

**NATIONAL SURVEY OF  
COUNSELING CENTER DIRECTORS  
2006**

**ROBERT P. GALLAGHER  
UNIVERSITY OF PITTSBURGH  
rgallagh@pitt.edu**

**Rick T. Taylor - Webmaster**

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## TABLE OF CONTENTS

<b>Project Support</b>	-----	<b>2</b>
<b>Overview</b>	-----	<b>3</b>
<b>Survey Highlights</b>	-----	<b>4</b>
<b>Summary Data</b>	-----	<b>8</b>
<b>Salary: New Hires</b>	-----	<b>16</b>
<b>Salary: Current Positions</b>	-----	<b>18</b>
<b>Director's Salary by Staff Size</b>	-----	<b>21</b>
<b>Alphabetized Listing of Participants</b>	-----	<b>22</b>
<b>Alphabetized Listing of Schools</b>	-----	<b>26</b>

## **Project Support**

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

## **Overview**

The National Survey of Counseling Center Directors has been conducted since 1981 and includes data provided by the administrative heads of college and university counseling centers in the United States and Canada.

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

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

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

## 2006 SURVEY HIGHLIGHTS (N=367)

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

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

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

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

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

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

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

## 2006 Director's Survey Data

### Director's Gender

Male	175	47.7%
Female	192	52.3%

### Director's Racial/Ethnic Identification

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

### Staff Members' Gender/Orientation

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

### Staff Members' Ethnicity

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

### Director's Highest Degree

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

### Director's Professional Identity

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Alphabetized Listing of Participants 2006**  
(School Number Precedes Name)

339 - Achter, John	350 - Brounk, Tom	41 - Cross, Keith
153 - Alishio, Kip	77 - Brown, Steve	55 - Daisley, Winifred
199 - Anderson, Craig	288 - Brown, Vincent	13 - Danchise, Roger
345 - Andre, Mary	152 - Bruce-Sanford, Gail	104 - Daniel, Robin
50 - Arce, Elsa	252 - Bryant, Cynthia	28 - Davenport, Robin
253 - Aros, Jesus/Jesse	84 - Bucell, Michael	60 - Davidshofer, Charles
23 - Assing, Wayne	222 - Buckingham, Jane	95 - Dawes, Stephen
240 - Atkins, Pam	290 - Burmaster, Carrie	94 - Deakin, Spencer
22 - Atkinson, Eva	247 - Byrnes, Anne	181 - Dellutri, Alexandra
206 - Azar, Jim	310 - Campbell, James	227 - Denino, David
342 - Balderrama, Sylvia	322 - Cannici, James	97 - DePalma, Diane
242 - Baldwin, Warren	172 - Caruso, Michele	251 - DiMino, John
81 - Barclay, Rosalyn	209 - Chandler, David	201 - Doran, Lindley
193 - Barlow, Cathleen	24 - Chapman, Ron	208 - Dore, Patricia
320 - Barr, Victor	5 - Christiansen, Martha	183 - Douce, Louise
226 - Bassi, Terri	285 - Cochran, Sam	16 - Droz, Elizabeth
215 - Becker, Ronald	317 - Cochran Phillips, Susan	139 - Duncan, Pamela
223 - Behen, Joe	228 - Coffman, Janet	182 - Dunkle, John
254 - Berkich, Carla	112 - Colbs, Sandy	141 - Dycus, William
35 - Berkow, Dan	4 - Collins, Wanda	207 - Eades, Rebecca
40 - Betsworth, Deborah	351 - Collins-Eaglin, Jan	66 - Eells, Greg
297 - Biegen, Sharon	11 - Commerford, Mary	138 - Ellis, Diane
276 - Bishop, John	269 - Compliment, Brad	301 - Everhart, Deborah
344 - Bishop, Lisa	53 - Contreras, Raquel	43 - Farmer, Lorna
360 - Bokoles, Jerry	92 - Conway, Christine	321 - Farr, Kenneth
287 - Bolin-Reece, Mary	353 - Cook-Nobles, Robin	331 - Federman, Russ
31 - Bommersbach, Mimi	341 - Cooper, Stewart	44 - Feldt, Tina
52 - Booth, Ann	358 - Corbin, Nancy	366 - Ferden, Pat
158 - Booth, Janis	258 - Cosimano, Anne	272 - Festa, Daniel
202 - Bottone, Fran	332 - Coumar, Anil	9 - Fiala, Bill
286 - Botts, Pam	161 - Coventry, Robin	96 - Finegan, James
126 - Boyll, Suzanne	79 - Cox, Sandy	167 - Fisher, Anne
265 - Brandt, Susan	59 - Crace, Kelly	348 - Fisher, Bonnie
327 - Brian, Tom J.	300 - Cross, David	149 - Flanagan, Cherrisse
195 - Brock, Kathy		146 - Forrest, Erica

