues with administration.	17 (37.8%)	20 (23.3%)	10 (16.7%)	7 (8.6%)	54 (19.9%)	
h) Other	25 (55.6%)	41 (47.7%)	33 (55.0%)	28 (34.6%)	127 (46.7%)	
<b>17. Average salary for professional staff hired in the past year according to gender, minority status, and institutional size is available in Appendix A.</b>						
<b>18. Average salary paid to professional staff according to number of years in the position, according to institutional size, is available in Appendix B.</b>						



	<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>
19. Ratio of FTE mental health professionals to FTE students: (includes all paid staff and interns at centers and other service units on campus except for services provided by students in departmental clinics) to FTE students:	1 to 660	1 to 1495	1 to 1802	1 to 1994	1 to 1574	Range varies from 1-60 to 1-7,500.
20. Percentages of student body receiving counseling in Center: (mean and range)	14.7 (3-33)	8.9 (1-30)	7.3 (1-20)	8.3 (2-30)	9.3 (1-33)	
21. On-campus psychiatric services are provided:						
a) In Counseling Center only.	11 (24.4%)	31 (36.0%)	26 (43.3%)	29 (35.8%)	97 (35.7%)	up 5.2% from 2001.
b) In Student Health Center only.	1 (2.2%)	6 (7.0%)	10 (16.7%)	25 (30.9%)	42 (15.4%)	
c) In both Counseling & Student Health Centers.	1 (2.3%)	1 (1.2%)	1 (1.9%)	8 (8.9%)	11 (4.1%)	
d) In merged Counseling & Student Health Center(%)	5 (11.1%)	1 (1.2%)	4 (6.7%)	9 (11.1%)	19 (7.0%)	
e) Other places on campus.	0 (0.0%)	1 (1.2%)	0 (0.0%)	1 (1.2%)	2 (0.7%)	
f) Contract out for psychiatrists.	5 (11.1%)	7 (8.1%)	4 (6.7%)	4 (4.9%)	20 (7.4%)	
g) No access to psychiatrist except as private referral.	22 (48.9%)	36 (41.9%)	12 (20.0%)	5 (6.2%)	75 (27.6%)	
22. Number of psychiatric consultation hours available per week: (mean and range)	3.9 (1-10)	5.4 (1-30)	14.7 (1-90)	33.7 (1-140)	19.2 (1-140)	
23. Number of psychiatric consultation hours provided per week per 1,000 students: (mean and range)	1.4 (2-3.5)	2.9 (1-68.3)	1.4 (0.04-6.2)	3.3 (0.08-56)	2.6 (0.04-68.3)	up from 1.3 in 2001. Double the No. of hours.
24. Center Directors that have noticed an increase in students with the following problems over the past five years:						
a) Severe psychological problems	41 (91.1%)	74 (86.0%)	46 (76.7%)	66 (81.5%)	227 (83.5%)	
b) Sexual assault concerns (on campus)	13 (28.9%)	20 (23.3%)	13 (21.7%)	29 (35.8%)	75 (27.6%)	
c) Problems related to earlier sexual abuse	18 (40.0%)	31 (36.0%)	17 (28.3%)	25 (30.9%)	91 (33.5%)	
d) Alcohol problems	18 (40.0%)	32 (37.2%)	24 (40.0%)	39 (48.1%)	113 (41.5%)	
e) Other illicit drug use	25 (55.6%)	39 (45.3%)	30 (50.0%)	43 (53.1%)	137 (50.4%)	
f) Learning disabilities	32 (71.1%)	58 (67.4%)	34 (56.7%)	48 (59.3%)	172 (63.2%)	
g) Self-injury	30 (66.7%)	53 (61.6%)	36 (60.0%)	45 (55.6%)	164 (60.3%)	
h) Eating disorders	16 (35.6%)	24 (27.9%)	19 (31.7%)	29 (35.8%)	88 (32.4%)	
i) Normal developmental problem	10 (22.2%)	13 (15.1%)	3 (5.0%)	9 (11.1%)	35 (12.9%)	
j) Career planning issues.	8 (17.8%)	10 (11.6%)	7 (11.7%)	20 (24.7%)	45 (16.5%)	
25. Centers with obsessive-pursuit cases in the past year:	22 (48.9%)	45 (52.3%)	34 (56.7%)	53 (66.3%)	154 (56.6%)	A total of 375 cases; 10 persons killed and 130 injured.
28. Centers that had to hospitalize a student for psychological reasons in the past year:	38 (84.4%)	67 (77.9%)	45 (76.3%)	68 (85.0%)	218 (80.1%)	A total of 1535 students mean=5.7, range 0-85.

	<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>
29. When a family-dependent client is hospitalized, the client was notified by:						
a) The counseling center	8 (17.8%)	17 (19.8%)	10 (16.7%)	8 (9.9%)	43 (15.8%)	
b) The hospital	16 (35.6%)	37 (43.0%)	27 (45.0%)	40 (49.4%)	120 (44.1%)	
c) Both	14 (31.1%)	23 (26.7%)	15 (25.0%)	23 (28.4%)	75 (27.6%)	
30. Campuses that had an enrolled student suicide in the 2001-2002 school year:	3 (6.7%)	14 (16.3%)	12 (20.0%)	26 (32.5%)	55 (20.3%)	A total of 116 students One school had 4.
31. Campuses that had a client suicide in the 01-02 school year:	1 (2.2%)	5 (5.9)	3 (5.0%)	11 (13.8%)	20 (7.4%)	
32. Centers that have had to give warning to a third party about a student who posed a danger to another person:	10 (22.2%)	20 (23.4%)	13 (21.7%)	17 (21.0%)	60 (22.1%)	A total of 108 students.
33. Centers that provide service for students with attention deficit disorder:						
Counseling	41 (91.1%)	77 (89.5%)	55 (91.7%)	71 (87.7%)	244 (89.7%)	
ADHD Support Groups	0 (0.0%)	8 (9.3%)	5 (8.3%)	13 (16.0%)	26 (9.6%)	
ADHD Evaluation/Assessments	10 (22.2%)	25 (29.1%)	15 (25.0%)	23 (28.4%)	73 (26.8%)	
"Coaching" Services	12 (26.7%)	18 (20.9%)	9 (15.0%)	11 (13.6%)	50 (18.4%)	
34. Centers with certified substance abuse/counselor:	8 (17.6%)	22 (25.6%)	14 (23.3%)	33 (40.7%)	77 (28.3%)	
35. The substance abuse clients were handled by:						
a. by substance abuse counselor only.	2 (20%)	9 (33%)	2 (11%)	5 (14%)	18 (18%)	
b. All counselors work with the clients.	8 (80%)	20 (67%)	16 (89%)	32 (86%)	76 (82%)	
36. Percentage of substance abuse clients that were:						
a. Self-referred.	50.5%	45.4%	46.0%	63.8%	52.0%	
b. Mandated.	48.2%	51.9%	45.8%	34.6%	44.7%	
37. Center with success in helping students with substance abuse problems:						
A. If self-referred						
a. Very successful	8 (17.8%)	8 (9.3%)	7 (11.7%)	9 (11.1%)	32 (11.8%)	
b. Moderately successful	29 (64.4%)	63 (73.3%)	42 (70.0%)	52 (64.2%)	186 (68.4%)	
c. Not very successful	5 (11.1%)	4 (4.7%)	3 (5.0%)	6 (7.4%)	18 (6.6%)	
B. mandated						
a. Very successful	3 (6.7%)	3 (3.5%)	4 (6.7%)	6 (7.4%)	16 (5.9%)	
b. Moderately successful	17 (37.8%)	36 (41.9%)	22 (36.7%)	29 (35.8%)	104 (38.2%)	
c. Not very successful	18 (40.0%)	29 (33.7%)	19 (31.7%)	19 (23.5%)	85 (31.3%)	
38. Change of amount of time staff spending on following activities:						
a. Individual personal counseling.						
a. Increasing	32 (71.1%)	58 (67.4%)	36 (60.0%)	40 (49.4%)	166 (61.0%)	
b. Decreasing	1 (2.2%)	0 (0.0%)	4 (6.7%)	4 (4.9%)	9 (3.3%)	
c. Staying the same	11 (24.4%)	28 (32.6%)	18 (30.0%)	36 (44.4%)	93 (34.2%)	
d. Not applicable	0 (0.0%)	0 (0.0%)	1 (1.7%)	0 (0.0%)	1 (0.4%)	