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

337 - Meyer, Roger	10 - Payne, June	1 - Rowlands, Steve
218 - Minifie, Elizabeth	177 - Peddle, Christina	6 - Russell, Vern
302 - Mitchell, Barbara	213 - Pendley, Kristina	174 - Salter, Lee
238 - Mitchell, Sharon	100 - Perez, Ruperto	87 - Schmidt, Jaqueline
120 - Mond, Michael	58 - Peterson, Michael	198 - Schneider, Michael
173 - Moore-Assem, Carolyn	262 - Petrillo, Martin	346 - Schubert, Marianne
113 - Moorman, Annorah	99 - Phillips, MJ	274 - Seader, Sissy (Ellen)
295 - Morris, Kathy	166 - Platt, Susan	188 - Shadick, Richard
367 - Morse, Charles	127 - Pohl, Pat	93 - Shafer, John R.
159 - Much, K	46 - Polychronis, Paul	115 - Sharp, John
275 - Mueller, Steve	299 - Portnoy, Robert	296 - Showalter, Marc
108 - Murphy, Nancy	7 - Prezioso, Theresa	131 - Shuford, Susan
363 - Nance, Don	246 - Price, Neal	147 - Siegel, Alan
49 - Nanna, Glenda	266 - Prince, Jeffrey	255 - Sindylek, Bob
86 - Nelson, Bruce	283 - Pulakos, Joan	313 - Smith, Tom
74 - Nelson, John	82 - Quackenbush, Rob	256 - Snodgrass, Greg
271 - Ness, Ernie	142 - Quigley, Brian	305 - Socall, Dan
34 - Nevis, Sandra	352 - Rangel, Dianna	102 - Solbach, Robin
157 - Newton, Dorian	45 - Rapaport, Ross	303 - Spano, David
124 - Newton, Fred	42 - Rayburn, Monroe	64 - Spoltore, Janet
211 - Nicholls, Greg	239 - Readdean, Kevin	106 - Sprinkle, Steve
18 - Nicholson, Jim	15 - Regan, Sara	270 - Stanford, Jeanne
37 - Niland, Eileen	89 - Reilly, Dawn	179 - Stanger, Thomas
164 - Nino, Rebecca	14 - Reimondo, Sue	69 - Staton, David
90 - Oelschlager, James	32 - Reinhardt, Brian	83 - Strader, Scott
72 - O'Hare, Marianne	278 - Resnick, Jaquie	61 - Stultz, Fred
91 - Olliff, Kenton	307 - Rhinehart, Leslie	150 - Suk, Jeannine
2 - Olson, Rex	241 - Rice, Mark	85 - Swarr, Amy
236 - O'Neill, Steve	214 - Richards, Sheri	178 - Sween, Barbara
118 - Onestak, David	122 - Richardson, Sonyia	110 - Sweeney, Kathleen
304 - Osburn, Monica	355 - Ritchie, John	260 - Sweet, Marlene
225 - Pakalns, Gail	279 - Robbins, Gayle	33 - Takemoto, Mary Ann
308 - Pamerleau, Gayle	257 - Robin, Tracy	187 - Taylor, Ellen
68 - Papalia, Daria	267 - Rodolfa, Emil	323 - Terrell, Sherri
268 - Parham, Thomas	76 - Roeder, Lynn	3 - Thaler, Debra
330 - Parsons, Joseph	119 - Ropar, John	312 - Thomas, Barbara
78 - Patti, Anne	361 - Ross, Julie	243 - Thomas, Susan

185 - Thompson, Lenora  
54 - Thompson, Mark  
51 - Tieman, Anita  
154 - Tipps, Jane  
156 - Torgerson, Carrie  
136 - Torresdal, Pam  
306 - Towle, David  
326 - Turks, Stacie  
248 - Tyson, Thomas  
38 - Valley, Cynthia  
168 - Van Brunt, Brian  
137 - Velkoff, Cyril  
21 - Vickio, Craig  
134 - Vincent, Drayton  
289 - Wagar, Barbara  
204 - Wagner, Joyce  
281 - Waldman, Ken  
48 - Walker, Jeanne  
80 - Walker, Jen  
235 - Weber, Kurt  
114 - Weiner, Kim  
329 - Weinman, Todd  
328 - Weitzman, Lauren  
101 - Wells, Marolyn  
298 - Welt, Kenneth  
212 - Welton, Lynne  
109 - Wessel, Thomas  
343 - Whitney, Joan  
319 - Wiebe, Jacqueline,  
M.D.  
125 - Wiggum, Candice  
25 - Williams, Wendy E.  
30 - Willingham, Michele  
62 - Winesett, Mitzi  
221 - Wolfe, Larry  
36 - Wolthuis, Randall  
334 - Wood, Carol  
180 - Wood, Elizabeth  
75 - Woodruff, Holly  
280 - Wyatt, Lisa  
354 - Yura, Catherine  
140 - Zebrowski, Mike

## Alphabetized Listing of Schools and School Numbers

- |   |   |    |  |
|---|---|----|--|
| 1 | Abilene Christian University<br>ACU Box 28083<br>Abilene, Texas 79699<br>Steve Rowlands<br>PHONE: 325-674-2626<br>FAX: 325-674-6496<br><a href="mailto:rowlandss@acu.edu">rowlandss@acu.edu</a>                         | 7  | Aultman College of Nursing and Health<br>Sciences<br>2600 Sixth Street SW<br>Canton, OH 44710<br>Theresa Prezioso<br>PHONE: 330-363-6847<br><a href="mailto:aultmanson@yahoo.com">aultmanson@yahoo.com</a> |
| 2 | Alfred State College<br>10 Upper College Drive<br>Alfred, NY 14802<br>Rex Olson<br>PHONE: 607-587-4500<br>FAX: 607-587-4508<br><a href="mailto:olsonra@alfredstate.edu">olsonra@alfredstate.edu</a>                     | 8  | Aurora University<br>347 South Gladstone Avenue<br>Aurora, IL 60506-4892<br>Marcia Hanlon<br>PHONE: 630-844-5416<br>FAX: 630-844-7808<br><a href="mailto:mhanlon@aurora.edu">mhanlon@aurora.edu</a>        |
| 3 | Allegheny College<br>520 N. Main Street<br>Meadville, PA 16335<br>Debra Thaler<br>PHONE: 814-332-4368<br>FAX: 814-332-2333<br><a href="mailto:dthaler@allegheny.edu">dthaler@allegheny.edu</a>                          | 9  | Azusa Pacific University<br>901 E Alostia Ave<br>Azusa, CA 91702-7000<br>Bill Fiala<br>PHONE: 626-815-2109<br>FAX: 626-815-2104<br><a href="mailto:bfiala@apu.edu">bfiala@apu.edu</a>                      |
| 4 | American University<br>4400 Massachusetts Ave, NW, MGC #214<br>Washington, DC 20016-8150<br>Wanda Collins<br>PHONE: 202-885-3500<br>FAX: 202-885-1397<br><a href="mailto:wcollin@american.edu">wcollin@american.edu</a> | 10 | Ball State University<br>Ball State University, LU 314<br>Muncie, IN 47306<br>June Payne<br>PHONE: 765-285-1264<br>FAX: 765-285-2081<br><a href="mailto:JPayne@bsu.edu">JPayne@bsu.edu</a>                 |
| 5 | Arizona State University<br>PO Box 871012<br>Tempe, AZ 85287-1012<br>Martha Christiansen<br>PHONE: 480-965-2103<br>FAX: 480-965-3426<br><a href="mailto:martha.christiansen@asu.edu">martha.christiansen@asu.edu</a>    | 11 | Barnard College<br>3009 Broadway<br>New York, NY 10027<br>Mary Commerford<br>PHONE: 212-854-2334<br>FAX: 212-854-8727<br><a href="mailto:mcommerf@barnard.edu">mcommerf@barnard.edu</a>                    |
| 6 | Auburn University<br>400 Lem Morrison Dr.<br>Auburn University<br>Auburn, AL 36849<br>Vern Russell<br>PHONE: 334-844-5123<br>FAX: 334-844-6110<br><a href="mailto:russela@auburn.edu">russela@auburn.edu</a>            | 12 | Baylor University<br>One Bear Place #97060<br>Waco, TX 76798<br>Jim Marsh<br>PHONE: 254-710-2467<br>FAX: 254-710-2460<br><a href="mailto:Jim_Marsh@baylor.edu">Jim_Marsh@baylor.edu</a>                    |

- 13 Bentley College  
175 Forest Street  
Waltham, MA 02452  
Roger Danchise  
PHONE: 781-891-2274  
FAX: 781-891-2474  
[rdanchise@bentley.edu](mailto:rdanchise@bentley.edu)
- 14 Berea College  
CHS, CPO 2174  
Berea, Kentucky 40404  
Sue Reimondo  
PHONE: 859-985-3212  
FAX: 859-985-3910  
[reimondos@berea.edu](mailto:reimondos@berea.edu)
- 15 Berklee College of Music  
Counseling & Advising Center  
1140 Boylston Street  
Boston MA 02215  
Sara Regan  
PHONE: 617-747-2462  
FAX: 617-747-2091  
[sregan@berklee.edu](mailto:sregan@berklee.edu)
- 16 Binghamton University  
1202 Library North  
Binghamton University/SUNY  
Binghamton, NY 13902  
Elizabeth Droz  
PHONE: 607-777-2772  
FAX: 607-777-2708  
[droz@binghamton.edu](mailto:droz@binghamton.edu)
- 17 Bloomfield College  
467 Franklin St  
Bloomfield, NJ 07003  
Abby Kane  
PHONE: 973-748-9000  
FAX: 973-259-0413  
[abby\\_kane@bloomfield.edu](mailto:abby_kane@bloomfield.edu)
- 18 Boise State University  
Counseling Services at Boise State  
University  
Boise, ID 83725  
Jim Nicholson  
PHONE: 208-426-1603  
FAX: 208-426-2046  
[jnichol@boisestae.edu](mailto:jnichol@boisestae.edu)
- 19 Boston College  
Gasson 108  
Boston College  
Chestnut Hill, MA 02467  
Thomas Mcguinness  
PHONE: 617-552-3310  
FAX: 617-552-2362  
[mcguines@bc.edu](mailto:mcguines@bc.edu)
- 20 Bowdoin College  
3690 College Station  
Brunswick, ME 04011-8427  
Bernie Hershberger  
PHONE: 207-725-3069  
FAX: 207-725-3876  
[bhershbe@bowdoin.edu](mailto:bhershbe@bowdoin.edu)
- 21 Bowling Green State University  
Counseling Center  
320 Saddlemire Student Services Bldg.  
Bowling Green, OH 43403  
Craig Vickio  
PHONE: 419-372-2081  
FAX: 419-372-9535  
[cvickio@bgsu.edu](mailto:cvickio@bgsu.edu)
- 22 Brescia University  
717 frederica st  
Owensboro KY 42301  
Eva Atkinson  
PHONE: 270-686-4282  
[evaa@brescia.edu](mailto:evaa@brescia.edu)
- 23 Bridgewater State College  
Counseling Center  
013 Tillinghast Hall  
Bridgewater, MA 02325  
Wayne Assing  
PHONE: 508-531-1331  
FAX: 508-531-6175  
[wassing@bridgew.edu](mailto:wassing@bridgew.edu)
- 24 Brigham Young University  
2514 WSC  
Brigham Young University  
Provo, Utah 84602  
Ron Chapman  
PHONE: 801-422-4007  
FAX: 801-422-0175  
[ronald\\_chapman@byu.edu](mailto:ronald_chapman@byu.edu)