		<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>
b. Group therapy.	a. Increasing	4 (8.9%)	16 (18.6%)	16 (11.7%)	25 (30.9%)	61 (22.4%)	
	b. Decreasing	12 (26.7%)	16 (18.6%)	17 (28.3%)	20 (24.7%)	65 (23.9%)	
	c. Staying the same	15 (33.3%)	35 (40.7%)	19 (31.7%)	33 (40.7%)	102 (37.5%)	
	d. Not applicable	14 (31.1%)	19 (22.1%)	6 (10.0%)	2 (2.5%)	41 (15.1%)	
c. Structured groups	a. Increasing	5 (11.1%)	13 (15.1%)	8 (13.3%)	15 (18.5%)	41 (15.1%)	
	b. Decreasing	15 (33.3%)	18 (20.9%)	9 (15.0%)	12 (14.8%)	54 (19.9%)	
	c. Staying the same	14 (31.1%)	36 (41.9%)	29 (48.3%)	47 (58.0%)	126 (46.3%)	
	d. Not applicable	10 (22.2%)	19 (22.1%)	10 (16.7%)	6 (7.4%)	45 (16.5%)	
d. Individual career counseling	a. Increasing	4 (8.9%)	7 (8.1%)	4 (6.7%)	15 (18.5%)	30 (11.0%)	
	b. Decreasing	3 (6.7%)	11 (12.8%)	8 (13.3%)	20 (24.7%)	42 (15.4%)	
	c. Staying the same	13 (28.9%)	30 (34.9%)	22 (36.7%)	23 (28.4%)	88 (32.4%)	
	d. Not applicable	23 (51.1%)	37 (43.0%)	22 (36.7%)	22 (27.2%)	104 (38.2%)	
e. Group career counseling	a. Increasing	2 (4.4%)	3 (3.5%)	5 (8.3%)	13 (16.0%)	23 (8.5%)	
	b. Decreasing	3 (6.7%)	8 (9.3%)	5 (8.3%)	12 (14.8%)	28 (10.3%)	
	c. Staying the same	8 (17.8%)	11 (12.8%)	8 (13.3%)	19 (23.5%)	46 (16.9%)	
	d. Not applicable	30 (66.7%)	63 (73.3%)	38 (63.3%)	35 (43.2%)	166 (61.0%)	
f. Consultation/Outreach	a. Increasing	26 (57.8%)	51 (59.3%)	39 (65.0%)	39 (48.1%)	155 (57.0%)	
	b. Decreasing	8 (17.8%)	6 (7.0%)	3 (5.0%)	10 (12.3%)	27 (9.9%)	
	c. Staying the same	10 (22.2%)	27 (31.4%)	16 (26.7%)	30 (37.0%)	83 (30.5%)	
	d. Not applicable	1 (2.2%)	1 (1.2%)	1 (1.7%)	0 (0.0%)	3 (1.1%)	
39. Percent of center's time devoted to:							
a. Personal Counseling		77.8%	76.4%	73.1%	69.6%	73.9%	
b. Career Counseling		4.4%	5.1%	7.9%	10.4%	7.2%	
c. Academic Counseling		6.9%	6.7%	3.9%	4.9%	5.6%	
a. Other		9.5%	11.5%	15.2%	14.0%	12.7%	
40. Percentage of time a full time counselor spends on following activities during the fall and spring terms:							
a. Direct Service (counseling, workshops, assessment, etc)		63.4%	62.1%	58.8%	58.0%	60.4%	
b. Indirect Service (case notes, training etc.)		16.7%	20.1%	55.5%	22.7%	20.8%	
c. Administrative Activities		15.6%	13.0%	13.2%	12.9%	13.5%	
d. Other		3.2%	4.5%	4.4%	6.0%	4.7%	
41. a) Centers that expect a certain direct service commitment from all counselors:							
b) Cancellation and no-shows included are included in above calculation.		15 (33.3%)	38 (44.2%)	37 (61.7%)	58 (71.6%)	148 (54.4%)	
c) Mean percentage of expected direct service commitment:		14 (93.3%)	24 (63.2%)	28 (75.7%)	38 (65.6%)	104 (70.3%)	
		57.1	61.6	56.1	57.5	56.2	

	<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>	9
42. Case-load expectation for full-time counselors with no other primary assignment: (40 hour week)	22.9	21.3	21.6	20.9	21.5		
44. Centers having a waiting list during certain times of the year:	14 (31.1%)	39 (45.3%)	22 (46.7%)	46 (57.6%)	121 (44.6%)		
45. Reasons for not having a significant waiting list:							
a) Adequate staff size to handle case load	20 (44.4%)	30 (34.9%)	7 (11.7%)	16 (19.8%)	73 (26.8%)		
b) Part-time staff added during busy times	8 (17.8%)	10 (11.6%)	12 (20.0%)	17 (21.0%)	47 (17.3%)		
c) Overload taken at busy times	25 (55.6%)	48 (55.8%)	23 (38.3%)	33 (40.7%)	129 (47.4%)		
d) Paid overtime	8 (17.8%)	8 (9.3%)	6 (10.0%)	3 (3.7%)	25 (9.2%)		
e) Case loads managed to avoid waiting list	13 (28.9%)	30 (34.9%)	22 (36.7%)	30 (37.0%)	95 (34.9%)		
f) Clients seen less often	19 (42.2%)	56 (65.1%)	24 (40.0%)	44 (54.3%)	143 (52.6%)		
g) Clients moved into group	1 (2.2%)	6 (7.0%)	4 (6.7%)	17 (21.0%)	28 (10.3%)		
46. Centers hiring part-time counselors:	19 (42.2%)	38 (45.7%)	29 (48.3%)	52 (64.2%)	137 (50.4%)		
Average hourly rate for part timer:	29	25	25	23	25		
47. Service provided by part-time counselors:							
a) Individual counseling	19 (100%)	38 (100%)	28 (96.5%)	52 (100%)	137 (100%)		
b) Group counseling	3 (15.8%)	13 (34.2%)	5 (17.9%)	28 (53.9%)	49 (35.8%)		
c) Workshops	7 (36.8%)	13 (34.2%)	8 (28.6%)	18 (34.6%)	46 (33.6%)		
d) Outreach work	8 (42.1%)	13 (34.2%)	5 (17.9%)	13 (25.0%)	39 (28.5%)		
e) Committee Work	3 (15.8%)	3 (7.9%)	1 (3.6%)	4 (7.7%)	11 (8.0%)		
f) Attend staff business meeting	4 (21.1%)	15 (39.5%)	9 (32.1%)	18 (34.6%)	46 (33.6%)		
g) Attend case staffings	5 (26.3%)	18 (47.4%)	18 (64.3%)	23 (44.2%)	64 (46.7%)		
48. Percentage of part time counselor's time devoted to direct service:	90.1%	80.3%	81.0%	81.4%	82.3%		
49. Effect of part-time counselor in reducing caseload:							
a) Extremely helpful	10 (58.8%)	26 (72.2%)	23 (85.2%)	38 (74.5%)	97 (74.1%)		
b) Moderately helpful	5 (29.4%)	7 (19.4%)	2 (7.4%)	9 (17.7%)	23 (17.6%)		
c) Mildly helpful	2 (11.8%)	3 (8.3%)	2 (7.4%)	4 (7.8%)	11 (8.4%)		
50. Centers participating in Depression Screening Day:	18 (40.0%)	30 (34.9%)	29 (48.3%)	32 (39.5%)	109 (40.1%)		
51. Mean number of student screened for depression:	27 (2-80)	39 (2-150)	48 (3-130)	67 (4-356)	49 (2-356)	5,341 students in all were screened.	
Percentage of students referred for treatment:	56%	43%	37%	43%	42%		
52. Centers participating in Anxiety Screening Day:	6 (13.3%)	12 (14.0%)	8 (13.6%)	15 (18.5%)	41 (15.1%)		
53. Mean number of student screened for anxiety:	35 (15-60)	31 (2-126)	30 (12-52)	52 (5-160)	39 (2-160)	1,681 students in all	
Percentage of students referred for treatment:	52.0%	44.7%	41.7%	29.9%	40.4%	were screened.	
54. Centers limiting the number of sessions per client:	12 (26.7%)	31 (36.0%)	27 (45.0%)	50 (61.7%)	120 (44.1%)		



	<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>
55. Average number of sessions per client in the past year for centers that limit number of sessions	5.1	5.4	5.8	5.5	5.5	
56. Average number of sessions per client in the past year for centers with no limit of number of sessions:	6.1	5.9	5.4	4.8	5.2	
57. Centers with session limits that make exceptions:	13 (29.5%)	31 (36.0%)	29 (48.3%)	55 (67.9%)	128 (47.2%)	
58. Reasons for the exceptions in question 57:						
a) For training purpose	1 (7.7%)	16 (51.6%)	24 (82.8%)	41 (74.6%)	82 (64.1%)	
b) No appropriate referral available	8 (61.5%)	19 (61.3%)	21 (72.4%)	25 (45.5%)	73 (57.0%)	
c) Client requires only a few more sessions.	9 (69.2%)	31 (100.0%)	27 (93.1%)	50 (90.1%)	119 (93.0%)	
d) Client recovering from a campus assault.	4 (30.8%)	11 (35.5%)	18 (62.1%)	24 (43.6%)	57 (43.6%)	
e) Not sticking to our own policy.	6 (46.2%)	15 (48.4%)	11 (37.9%)	12 (21.8%)	44 (21.8%)	
59. The decision to give sessions beyond limit was made by:						
a) treating counselor	7 (43.8%)	16 (31.4%)	14 (29.8%)	24 (27.3%)	61 (30.2%)	
b) approval from director.	6 (37.5%)	21 (41.2%)	14 (29.8%)	25 (28.4%)	66 (32.7%)	
c) intern/trainee obtaining approval from supervisors.	2 (12.5%)	8 (15.7%)	14 (29.8%)	23 (26.1%)	47 (23.3%)	
d) a committee	1 (6.3%)	6 (11.8%)	5 (10.6%)	16 (18.2%)	28 (13.9%)	
60. Belief that counselors occasionally become sexually attracted to a client:	32 (71.1%)	61 (70.9%)	45 (75.0%)	64 (79.0%)	202 (74.3%)	
61. When sexual attraction occurs, counselors should:						
a) Refer the client to another therapist.	10 (22.2%)	24 (27.9%)	11 (18.3%)	15 (18.5%)	60 (22.1%)	
b) Say nothing and continue to work with the client.	0 (0.0%)	4 (4.7%)	1 (2.2%)	5 (6.2%)	10 (3.7%)	
c) Obtain supervision and continue to work with the client.	27 (60.0%)	64 (74.4%)	41 (68.3%)	59 (72.8%)	191 (70.2%)	
d) Inform client but proceed with therapy.	1 (2.2%)	0 (0.0%)	2 (3.3%)	1 (1.2%)	4 (1.5%)	
62. Do counselors discuss this problem at case staffing:						
a) Yes, most have done so.	5 (11.1%)	10 (11.6%)	5 (8.3%)	10 (12.3%)	30 (11.0%)	
b) Yes, but a rare occurrence.	14 (31.1%)	42 (48.8%)	35 (58.3%)	43 (53.1%)	134 (49.3%)	
c) No, never happened.	26 (57.8%)	33 (38.4%)	18 (30.0%)	23 (28.4%)	100 (36.8%)	
63. Do counselors discuss sexual attraction with supervisor:						
a) Yes, most have done so.	2 (4.4%)	9 (10.5%)	4 (6.7%)	9 (11.1%)	24 (8.8%)	
b) Yes, but a rare occurrence.	14 (31.1%)	39 (45.3%)	32 (53.3%)	41 (50.6%)	126 (46.3%)	
c) No, never happened.	29 (64.4%)	38 (44.2%)	20 (33.3%)	28 (34.6%)	115 (42.3%)	
64. Sexual attraction toward a client is still a taboo topic:	31 (68.9%)	59 (68.6%)	48 (80.0%)	64 (79.0%)	202 (74.3%)	
65. Centers with staff conflict issue in the past several years:	23 (51.1%)	51 (59.3%)	45 (75.0%)	51 (63.0%)	170 (62.5%)	

**Under 2,500**      **2,500 - 7,500**      **7,500 - 15,000**      **Over 15,000**      **TOTAL**      **COMMENTS**

(n =45)                      (n =86)                      (n = 60)                      (n =81)                      (n=272)

66. How staff conflict was handled:

a) Resolved problem among themselves.	15 (65.2%)	34 (66.7%)	29 (66.4%)	26 (51.0%)	104 (61.2%)
b) Brought in a consultant.	0 (0.0%)	3 (5.9%)	7 (15.6%)	4 (7.8%)	14 (8.2%)
c) Fired the problematic staff member.	1 (4.4%)	5 (9.8%)	1 (2.2%)	4 (7.8%)	11 (6.5%)
d) The problematic staff resigned.	5 (21.8%)	8 (15.7%)	7 (15.6%)	15 (29.4%)	35 (20.6%)
e) Other:	work still in progress, medication, staff worked together, mediated conflict.				

67. a) Centers that dismissed a counselor in the past five years due to poor performance:

	3 (6.7%)	9 (10.5%)	6 (10.0%)	10 (12.3%)	28 (10.3%)
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Four dismisses resulted in grievance; 2 with affirmative action charges, 2 complaints with Human Relation Committee and 1 suit was filed. Seven directors were unsuccessful in the attempt to dismiss a counselor.