- Brigham Young University - Idaho  
277 SHC  
Rexburg, Idaho 83460-2020
- 25 Wendy E. Williams  
PHONE: 208-496-1100  
FAX: 208-496-1238  
[williamsw@byui.edu](mailto:williamsw@byui.edu)
- Bucknell University  
Psychological Services  
Lowry House  
Bucknell University
- 26 Lewisburg, PA 17837  
Linda Locher  
PHONE: 570-577-1604  
FAX: 570-577-1849  
[llocher@bucknell.edu](mailto:llocher@bucknell.edu)
- Butler University  
Counseling & Consultation Center  
530 West 49th Street  
Indianapolis, IN 46208
- 27 Carol Hagans  
PHONE: 317-940-9385  
FAX: 317-940-6403  
[chagans@butler.edu](mailto:chagans@butler.edu)
- Caldwell College  
9 Ryerson Avenue  
Caldwell, NJ 07006
- 28 Robin Davenport  
PHONE: 973-618-3905  
FAX: 973-618-3425  
[rdavenpo@caldwell.edu](mailto:rdavenpo@caldwell.edu)
- California Lutheran University  
60 West Olsen Rd. #4300  
Thousand Oaks, CA 91360-2700
- 29 Robert Kemmerling  
PHONE: 805-493-3390  
FAX: 805-493-3388  
[rkemmerl@clunet.edu](mailto:rkemmerl@clunet.edu)
- California Polytechnic State University -  
Pomona  
3801 W. Temple Avenue  
Pomona, CA 91768
- 30 Michele Willingham  
PHONE: 909-869-3220  
FAX: 909-869-5083  
[mmwillingham@csupomona.edu](mailto:mmwillingham@csupomona.edu)
- California State University - Chico  
400 W first St  
Chico CA 95929-0702
- 31 Mimi Bommersbach  
PHONE: 530-898-6345  
FAX: 530-898-6869  
[Mbommersbach@csuchico.edu](mailto:Mbommersbach@csuchico.edu)
- California State University - East Bay  
25800 Carlos Bee Blvd., SHS1143  
Hayward, CA 94542-3009
- 32 Brian Reinhardt  
PHONE: 510-885-3690  
FAX: 510-885-2506  
[brian.reinhardt@csueastbay.edu](mailto:brian.reinhardt@csueastbay.edu)
- California State University - Long Beach  
1250 Bellflower Blvd., BH-226  
Long Beach, CA 90840
- 33 Mary Ann Takemoto  
PHONE: 562-985-4001  
FAX: 562-985-8817  
[mtakemot@csulb.edu](mailto:mtakemot@csulb.edu)
- California State University - Sacramento  
Psychological Counseling Services  
6000 J Street  
Sacramento CA 95819-6045
- 34 Sandra Nevis  
PHONE: 916-278-6416  
FAX: 916-278-3905  
[sanevis@csus.edu](mailto:sanevis@csus.edu)
- California State University - Stanislaus  
210 MSR Building  
CSU Stanislaus  
801 W. Monte Vista Ave.  
Turlock, CA 95382
- 35 Dan Berkow  
PHONE: 209-667-3381  
FAX: 209-667-3585  
[DBerkow@csustan.edu](mailto:DBerkow@csustan.edu)
- Calvin College  
3101 Burton S.E.  
Grand Rapids, MI 49546
- 36 Randall Wolthuis  
PHONE: 616-526-6123  
FAX: 616-526-8504  
[rwolthui@calvin.edu](mailto:rwolthui@calvin.edu)

- 37 Canisius College  
2001 Main Street  
Buffalo, Ny 14208  
Eileen Niland  
PHONE: 716-888-2620  
FAX: 716-888-3217  
[nilande@canisius.edu](mailto:nilande@canisius.edu)
- 38 Carnegie Mellon University  
Morewood Gardens, E-tower  
Pittsburgh, PA 15213  
Cynthia Valley  
PHONE: 412-268-1385  
FAX: 412-268-4084  
[cv2a@andrew.cmu.edu](mailto:cv2a@andrew.cmu.edu)
- 39 Carroll College  
1601 N. Benton Ave.  
Helena, MT 59625  
Mike Franklin  
PHONE: 406-447-5559  
FAX: 406-447-4553  
[franklin@carroll.edu](mailto:franklin@carroll.edu)
- 40 Carthage College  
2001 Alford Park Dr  
Kenosha, Wi 53140  
Deborah Betsworth  
PHONE: 262-551-5725  
FAX: 262-551-5726  
[dbetsworth@carthage.edu](mailto:dbetsworth@carthage.edu)
- 41 Casper College  
125 College Drive  
Casper, WY 82609  
Keith Cross  
PHONE: 307-268-2604  
FAX: 307-268-2444  
[kcross@caspercollege.edu](mailto:kcross@caspercollege.edu)
- 42 Catholic University of America  
620 Michigan Avenue NE  
Washington, DC 20064  
Monroe Rayburn  
PHONE: 202-319-5765  
FAX: 202-319-5570  
[rayburn@cua.edu](mailto:rayburn@cua.edu)
- 43 Centenary College  
400 Jefferson St.  
Hackettstown, NJ  
Lorna Farmer  
PHONE: 908-852-1400  
[farmerl@centenarycollege.edu](mailto:farmerl@centenarycollege.edu)
- 44 Centenary College of Louisiana  
2911 Centenary Blvd  
Shreveport, LA 71134-1188  
Tina Feldt  
PHONE: 318-869-5466  
FAX: 318-841-7235  
[tfeldt@centenary.edu](mailto:tfeldt@centenary.edu)
- 45 Central Michigan University  
Counseling Center, 102 Foust Hall  
Mt. Pleasant, MI 48859  
Ross Rapaport  
PHONE: 989-774-3381  
FAX: 989-774-1124  
[rapap1rj@cmich.edu](mailto:rapap1rj@cmich.edu)
- 46 Central Missouri State University  
Counseling and Psychological Services  
Humphreys Building, Suite 131  
Warrensburg, MO 64093-5176  
Paul Polychronis, Ph.D., ABPP  
PHONE: 660-543-4060  
FAX: 660-543-8277  
[ppolychr@cmsu.edu](mailto:ppolychr@cmsu.edu)
- 47 Central Washington University  
400 E. University Way  
Ellensburg, WA 98926-7585  
Rhonda McKinney  
PHONE: 509-963-1391  
FAX: 509-963-1886  
[mckinner@cwu.edu](mailto:mckinner@cwu.edu)
- 48 Chapman University  
One University Drive  
Orange, CA 92866  
Jeanne Walker  
PHONE: 714-744-7078  
[walker@chapman.edu](mailto:walker@chapman.edu)