70. Centers using peer review team to evaluate work of a counselor performing below standards:

	3 (6.7%)	6 (7.0%)	11 (18.3%)	31 (38.3%)	51 (18.8%)
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71. Management issues encountered and addressed: (Total responses only)

Issues	Yes	How the Issue was Handled		
		Internally	Externally	Both
a) Alleged sexual harassment.	51 (18.8%)	21 (41.2%)	2 (3.9%)	29 (56.9%)
b) Alleged ethical violations (non-sexual) with clients.	73 (26.9%)	42 (57.5%)	3 (4.1%)	23 (31.5%)
c) Alleged ethical violations (non-sexual) with supervisees	32 (11.8%)	22 (68.8%)	3 (9.4%)	9 (28.1%)
d) Alleged ethical violations (sexual) with patients/clients.	20 (7.4%)	6 (30.0%)	0 (0.0%)	14 (70.0%)
e) Alleged ethical violations (sexual) with supervisees.	10 (3.7%)	5 (50.0%)	0 (0.0%)	5 (50.0%)
f) Dating/romantic relationships between two staff members.	18 (6.6%)	16 (88.9%)	0 (0.0%)	2 (11.1%)
g) Impaired staff member due to substance abuse.	18 (6.6%)	7 (38.9%)	1 (5.6%)	9 (50.0%)
h) Impaired staff member due to head trauma or other medical illness affecting cognitive functioning.	25 (9.2%)	9 (36.0%)	2 (8.0%)	14 (56.0%)
i) Embezzlement (large or small).	12 (4.4%)	2 (16.7%)	1 (8.3%)	8 (66.7%)
j) Theft of property.	3 (1.1%)	1 (33.3%)	0 (0.0%)	2 (66.7%)
k) Extraordinary unauthorized use of physical staff resources.	16 (5.9%)	12 (75.0%)	0 (0.0%)	4 (25.0%)
l) Falsification of records or data.	10 (3.7%)	4 (40.0%)	0 (0.0%)	6 (60.0%)
m) Display of violent behavior.	4 (1.5%)	3 (100%)	0 (0.0%)	0 (0.0%)
n) Other.	2 (0.7%)	2 (100%)	0 (0.0%)	0 (0.0%)

	<u>Under 2,500</u> (n =45)	<u>2,500 - 7,500</u> (n =86)	<u>7,500 - 15,000</u> (n = 60)	<u>Over 15,000</u> (n =81)	<u>TOTAL</u> (n=272)	<u>COMMENTS</u>
72. Willingness to identify center code for helping other directors solve similar problems:	4 (8.9%)	16 (18.6%)	11 (18.3%)	26 (32.1%)	57 (21.0%)	
Those centers have been marked by an asterisk in the appendix of alphabetized listing of participants.						
73. Make-up of counselors in centers:						
Ethnicity of professional staff members (total number and percentage):						
a) African American	4.5 (3.7%)	27 (7.0%)	35 (9.1%)	108 (10.7%)	174.5 (9.2%)	
b) Asian American	0 (0.0%)	22 (5.7%)	14 (3.6%)	60 (5.9%)	96 (5.0%)	
c) Hispanic American	5 (4.1%)	9 (2.3%)	19 (4.9%)	50 (4.9%)	83 (4.4%)	
d) Native American	1 (0.8%)	1 (.3%)	3 (0.8%)	6 (0.6%)	11 (0.6%)	
e) White/Caucasian	108 (88.8%)	316 (81.4%)	286 (74.5%)	765 (75.4%)	1475 (77.3%)	
f) Other	3 (2.5%)	13.2 (3.4%)	27 (7.03%)	25 (2.5%)	68.2 (3.6%)	
Gender of professional staff members:						
a) Male	35.5 (28.2%)	133.3 (34.6%)	150 (40.3%)	365 (36.8%)	683.8 (36.5%)	
b) Female	90 (71.8%)	252.5 (65.5%)	222.3 (59.7%)	625.7 (63.2%)	1190.8 (63.3%)	
Sexual Orientation of the professional staff members:						
a) Gay/Lesbian/Bisexual	11 (9.8%)	27.5 (8.5%)	40 (13.2%)	101 (11.6%)	179 (11.1%)	
b) heterosexual	96 (90.2%)	297 (91.5%)	264 (86.8%)	774 (88.5%)	1430 (88.9%)	
75. How these survey results were used in the past:						
a) For my own information	30 (66.7%)	70 (81.4%)	51 (85.0%)	72 (88.9%)	223 (82.0%)	
b) Distributed to staff	12 (26.7%)	46 (53.5%)	30 (50.0%)	42 (51.9%)	130 (47.8%)	Other uses include reference for salary negotiation,
c) Shared data at a staff meeting	19 (42.2%)	47 (55.3%)	44 (73.3%)	49 (60.5%)	159 (58.7%)	
d) Shared with others on campus	12 (26.7%)	33 (38.4%)	33 (55.0%)	38 (46.9%)	116 (42.6%)	to keep with trends and
e) Shared data with my boss	26 (57.8%)	58 (67.4%)	47 (78.3%)	62 (76.5%)	193 (71.0%)	and issues in the field.
f) Quoted data in professional writing	5 (11.1%)	12 (14.0%)	13 (21.7%)	17 (21.0%)	47 (17.3%)	
g) Quoted data for in-house or institutional reports	15 (33.3%)	40 (46.5%)	32 (54.2%)	43 (53.1%)	130 (48.0%)	
h) Used directory to contact other directors	7 (15.6%)	22 (25.6%)	22 (36.7%)	36 (44.4%)	87 (32.0%)	
i) Used data to support a request for new resources	15 (33.3%)	34 (39.5%)	31 (51.7%)	43 (53.1%)	123 (45.2%)	
j) Followed-up with another director who shared information in the survey	2 (4.4%)	9 (10.5%)	7 (11.9%)	14 (17.3%)	32 (11.8%)	
k) Generated a new program in my Center which was stimulated by ideas shared in the survey	3 (6.7%)	11 (12.8%)	9 (15.0%)	13 (16.0%)	36 (13.2%)	
l) Followed-up on leads for videotapes, books, etc. that were recommended by other directors in the survey	7 (15.6%)	7 (8.1%)	10 (16.7%)	7 (8.6%)	31 (11.4%)	

**APPENDIX A****NEW HIRE TOTAL SALARY DATA**

n=272

	<u>Minority Male</u>	<u>Minority Female</u>	<u>Caucasian Male</u>	<u>Caucasian Female</u>	<u>TOTAL</u>
a) Director	68,667 (n=3)	n/a	55,250 (n=10)	54,687 (n=8)	57,238 Range 20-88K (n=21)
b) Training Director	n/a	52,000 (n=1)	46,250 (n=2)	45,666 (n=3)	46,916 Range 42-52K (n=6)
c) Assistant or Associate Director	n/a	60,000 (n=1)	42,500 (n=2)	45,666 (n=7)	48,124 Range 37-60K (n=10)
d) Counselor with Ph.D. & exp.	44,750 (n=6)	45,887 (n=8)	45,487 (n=14)	44,436 (n=10)	45,455 Range 25-63K (n=38)
e) Counselor with new doctorate	45,000 (n=2)	42,902 (n=14)	410,350 (n=10)	42,893 (n=16)	42,511 Range 34-55K (n=42)
f) Counselor who is A.B.D.	35,500 (n=3)	35,000 (n=3)	36,000 (n=1)	38,333 (n=6)	36,730 Range 20-51K (n=13)
g) Counselor with M.A. & exp.	42,750 (n=2)	n/a	37,000 (n=2)	35,669 (n=12)	36,720 Range 29-47K (n=16)
h) Counselor with new M.A.	n/a	29,000 (n=2)	42,300 (n=1)	12,000 (n=1)	28,075 Range 12-43K (n=4)
i) Counselor with M.S.W. & exp.	49,000 (n=1)	45,664 (n=4)	35,000 (n=1)	38,762 (n=8)	41,196 Range 15-57K (n=14)
j) Counselor with new M.S.W.	37,500 (n=1)	n/a	n/a	n/a	37,500 Range 38-38K (n=1)
k) Counselor with BA	n/a	n/a	n/a	22,900 (n=1)	22,900 Range 23-23K (n=1)
l) Psychiatrist/M.D. (annual salary)	n/a	100,000 (n=1)	116,000 (n=1)	n/a	108,000 Range 100-106K (n=2)
m) Psychiatrist/M.D. (hourly rate)	n/a	n/a	142 (n=3)	98 (n=3)	120 Range 95-150 (n=6)
n) Pre-Doctoral Intern	17,125 (n=7)	18,248 (n=12)	18,078 (n=13)	17,574 (n=22)	17,787 Range 11-24K (n=54)
o) Post-Doctoral Intern	32,500 (n=2)	20,441 (n=3)	20,400 (n=5)	25,275 (n=4)	23,530 Range 14-45K (n=14)
<b>TOTALS</b>	<b>27</b>	<b>49</b>	<b>65</b>	<b>101</b>	<b>242</b>



**NEW HIRE SALARY DATA BY SCHOOL SIZE**

n=272

**SIZE 1 (Under 2,500)**

a) Director	43,428 R: 20-78K (n=7)
b) Training Director	42,000 (n=1)
c) Assistant or Associate Director	40,000 (n=1)
d) Counselor with Ph.D. & Experience	33,000 (n=1)
e) Counselor with new doctorate	35,000 (n=1)
f) Counselor who is A.B.D.	n/a
g) Counselor with M.A. & experience	38,833 zR: 38-41K (n=3)
h) Counselor with new M.A.	12,000 (n=1)
i) Counselor with M.S.W. & experience	32,000 R: 15-49K (n=2)
j) Counselor with new M.S.W.	n/a
k) Counselor with BA	n/a
l) Psychiatrist/M.D. (annual salary)	n/a
m) Psychiatrist/M.D. (hourly rate)	122.00 R:95.00-122.50 (n=2)
n) Pre-Doctoral Intern	n/a
o) Post-Doctoral Intern	14,000 (n=1)

**SIZE 2 (2,500-7,500)**

a) Director	56,666 R: 48-66K (n=3)
b) Training Director	42,500 (n=1)
c) Assistant or Associate Director	45,950 R: 37-56K (n=4)
d) Counselor with Ph.D. & Experience	44,500 R: 33-52K (n=9)
e) Counselor with new doctorate	43,546 R: 38-55K (n=12)
f) Counselor who is A.B.D.	39,333 R: 35-45K (n=3)
g) Counselor with M.A. & experience	38,766 R: 29-47K (n=4)
h) Counselor with new M.A.	n/a
i) Counselor with M.S.W. & experience	43,000 (n=1)
j) Counselor with new M.S.W.	n/a
k) Counselor with BA	n/a
l) Psychiatrist/M.D. (annual salary)	n/a
m) Psychiatrist/M.D. (hourly rate)	125.00 R:100.00-150.00 (n=2)
n) Pre-Doctoral Intern	17,666 R: 11-20K (n=6)
o) Post-Doctoral Intern	24,441 R: 22-26K (n=3)

**Size 3 (7,500-15,000)**

a) Director	55,800 R: 30-88K (n=5)
b) Training Director	47,500 R: 46-49K (n=2)
c) Assistant or Associate Director	n/a
d) Counselor with Ph.D. & Experience	45,857 R: 38-60K (n=7)
e) Counselor with new doctorate	42,850 R: 34-52K (n=10)
f) Counselor who is A.B.D.	35,667 R: 20-51K (n=3)
g) Counselor with M.A. & experience	37,040 R: 30-40K (n=5)
h) Counselor with new M.A.	29,000 R: 28-30K (n=2)
i) Counselor with M.S.W. & experience	n/a
j) Counselor with new M.S.W.	n/a
k) Counselor with BA	22,900 (n=1)
l) Psychiatrist/M.D. (annual salary)	n/a
m) Psychiatrist/M.D. (hourly rate)	125.00 (n=1)
n) Pre-Doctoral Intern	14,333 R:14-15K (n=3)
o) Post-Doctoral Intern	n/a

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

a) Director	74,833 R: 62-88K (n=6)
b) Training Director	51,000 R: 50-52K (n=2)
c) Assistant or Associate Director	51,490 R: 45-60K (n=5)
d) Counselor with Ph.D. & Experience	46,323 R: 25-63K (n=21)
e) Counselor with new doctorate	42,022 R: 37-46K (n=17)
f) Counselor who is A.B.D.	36,071 R: 22-44K (n=7)
g) Counselor with M.A. & experience	30,667 R: 30-32K (n=3)
h) Counselor with new M.A.	42,300 (n=1)
i) Counselor with M.S.W. & experience	42,705 R: 30-59K (n=11)
j) Counselor with new M.S.W.	37,500 (n=1)
k) Counselor with BA	n/a
l) Psychiatrist/M.D. (annual salary)	108,000 R:100-116K(n=2)
m) Psychiatrist/M.D. (hourly rate)	100.00 (n=1)
n) Pre-Doctoral Intern	18,033 R: 11-24K (n=45)
o) Post-Doctoral Intern	24,210 R: 16-45K (n=10)

## APPENDIX B

**TOTAL SALARY DATA**

n=272

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

	<u>1-3 years in position</u>	<u>4-6 years in position</u>	<u>7-9 years in position</u>
a) Director	61,812 Range 20-96K (n=70)	65,315 Range 45-106K (n=29)	73,061 Range 46-120K (n=22)
b) Training Director	51,484 Range 38-84K (n=17)	51,156 Range 16-65K (n=19)	57,683 Range 43-79K (n=20)
c) Assistant or Associate Director	47,420 Range 31-68K (n=34)	53,708 Range 34-81K (n=23)	50,760 Range 35-67K (n=14)
d) Counselor with Ph.D.	48,006 Range 25-51K (n=99)	47,897 Range 29-81K (n=69)	52,368 Range 27-90K (n=42)
e) Counselor who is A.B.D.	39,461 Range 27-57K (n=19)	41,266 Range 29-49K (n=3)	48,550 Range 43-54k (n=2)
f) Counselor with M.A.	35,748 Range 7-66K (n=46)	35,278 Range 21-55K (n=23)	42,881 Range 28-65K (n=21)
g) Counselor with M.S.W.	37,020 Range 5-67K (n=31)	42,533 Range 29-55K (n=15)	44,220 Range 37-60K (n=9)
h) Counselor with BA	7,000 (n=1)	33,000 Range 18-48K (n=2)	n/a
i) Psychiatrist/M.D. (annual salary)	83,687 Range 27-120K (n=8)	66,200 Range 12-130K (n=6)	117,793 Range 92-135K (n=5)
j) Psychiatrist/M.D. (hourly rate)	116.73 Range 36-300.00 (n=26)	127.75 Range 80-120.00 (n=8)	93.13 Range 75-110.00 (n=8)
k) Learning Skills Specialist	46,128 Range 32-54K (n=4)	50,000 (n=1)	49,800 Range 49-51k (n=4)
	<u>10-12 years in position</u>	<u>13-15 years in position</u>	<u>15+ years in position</u>
a) Director	67,331 Range 33-96K (n=29)	75,008 Range 29-113K (n=18)	80,085 Range 40-122K (n=81)
b) Training Director	64,173 Range 43-150K (n=12)	71,200 Range 46-100K (n=7)	73,594 Range 42-91K (n=18)
c) Assistant or Associate Director	61,683 Range 43-85K (n=12)	53,766 Range 41-70K (n=9)	63,301 Range 38-90K (n=32)
d) Counselor with Ph.D.	51,790 Range 27-82K (n=43)	63,521 Range 48-83K (n=28)	62,937 Range 30-97K (n=39)
e) Counselor who is A.B.D.	49,400 Range 36-56K (n=3)	44,182 Range 41-47K (n=3)	54,839 Range 30-70K (n=5)
f) Counselor with M.A.	43,506 Range 30-62K (n=21)	47,629 Range 36-80K (n=14)	51,439 Range 12-100K (n=25)
g) Counselor with M.S.W.	43,203 Range 20-60K (n=17)	52,510 Range 33-70K (n=15)	56,343 Range 34-79K (n=11)
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	117,966 Range 93-152K (n=5)	73,191 Range 57-89K (n=2)	111,976 Range 93-125K (n=5)
j) Psychiatrist/M.D. (hourly rate)	96.00 Range 80-120.00 (n=6)	92.33 Range 75-125K (n=3)	106.00 Range 58-150.00 (n=7)
k) Learning Skills Specialist	40,483 Range 38-44K (n=4)	n/a	48,923 Range 39-56K (n=4)