- Charleston Southern University  
9200 University Blvd.  
Charleston, SC 29423-8087
- 49 Glenda Nanna  
PHONE: 843-863-7194  
FAX: 843-863-7197  
[gnanna@csuniv.edu](mailto:gnanna@csuniv.edu)
- Chatham College  
Woodland Road  
Pittsburgh, PA 15232
- 50 Elsa Arce  
PHONE: 412-365-1282  
FAX: 412-365-2770  
[arce@chatham.edu](mailto:arce@chatham.edu)
- Christopher Newport University  
1 University Place  
Newport News, VA 23606
- 51 Anita Tieman  
PHONE: 757-594-7047  
FAX: 757-594-7639  
[atieman@cnu.edu](mailto:atieman@cnu.edu)
- City University of New York - College of Staten Island  
2800 Victory Blvd.  
1A-109
- 52 Staten Island, NY 10314  
Ann Booth  
PHONE: 718-982-2391  
FAX: 718-982-2585  
[booth@mail.csi.cuny.edu](mailto:booth@mail.csi.cuny.edu)
- Clemson University  
Counseling and Psychological Services  
Redfern Health Center  
Box 344022
- 53 Clemson, SC 29634  
Raquel Contreras  
PHONE: 864-656-2451  
FAX: 864-656-0760  
[rcontre@clemson.edu](mailto:rcontre@clemson.edu)
- Colgate University  
13 Oak Dr.  
Hamilton, NY 13346
- 54 Mark Thompson  
PHONE: 315-228-7385  
FAX: 315-228-7053  
[mdthompson@mail.colgate.edu](mailto:mdthompson@mail.colgate.edu)
- College of Notre Dame of Maryland  
4701 N. Charles St.  
Baltimore, MD 21210
- 55 Winifred Daisley  
PHONE: 410-532-5379  
FAX: 410-532-5167  
[wdaisley@ndm.edu](mailto:wdaisley@ndm.edu)
- College of Saint Elizabeth  
2 Convent Road, COounseling Services  
Morristown, NJ 07960
- 56 Sharon McNulty  
PHONE: 973-290-4134  
FAX: 973-290-4182  
[smcnulty@cse.edu](mailto:smcnulty@cse.edu)
- College of St. Catherine  
2004 Randolph Ave.  
Saint Paul, MN 55105
- 57 Mary Ann McLeod  
PHONE: 651-690-6805  
[mamcleod@stkate.edu](mailto:mamcleod@stkate.edu)
- College of St. Catherine - Minneapolis  
601 25th Ave S.  
Minneapolis, MN 55454
- 58 Michael Peterson  
PHONE: 651-690-7767  
FAX: 651-690-7750  
[mcpeterson@stkate.edu](mailto:mcpeterson@stkate.edu)
- College of William & Mary  
Counseling Center  
240 Blow Memorial Hall  
PO Box 8795
- 59 Williamsburg, VA 23187-8795  
Kelly Crace  
PHONE: 757-221-3620  
FAX: 757-221-3615  
[rkcrac@wm.edu](mailto:rkcrac@wm.edu)
- Colorado State University  
8010 Campus Delivery  
Fort Collins, CO 80523-8010
- 60 Charles Davidshofer  
PHONE: 970-491-1613  
FAX: 970-491-2382  
[Charles.Davidshofer@Colostate.Edu](mailto:Charles.Davidshofer@Colostate.Edu)

- 61 Colorado State University - Pueblo  
2200 Bonforte Blvd  
Pueblo, CO 81001  
Fred Stultz  
PHONE: 719-549-2479  
[fred.stultz@colostate-pueblo.edu](mailto:fred.stultz@colostate-pueblo.edu)
- 62 Columbia College  
1301 Columbia College Drive  
Columbia, SC 29203  
Mitzi Winesett  
PHONE: 803-359-4971  
[mwinesett@colacoll.edu](mailto:mwinesett@colacoll.edu)
- 63 Community College of Southern Nevada  
3200 E. Cheyenne Ave.  
North Las Vegas, NV 89030-4228  
Brad Gruner  
PHONE: 702-651-4099  
FAX: 702-651-4699  
[bradley\\_gruner@ccsn.edu](mailto:bradley_gruner@ccsn.edu)
- 64 Connecticut College  
270 Mohegan Avenue  
New London CT 06320  
Janet Spoltore  
PHONE: 860-439-2692  
FAX: 860-439-2317  
[janet.spoltore@conncoll.edu](mailto:janet.spoltore@conncoll.edu)
- 65 Cornell College  
600 1st St. SW, Box 2319  
Mt. Vernon, IA 52314  
Brenda Lovstuen  
PHONE: 319-895-4292  
FAX: 319-895-5894  
[blovstuen@cornellcollege.edu](mailto:blovstuen@cornellcollege.edu)
- 66 Cornell University  
Ithaca, NY 14850-1301  
Greg Eells  
PHONE: 607-255-5208  
[gte3@cornell.edu](mailto:gte3@cornell.edu)
- 67 Creighton University  
24th and California  
Omaha, NE 68178  
Michael Kelley  
PHONE: 402-280-2733  
FAX: 402-280-4773  
[michaelk@creighton.edu](mailto:michaelk@creighton.edu)
- 68 Culinary Institute of America  
1946 Campus Drive  
Hyde Park, NY 12538  
Daria Papalia  
PHONE: 845-451-1359  
[d\\_papali@culinary.edu](mailto:d_papali@culinary.edu)
- 69 Davidson College  
Box 7188  
Davidson, NC 28035-7188  
David Staton  
PHONE: 704-894-2451  
FAX: 704-894-2615  
[dastaton@davidson.edu](mailto:dastaton@davidson.edu)
- 70 DePaul University  
1 E. Jackson Blvd., Suite 11001  
Chicago, IL 60604  
Jeffrey Lanfear  
PHONE: 312-362-5669  
FAX: 312-362-5561  
[jlanfear@depaul.edu](mailto:jlanfear@depaul.edu)
- 71 DePauw University  
800 S. Locust Street  
Greencastle, IN 46135  
Denise Hayes  
PHONE: 765-658-4268  
FAX: 765-658-4554  
[dhayes@depauw.edu](mailto:dhayes@depauw.edu)
- 72 Drew University  
36 Madison Ave.  
Madison NJ 07941  
Marianne O'Hare  
PHONE: 973-408-3395  
FAX: 973-408-3750  
[mohare@drew.edu](mailto:mohare@drew.edu)
- 73 Duke University  
Counseling and Psychological Services  
Duke University  
Durham, NC  
Kathy Hollingsworth  
PHONE: 919-660-1001  
[kathy.hollingsworth@duke.edu](mailto:kathy.hollingsworth@duke.edu)