**SALARY DATA BY SCHOOL SIZE**

n=272

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

	<b><u>1-3 years in position</u></b>	<b><u>4-6 years in position</u></b>	<b><u>7-9 years in position</u></b>
a) Director	45,136 Range 20-72K (n=11)	54,833 Range 46-64K (n=3)	76,360 Range 60-120K (n=58)
b) Training Director	n/a	n/a	49,000 (n=1)
c) Assistant or Associate Director	40,667 Range 32-50K (n=3)	40,800 Range 34-48K (n=8)	52,300 Range 38-67K (n=2)
d) Counselor with Ph.D.	40,300 Range 35-45K (n=5)	62,984 Range 45-81K (n=2)	44,000 Range 37-45K (n=3)
e) Counselor who is A.B.D.	31,800 (n=1)	n/a	n/a
f) Counselor with M.A.	37,740 Range 27-66K (n=9)	32,200 Range 28-36K (n=5)	n/a
g) Counselor with M.S.W.	25,506 Range 5-67K (n=6)	37,250 Range 34-41K (n=2)	n/a
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	n/a	n/a	n/a
j) Psychiatrist/M.D. (hourly rate)	136.67 Range 125-150.00 (n=3)	n/a	92.5 Range 85-100.00 (n=2)
k) Learning Skills Specialist	n/a	n/a	n/a

  

	<b><u>10-12 years in position</u></b>	<b><u>13-15 years in position</u></b>	<b><u>15+ years in position</u></b>
a) Director	42,750 Range 33-58K (n=4)	55,188 Range 29-72K (n=3)	68,123 Range 49-93K (n=11)
b) Training Director	n/a	n/a	42,000 (n=1)
c) Assistant or Associate Director	n/a	41,000 (n=1)	42,484 Range 38-47K (n=2)
d) Counselor with Ph.D.	36,000 Range 27-45K (n=2)	n/a	64,500 Range 49-80K (n=2)
e) Counselor who is A.B.D.	n/a	n/a	n/a
f) Counselor with M.A.	45,732 (n=1)	48,000 (n=1)	42,500 Range 35-50K (n=2)
g) Counselor with M.S.W.	n/a	n/a	38,200 (n=1)
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	n/a	n/a	n/a
j) Psychiatrist/M.D. (hourly rate)	n/a	n/a	90.0 Range 85-95.00 (n=2)
k) Learning Skills Specialist	n/a	n/a	n/a

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

	<b><u>1-3 years in position</u></b>	<b><u>4-6 years in position</u></b>	<b><u>7-9 years in position</u></b>
a) Director	58,951 Range 39-89K (n=24)	63,800 Range 45-87K (n=10)	58,057 Range 46-75K (n=7)
b) Training Director	47,500 Range 43-57K (n=3)	64,000 (n=1)	54,108 Range 43-66K (n=4)
c) Assistant or Associate Director	43,500 Range 31-56K (n=10)	52,716 Range 37-79K (n=6)	45,089 Range 35-55K (n=6)
d) Counselor with Ph.D.	61,431 Range 28-51K (n=26)	48,432 Range 36-61K (n=10)	54,607 Range 32-76K (n=9)
e) Counselor who is A.B.D.	39,916 Range 31-45K (n=3)	288,000 (n=1)	n/a
f) Counselor with M.A.	34,755 Range 7-48K (n=11)	39,914 Range 27-55K (n=9)	39,114 Range 30-47K (n=7)
g) Counselor with M.S.W.	40,455 Range 27-50K (n=7)	36,000 Range 29-44K (n=3)	38,766 Range 37-40K (n=3)
h) Counselor with BA	7,000 (n=1)	33,000 Range 18-48K (n=2)	n/a
i) Psychiatrist/M.D. (annual salary)	n/a	30,498 Range 12-49K (n=2)	n/a
j) Psychiatrist/M.D. (hourly rate)	124.80 Range 36-300 (n=15)	150.00 Range 100-200(n=2)	75.00 (n=1)
k) Learning Skills Specialist	50,256 Range 47-54K (n=2)	50,000 (n=1)	50,600 (n=1)
	<b><u>10-12 years in position</u></b>	<b><u>13-15 years in position</u></b>	<b><u>15+ years in position</u></b>
a) Director	71,006 Range 49-96K (n=12)	75,306 Range 61-102K (n=8)	70,564 Range 40-121K (n=18)
b) Training Director	60,000 (n=1)	46,446 (n=1)	71,000 Range 59-83K (n=2)
c) Assistant or Associate Director	62,350 Range 50-81K (n=4)	63,500 Range 57-70K (n=2)	57,177 Range 47-62K (n=6)
d) Counselor with Ph.D.	50,828 Range 38-66K (n=7)	60,835 Range 49-81K (n=4)	57,000 (n=1)
e) Counselor who is A.B.D.	n/a	n/a	70,395 (n=1)
f) Counselor with M.A.	42,984 Range 30-62K (n=9)	52,575 Range 36-80K (n=5)	51,008 Range 12-74K (n=6)
g) Counselor with M.S.W.	44,120 Range 27-60K (n=8)	45,000 (n=1)	61,000 Range 43-79K (n=2)
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	n/a	89,000 (n=1)	n/a
j) Psychiatrist/M.D. (hourly rate)	105.00 Range 90-120 (n=2)	n/a	58.00 (n=1)
k) Learning Skills Specialist	40,000 (n=2)	n/a	n/a

**SALARY DATA****Size 3 (7,500 - 15,000):**

	<b><u>1-3 years in position</u></b>	<b><u>4-6 years in position</u></b>	<b><u>7-9 years in position</u></b>
a) Director	63,927 Range 30-88K (n=18)	65,212 Range 49-88K (n=11)	73,200 Range 69-82K (n=5)
b) Training Director	46,000 Range 41-50K (n=6)	45,643 Range 16-65K (n=6)	57,000 Range 45-70K (n=3)
c) Assistant or Associate Director	49,833 Range 40-68K (n=11)	58,400 Range 47-70K (n=5)	59,650 Range 55-64K (n=2)
d) Counselor with Ph.D.	43,170 Range 30-60K (n=22)	44,651 Range 37-56K (n=14)	50,159 Range 34-70K (n=11)
e) Counselor who is A.B.D.	42,026 Range 33-57K (n=6)	49,000 (n=1)	54,150 (n=1)
f) Counselor with M.A.	32,537 Range 18-39K (n=12)	31,028 Range 21-38K (n=6)	48,878 Range 33-65K (n=3)
g) Counselor with M.S.W.	38,833 Range 36-41K (n=3)	n/a	41,900 (n=1)
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	75,000 (n=1)	n/a	n/a
j) Psychiatrist/M.D. (hourly rate)	100.00 Range 90-110 (n=3)	139.00 Range 125-155 (n=3)	91.67 Range 80-100.00 (n=3)
k) Learning Skills Specialist	n/a	n/a	n/a

  

	<b><u>10-12 years in position</u></b>	<b><u>13-15 years in position</u></b>	<b><u>15+ years in position</u></b>
a) Director	62,750 Range 56-76K (n=4)	82,967 Range 68-96K (n=3)	77,178 Range 41-118K (n=13)
b) Training Director	59,066 Range 49-70K (n=4)	82,500 Range 65-100K (n=2)	71,614 Range 65-80K (n=3)
c) Assistant or Associate Director	43,090 (n=1)	53,000 Range 44-60K (n=4)	62,707 Range 45-90K (n=6)
d) Counselor with Ph.D.	49,462 Range 30-60K (n=13)	62,200 Range 48-75K (n=7)	65,401 Range 49-84K (n=7)
e) Counselor who is A.B.D.	55,800 (n=1)	n/a	65,000 (n=1)
f) Counselor with M.A.	39,175 Range 34-47K (n=6)	38,020 Range 36-40K (n=2)	53,393 Range 36-100K (n=11)
g) Counselor with M.S.W.	36,000 Range 20-50K (n=3)	n/a	53,000 (n=1)
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	90.00 Range 80-100.00 (n=2)	125 (n=1)	132.50 Range 115-150.00 (n=2)
j) Psychiatrist/M.D. (hourly rate)	n/a	n/a	n/a
k) Learning Skills Specialist	n/a	n/a	38,492 (n=1)

**SALARY DATA****Size 4 (Over 15,000):**

	<b><u>1-3 years in position</u></b>	<b><u>4-6 years in position</u></b>	<b><u>7-9 years in position</u></b>
a) Director	74,402 Range 54-96K (n=17)	74,860 Range 45-106K (n=5)	90,630 Range 70-102K (n=59)
b) Training Director	57,092 Range 38-84K (n=8)	52,843 Range 40-62K (n=12)	59,770 Range 46-79K (n=12)
c) Assistant or Associate Director	50,710 Range 35-60K (n=10)	57,974 Range 40-81K (n=8)	54,052 Range 47-66K (n=4)
d) Counselor with Ph.D.	43,569 Range 25-69K (n=46)	48,127 Range 29-73K (n=30)	53,587 Range 30-74K (n=24)
e) Counselor who is A.B.D.	38,451 Range 27-46K (n=9)	46,000 (n=1)	43,000 (n=1)
f) Counselor with M.A.	38,000 Range 27-54K (n=14)	35,000 Range 28-39K (n=3)	43,643 Range 28-56K (n=11)
g) Counselor with M.S.W.	39,659 Range 23-57K (n=15)	45,550 Range 36-55K (n=10)	47,956 Range 38-60K (n=5)
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	85,135 Range 27-120K (n=6)	90,000 Range 33-130K (n=3)	117,793 Range 92-135K (n=4)
j) Psychiatrist/M.D. (hourly rate)	91.00 Range 75-110.00 (n=5)	102.00 Range 80-140.00 (n=3)	105.00 Range 110-110 (n=2)
k) Learning Skills Specialist	42,000 Range 32-52K (n=2)	n/a	49,000 (n=1)
	<b><u>10-12 years in position</u></b>	<b><u>13-15 years in position</u></b>	<b><u>15+ years in position</u></b>
a) Director	75,394 Range 58-93K (n=9)	83,307 Range 52-113K (n=4)	88,840 Range 70-121K (n=39)
b) Training Director	66,957 Range 43-150K (n=7)	71,738 Range 64-95K (n=4)	77,154 Range 60-91K (n=12)
c) Assistant or Associate Director	63,958 Range 52-85K (n=7)	51,950 Range 51-53K (n=2)	67,854 Range 42-87K (n=18)
d) Counselor with Ph.D.	54,952 Range 29-82K (n=21)	64,697 Range 49-83K (n=17)	62,439 Range 33-97K (n=29)
e) Counselor who is A.B.D.	46,200 Range 36-56K (n=2)	44,182 Range 41-47 (n=3)	46,266 Range 30-61K (n=3)
f) Counselor with M.A.	49,200 Range 39-59K (n=5)	46,649 Range 41-55K (n=6)	51,267 Range 44-61K (n=6)
g) Counselor with M.S.W.	45,582 Range 36-56K (n=6)	53,046 Range 33-70K (n=14)	58,082 Range 34-74K (n=7)
h) Counselor with BA	n/a	n/a	n/a
i) Psychiatrist/M.D. (annual salary)	124,957 Range 90-152 K (n=4)	57,383 (n=1)	109,970 Range 93-125K (n=4)
j) Psychiatrist/M.D. (hourly rate)	94.50 Range 89-100.00 (n=2)	76.00 Range 75-77.00 (n=2)	120.00 Range 90-150.00 (n=2)
k) Learning Skills Specialist	40,967 Range 38-44K (n=2)	n/a	52,400 Range 50-56K (n=3)

**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. Contracted with Prometric to provide over 250 licensing, certification exams.	84
2. Charge for extended therapy, Med management.	161
3. We are a control group in a grant on alcohol environmental change.	46
4. Sale of self-help brochures; endowment by former staff	197
5. Community services.	9, 262
6. Part of student service fee.	106
7. Workshops for a fee on preparation prior to taking LSAT, GRE and GMAT.	5
8. State accredited alcohol drugs treatment soft money grants.	227
9. Provide services for other division off-site school.	102, 210, 87
10. Grant to outreach community involved through student assault recovery system.	212
11. Computer-based testing contract with ETS.	48, 237
12. Specialized consultation services to intercollegiate athletics, police services, office of human services, MBA program.	129
13. Open-ended psychotherapy.	226
14. Depression awareness prevention and treatment program.	163
15. Administering computerized tests.	189
16. Grants for special retention programs for African American students	194
17. We provide CLEP and MAT testing.	255
18. Receive money from a contract of a company.	236
19. Grant-funded project to provide services to victims of sexual assault.	6
20. International pilot testing program.	257



## APPENDIX D

**Ethical/Legal Dilemmas Encountered by Counseling Center Directors in the Past Year****(Question #13)**

The ethical/legal dilemmas encountered by directors have been put into question form and might be useful to lead staff discussions. Some of the questions will differ slightly so as to disguise the centers involved or to make the question clearer.

1. Should we notify parents regarding students eating disorder?
2. How do you handle it when a counselor lied about completing license requirement?
3. In the event of strike, does the professional counselors continue to see patients?
4. What to do when there is a mishandling of sexual assault case by judicial officer? Student received counseling in center.
5. Is it ethical to selectively refuse assessment services to LD/ADHD students because of their economic drain to the school?
6. What to do when called upon to give a forensic recommendation to the dean of students on a client who is being seen for counseling?
7. How do you respond to requests/subpoena to testify in a rape trial when you have only provided therapy after the fact?
8. What kind of protocols should be developed for parental notification following MIT case?
9. A student stole a backpack filled with drugs and returned it. What is center's responsibility?
10. What is the obligation of the counselor either to a student or the coordinators of an off-campus, international program when a student opts to participate in such a program which does not appear to be in his best interest due to past hospitalization or current mental status?
11. How does one establish boundaries with a graduated former client who joins your church and buddies up to you at church socials?
12. What if a doctoral level practicum student began a personal relationship with a former client?
13. What to do about a psychotic international student who refuses follow-up care and medication and the family will not lend assistance?
14. Are we competent to evaluate risk of violence?
15. Would you schedule a structured appointment off-campus with the parent of a deceased client upon their request? We offered a meeting on-campus which was turned down.
16. What to do if parents of clients who committed suicide want to talk to therapist and see the counseling record?



The following pages contain directories to assist you in matching counseling centers with their identification numbers. Beginning on this page is an alphabetical listing by last name of all counseling center directors. On the following pages is a list that is organized alphabetically by institution name. Some institutions whose surveys were not included in the data analysis can be found at the end of that list.