- 74 Duquesne University  
308 Admin Bldg  
Pittsburgh., PA 15282  
John Nelson  
PHONE: 412-396-6204  
[nelson@duq.edu](mailto:nelson@duq.edu)
- Earlham College  
801 National Road West  
Richmond, IN 47374
- 75 Holly Woodruff  
PHONE: 765-983-1432  
FAX: 765-983-1488  
[woodrho@earlham.edu](mailto:woodrho@earlham.edu)
- East Carolina University  
216 Student Health Services  
Greenville, NC 27858
- 76 Lynn Roeder  
PHONE: 252-328-9297  
FAX: 252-328-4397  
[RoederL@mail.ecu.edu](mailto:RoederL@mail.ecu.edu)
- East Tennessee State University  
P.O. Box 70724  
Johnson City, TN 37614-1710
- 77 Steve Brown  
PHONE: 423-439-4841  
FAX: 423-439-8668  
[browsd02@etsu.edu](mailto:browsd02@etsu.edu)
- Eastern Connecticut State University  
192 High Street  
Willimantic, CT 06226
- 78 Anne Patti  
PHONE: 860-465-0181  
FAX: 860-465-5580  
[pattia@easternct.edu](mailto:pattia@easternct.edu)
- Eastern Illinois University  
600 Lincoln Ave.  
Charleston, Illinois 61920
- 79 Sandy Cox  
PHONE: 217-581-3413  
FAX: 217-581-5980  
[skcox@eiu.edu](mailto:skcox@eiu.edu)
- Eastern Kentucky University  
SSB, CPO 52  
Counseling Center
- 80 Richmond, KY 40475  
Jen Walker  
PHONE: 859-622-1303  
FAX: 859-622-1305  
[jen.walker@eku.edu](mailto:jen.walker@eku.edu)
- Eastern Michigan University  
Counseling Services  
313 Snow Health Center  
Ypsilanti MI 48197
- 81 Rosalyn Barclay  
PHONE: 734-487-1118  
FAX: 734-481-0050  
[rbarclay@emich.edu](mailto:rbarclay@emich.edu)
- Eastern Washington University  
Cheney, WA 99004
- 82 Rob Quackenbush  
PHONE: 509-359-2366  
FAX: 509-359-4283  
[rquackenbush@ewu.edu](mailto:rquackenbush@ewu.edu)
- Eckerd College  
4200 54th Avenue South  
St. Petersburg, FL 33711
- 83 Scott Strader  
PHONE: 727-864-8248  
FAX: 727-864-8323  
[stradesc@eckerd.edu](mailto:stradesc@eckerd.edu)
- Edinboro University of Pennsylvania  
320 Scotland Rd.  
Edinboro, PA 16444
- 84 Michael Bucell  
PHONE: 814-732-2252  
FAX: 814-732-2666  
[bucell@edinboro.edu](mailto:bucell@edinboro.edu)
- Elmhurst College  
190 Prospect Avenue  
Elmhurst, IL 60126
- 85 Amy Swarr  
PHONE: 630-617-5370  
FAX: 630-617-3255  
[amys@elmhurst.edu](mailto:amys@elmhurst.edu)