**ALPHABETIZED LISTING OF PARTICIPANTS 2002-Name follows directory number.**

243	Abhold, Joseph J.	80	Colbs, Sandy	238	Federman, Russ
109	Alishio, Kip	*148	Coniglio, Connie	*258	Fickel, Spencer
228	Anton, William D.	83	Cook, Bruce	*66	Fields, Anika C.
38	Arce, Elsa	126	Cook, Colleen	41	Fricko, Marry
167	Atkins, Pam	*257	Coons, John	205	Frizzell, Christine D.
137	Azar, James	*248	Cooper, Stewart	92	Fuchs, Kathleen
110	Backels, Kelsey	193	Cornish, Jenny	163	Gami, Ken
130	Backels, Steve	94	Cortes, Mary	118	Gaynor, Peggy
19	Baker, Raymond C.	102	Cotrone, Dan	178	Bringaze, Tammy
105	Baker, Ted	246	Cozzens, David	25	Gechter, Gena
264	Balistreri, Tom	242	Craig, Donald H.	76	Geller, Pamela
57	Barclay, Rosalyn	221	Crary, Penny	146	Gellert, Jane
210	Barkis, Marita	26	Crego, Clyde A.	101	Gerns, Peggy
*160	Becker, Ronald	153	Cross, Gayle	158	Gibson, Ann
*230	Bertini, Kristine	214	Cross David J.	206	Gillelyen, Carl
93	Birky, Ian	184	Crozier, Sharon	234	Glash, Kathleen
192	Bishop, John, B.	42	Daine, Michael	125	Gleason, Paul
201	Bolin-Reece, Mary	12	Danchise, Roger	114	Gordon, Michael
*204	Boyd, Vivian, S.	*48	Davidshofer, Charles	135	Graesser, Pamel
132	Brock, Kathy	175	Dayton, Rebecca	*24	Graham, Donald
250	Brounk, Thomas M.	69	Deakin, Spencer	116	Grayson, Paul
172	Brown-DePass, Mary	*63	DeHart, Linda	256	Greer, Richard
108	Bruce-Sanfor, Gail	10	Dellutri, Alexandra	*96	Griffin, Linda
*251	Brummels, Lin	259	Denson, Eric	103	Lee, Kelly
47	Brummett, Ron	71	DePalma, Diane	226	Haber, Russell
60	Bucell, Michael	*143	DePauw, Mary E.	22	Hagans, Carol
39	Bufano, Suzanne	200	DeSalvo, Frank	46	Hamer, Jay
70	Buhrow, Bill	180	Deschenes, Paul	*189	Harman, Robert L.
127	Burks, Suzanne M.	217	DiNuzzo, Theresa M.	*16	Harrar, William
156	Burns, William	9	Donn, Patsy	119	Hattauer, Edward
211	Burns, Carl	*134	Doran, Lindley E.	30	Hatton, John
*171	Byrnes, Anne	138	Dore, Patricia	129	Heitzmann, Dennis
*187	Camarillo, Max	202	Douglas, J. Blair	35	Hendricks, Michelle
*136	Cann, Laura	97	Doyle, Michael	131	Hershbell, Anne
59	Carella, Joseph	15	Droz, Elizabeth	122	Hollingswort, Kathy
32	Carlson, Cathy	233	Drum, David	220	Holmes, Robin
*100	Chabala, William	78	Dutro, Kenneth	240	Holmes, James
142	Chandler, David	95	Dyer, James	120	Hotelling, Kathy
20	Chapman, Ronald K.	147	Ehrenworth, Jonathan	107	Hurley, George
140	Chrenka, Rosalyn	4	Erickson, Lloyd	141	Hynes, Jean M.
5	Christiansen, Martha	50	Erskine, Charlene	222	Irish-Zelene, Susan
199	Cochran, Sam	89	Esquillin, Victor	*115	Irvine, John
151	Coffman, Janet	215	Everhart, Deborah	53	John, Libby

67	John, Kenneth B	196	Morris, Jim	128	Sanderson, Rebecca A.
150	John, Judy	209	Morris, Katherine L.	208	Schroat, David A.
203	Johnson, Douglas	*191	Mueller, Steven D.	249	Schubert, Marianne
68	Jones, Melanie	52	Nelms, Ann	111	Schuetz, Clifford
73	Jones, William	*54	Nelson, John E.	225	Schwalm, Virginia
144	Jones, Linda S.	124	Nelson, Lynn	223	Schwartz, Allan
64	Jurgela, Linda	88	Newton, Fred	164	Scott, Kathleen
*157	Kafka, Eric	155	Nicholls, Greg	*197	Seals, Tom
195	Kahn, Alfred J.	17	Nicholson, Jim	152	Settle, Karen
207	Kahn, Malcolm	8	Nolan, James	213	Simono, Ronald B.
170	Kaufman, Robin	159	O'Neill, Steve	*29	Sivertsen, Wiggys
77	Kazin, Robert	56	Onestak, David	252	Skinner, Denese
*27	Kemmerling, Robert G.	75	Pace, Diana	86	Smith, Linda
182	Keyes, Lee N.	11	Pack, Glenn	154	Smith, Chuck
229	King, Bradford D.	34	Parkhurst, John	173	Snodgrass, Gregory
*232	King, Andrew	261	Parnes, Jane C.	85	Spano, David
1	Kondrot, Jacquelyn	237	Parsons, Joseph	235	Spaulding, David
*33	Krylowicz, Brian	166	Peagler, Richard	*121	Stagner, Tom
51	L. Ramirez, Mark	2	Perkins, Robert	227	Stricherz, Mathias
104	Lapelle, Carla	176	Perry, Fannie Hyde	169	Thomas, Susan
139	LaRossa, Virginia	21	Phillips, William	*224	Thomas, Barbara
133	Lavin, Thomas J.	61	Piscitelli, Beverly	43	Thompson, Mark
198	Lees, Robert	247	Powell, Shawn	7	Tippitt, Gayle
62	Levinson, Tamar	90	Price, Judith Prutel	*149	Tooley, Lois
190	Lewis, Joanne M.	112	Price, Randell	98	Torresdal, Pamela
91	Light, Randall	162	Price, Neal I.	218	Towle, David
3	Lipson, Abigail	*185	Prince, Jeffery	219	Utz, Patrick
263	Loers, Deborah L.	179	Pruett, Harold	113	VanBrunt, Brian
28	Luke, Equilla	58	Quackenbush, Robert	44	Vinson, Michael
188	Ness, Ernest	260	Quincy, Barbara I.	216	Wagner-Adam, Carol A.
37	M. Walker, Jeanne	174	Ramirez, David	55	Walker, Jen Colvin
40	Mack, Delores	265	Rando, Robert A.	183	Weber, Bobbi
49	Mallisham, Ivy J.	165	Readdean, Kevin	236	Weigel, Richard
255	Marcus, Peter	74	Reed, Jeannine	82	Weiner, Kim
*262	Marion, David J.	14	Regan, Sara	*72	Wells, Marolyn
13	Marshall, Jennifer	245	Reilly-Mykle, Alice	212	Welt, Kenneth A.
181	Martin, Juanita K.	194	Resnick, Jaquelyn Liss	106	Wilkinson, Bill
161	Martinez, Alejandro M.	168	Rice, Mark	31	Wolthuis, Randy
*84	Mason, Terry	81	Rini, Richard	79	Yoken, Carol
241	McGrath, Bob	254	Ritchie, John	239	Yurich, John
18	McGuinness, Thomas	*231	Rockett, Jeri	253	Yuva, Catherine
36	McKinney, Rhonda	186	Rodolfa, Emil		
45	McLeod, Mary Ann	*177	Rosen, Don		
23	Mcrae, Kristen	145	Rosenthal, Eric		
244	Meyer, Roger J.	*123	Ross, Charles		
266	Miller, Kenneth L.	99	Rueff, Ted		
65	Mills, Alice	6	Russell, Vern		
*87	Mond, Michael	117	Salter, Lee		

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