- 86  
Elon University  
2040 Campus Box  
Elon, NC 27244  
Bruce Nelson  
PHONE: 336-278-7282  
[bnelson@elon.edu](mailto:bnelson@elon.edu)
- 87  
Emporia State University  
1200 Commercial, Box 4006  
Emporia, KS 66801  
Jaqueline Schmidt  
PHONE: 620-341-5221  
FAX: 620-341-5045  
[jschmidt@emporia.edu](mailto:jschmidt@emporia.edu)
- 88  
Fitchburg State College  
160 Pearl Street  
Fitchburg, MA 01420  
Robert Hynes  
PHONE: 978-665-3152  
FAX: 978-665-3021  
[rhynes@fsc.edu](mailto:rhynes@fsc.edu)
- 89  
Florida Atlantic University  
2912 College Avenue, MDI  
Davie, Florida 33314  
Dawn Reilly  
PHONE: 954-236-1224  
[reilly@fau.edu](mailto:reilly@fau.edu)
- 90  
Florida Institute of Technology  
150 West University Blvd  
Melbourne, Florida 32901  
James Oelschlager  
PHONE: 321-674-8050  
FAX: 321-674-8054  
[joelschl@fit.edu](mailto:joelschl@fit.edu)
- 91  
Fort Hays State University  
600 Park St.  
Hays, KS 67601  
Kenton Olliff  
PHONE: 785-628-4401  
FAX: 785-628-4412  
[kolliff@fhsu.edu](mailto:kolliff@fhsu.edu)
- 92  
Franklin & Marshall College  
P.O. Box 3003  
Lancaster, PA 17604  
Christine Conway  
PHONE: 717-291-4083  
FAX: 717-358-4459  
[christine.conway@fandm.edu](mailto:christine.conway@fandm.edu)
- 93  
Franklin College  
101 Branigin Blvd  
Franklin, IN 46131  
John R. Shafer  
PHONE: 317-738-8080  
FAX: 317-738-8087  
[JShafer@FranklinCollege.edu](mailto:JShafer@FranklinCollege.edu)
- 94  
Frostburg State University  
Sand Spring Hall 101  
Frostburg, MD 21532  
Spencer Deakin  
PHONE: 301-687-4234  
FAX: 301-687-3065  
[Sdeakin@frostburg.edu](mailto:Sdeakin@frostburg.edu)
- 95  
Furman University  
Counseling Center  
3300 Poinsett Hwy  
Greenville, SC 29613  
Stephen Dawes  
PHONE: 864-294-3031  
FAX: 864-294-2465  
[steve.dawes@furman.edu](mailto:steve.dawes@furman.edu)
- 96  
Gannon University  
University Square  
Erie PA 16541  
James Finegan  
PHONE: 814-871-7680  
FAX: 814-871-7220  
[finegan001@gannon.edu](mailto:finegan001@gannon.edu)
- 97  
George Washington University  
University Counseling Center  
2033 K St., NW, Suite 330  
Washington, DC 20052  
Diane DePalma  
PHONE: 202-994-5300  
FAX: 202-994-5267  
[counsdire@gwu.edu](mailto:counsdire@gwu.edu)

- Georgetown University  
Counseling and Psychiatric Service  
1 Darnall Hall  
37th and O Streets, N.W.  
98 Washington, DC 20057  
Phil Meilman  
PHONE: 202-687-7060  
FAX: 202-687-6158  
[pwm9@georgetown.edu](mailto:pwm9@georgetown.edu)
- Georgia College & State University  
GCSU Box 061  
Milledgeville, GA 31061  
99 MJ Phillips  
PHONE: 478-445-5331  
FAX: 478-445-2962  
[mj.phillips@gcsu.edu](mailto:mj.phillips@gcsu.edu)
- Georgia Institute of Technology  
353 Ferst Drive  
Atlanta, GA 30332  
100 Ruperto Perez  
PHONE: 404-834-2575  
FAX: 404-894-1804  
[ruperto.perez@vpss.gatech.edu](mailto:ruperto.perez@vpss.gatech.edu)
- Georgia State University  
PO Box 3975  
Atlanta, GA 30302-3975  
101 Marolyn Wells  
PHONE: 404-651-2211  
FAX: 404-651-1713  
[coumcw@langate.gsu.edu](mailto:coumcw@langate.gsu.edu)
- Georgian Court University  
900 Lakewood Avenue  
Lakewood, NJ 08701  
102 Robin Solbach  
PHONE: 732-987-2680  
FAX: 732-987-2014  
[solbach@georgian.edu](mailto:solbach@georgian.edu)
- Gordon College  
255 Grapevine Road  
Wenham, MA 01984  
103 Janice Holton  
PHONE: 978-867-4311  
[janice.holton@gordon.edu](mailto:janice.holton@gordon.edu)
- Greensboro College  
815 West Market Street  
Greensboro, NC 27401  
104 Robin Daniel  
PHONE: 336-272-7102  
FAX: 336-271-6634  
[rdaniel@gborocollege.edu](mailto:rdaniel@gborocollege.edu)
- Hamilton College  
Counseling and Psychological Services  
198 College Hill Road  
Clinton, NY 13323  
105 Bob Kazin  
PHONE: 315-859-4340  
FAX: 315-859-4046  
[rkazin@hamilton.edu](mailto:rkazin@hamilton.edu)
- Hobart and William Smith Colleges  
Counseling Center  
Geneva, NY 14456  
106 Steve Sprinkle  
PHONE: 315-781-3600  
FAX: 315-781-3802  
[sprinkle@hws.edu](mailto:sprinkle@hws.edu)
- Holy Names University  
3500 Mountain Blvd  
Oakland, CA 94619  
107 Susie Kisber  
PHONE: 510-436-1530  
FAX: 510-436-1217  
[kisber@hnu.edu](mailto:kisber@hnu.edu)
- Houghton College  
One Willard Avenue  
Houghton, NY 14744  
108 Nancy Murphy  
PHONE: 585-567-9622  
FAX: 585-567-9625  
[nancy.murphy@houghton.edu](mailto:nancy.murphy@houghton.edu)
- Howard University  
Sixth & Bryant Streets, NW  
Washington, DC, 20059  
109 Thomas Wessel  
PHONE: 202-806-6870  
FAX: 202-806-7299  
[twessel@howard.edu](mailto:twessel@howard.edu)

- Hudson Valley Community College  
80 Vandenburg Avenue  
Troy, NY 12180
- 110 Kathleen Sweener  
PHONE: 518-629-7178  
FAX: 518-629-7616  
[sweenkat@hvcc.edu](mailto:sweenkat@hvcc.edu)
- Illinois Institute of Technology  
3300 S. Michigan Ave., room 103
- 111 Daniel Kaplan  
PHONE: 312-808-7132  
FAX: 312-808-7122  
[kapland@iit.edu](mailto:kapland@iit.edu)
- Illinois State University  
Campus Box 2420  
Normal, IL 61790-2420
- 112 Sandy Colbs  
PHONE: 309-438-3655  
FAX: 309-438-3004  
[slcolbs@ilstu.edu](mailto:slcolbs@ilstu.edu)
- Illinois Wesleyan University  
Counseling & Consultation Services  
PO Box 2900
- 113 Bloomington, IL 61702-2900  
Annorah Moorman  
PHONE: 309-556-3052  
FAX: 309-556-1042  
[amoorman@iwu.edu](mailto:amoorman@iwu.edu)
- Indiana University of Pennsylvania  
307 Pratt Hall
- 114 Indiana PA, 15705  
Kim Weiner  
PHONE: 724-357-2621  
[kweiner@iup.edu](mailto:kweiner@iup.edu)
- Indiana University/Purdue University -  
Indianapolis
- 115 Indianapolis, IN 46202  
John Sharp  
PHONE: 317-274-2548  
FAX: 317-278-0948  
[jsharp@iupui.edu](mailto:jsharp@iupui.edu)
- Iowa State University  
Student Counseling Services  
2223 Student Services Bldg.  
Ames, Iowa 50011-2223
- 116 Terry Mason  
PHONE: 515-294-0153  
FAX: 515-294-5205  
[oriole@iastate.edu](mailto:oriole@iastate.edu)
- Ithaca College  
101 Hammond Center  
Ithaca, NY 14850
- 117 Deborah Harper  
PHONE: 607-274-3136  
FAX: 607-274-3667  
[dharper@ithaca.edu](mailto:dharper@ithaca.edu)
- James Madison University  
Counseling & Student Development Center  
MSC 0801  
Harrisonburg, VA 22807
- 118 David Onestak  
PHONE: 540-568-6552  
FAX: 540-568-8096  
[onestadm@jmu.edu](mailto:onestadm@jmu.edu)
- John Carroll University  
20700 North Park Blvd.  
University Heights, Ohio 44118
- 119 John Ropar  
PHONE: 216-397-4201  
FAX: 216-397-4293  
[jropar@jcu.edu](mailto:jropar@jcu.edu)
- Johns Hopkins University  
358 Garland Hall  
3400 N. Charles  
Baltimore, Md 21218
- 120 Michael Mond  
PHONE: 410-516-8278  
[mond@jhu.edu](mailto:mond@jhu.edu)
- Johnson & Wales University  
Counseling Center  
8 Abbott Park Place  
Providence, RI 02903
- 121 Edward Hattauer  
PHONE: 401-598-1016  
FAX: 401-598-2220  
[ehattauer@jwu.edu](mailto:ehattauer@jwu.edu)

- Johnson C. Smith University  
PO Box 373  
Harrisburg, NC 28075
- 122 Sonyia Richardson  
PHONE: 704-378-1043  
FAX: 704-330-1308  
[scrichardson@jcsu.edu](mailto:scrichardson@jcsu.edu)
- Johnson State College  
337 College Hill  
Johnson, VT 05656
- 123 Andrea Kelly  
PHONE: 802-635-1424  
[kellya@jsc.vsc.edu](mailto:kellya@jsc.vsc.edu)
- Kansas State University  
232 ECS Bldg  
Manhattan, KS 66506
- 124 Fred Newton  
PHONE: 785-532-6927  
[newtonf@ksu.edu](mailto:newtonf@ksu.edu)
- Keene State College  
MS 2803  
229 Main Street  
Keene, NH 03435
- 125 Candice Wiggum  
PHONE: 603-358-2438  
FAX: 603-358-2985  
[cwiggum@keene.edu](mailto:cwiggum@keene.edu)
- La Salle University  
1900 W. Olney Avenue  
Philadelphia, PA 19141
- 126 Suzanne Boyll  
PHONE: 215-951-5076  
FAX: 215-951-1451  
[boyll@lasalle.edu](mailto:boyll@lasalle.edu)
- Lake Forest College  
555 N Sheridan Rd  
Lake Forest, Illinois 60045
- 127 Pat Pohl  
PHONE: 847-735-5243  
FAX: 847-735-6268  
[pohl@lakeforest.edu](mailto:pohl@lakeforest.edu)
- Lakeland College  
PO Box 359  
Sheboygan, WI 53082
- 128 Cary Knier  
PHONE: 920-565-1527  
FAX: 920-565-1211  
[knierca@lakeland.edu](mailto:knierca@lakeland.edu)
- Lawrence University  
Box 599  
Appleton, WI 54912-0599
- 129 Kathleen Fuchs  
PHONE: 920-832-6574  
FAX: 920-832-7488  
[kathleen.f.fuchs@lawrence.edu](mailto:kathleen.f.fuchs@lawrence.edu)
- Le Moyne College  
Center for Personal Growth & Counseling  
1419 Salt Springs Road  
Syracuse, New York 13214
- 130 Barbara McClure  
PHONE: 315-445-4195  
FAX: 315-445-4592  
[mcclureb@mail.lemoyne.edu](mailto:mcclureb@mail.lemoyne.edu)
- Lees-McRae College  
191 College Ave.  
Banner Elk, NC 28604
- 131 Susan Shuford  
PHONE: 828-898-8841  
FAX: 828-898-8841  
[shufords@lmc.edu](mailto:shufords@lmc.edu)
- Lesley University  
29 Everett St.  
Cambridge, MA 02138-2790
- 132 Magi McKinnies  
PHONE: 617-349-8546  
FAX: 617-349-8558  
[mmckinni@lesley.edu](mailto:mmckinni@lesley.edu)
- Linfield College  
900 S. Baker Street, A442  
McMinnville, OR 97128
- 133 John Kerrigan  
PHONE: 971-237-1865  
FAX: 971-237-1865  
[kerrigan@linfield.edu](mailto:kerrigan@linfield.edu)

- Louisiana State University  
Mental Health Service  
Student Health Center  
Baton Rouge, LA 70803  
134 Drayton Vincent  
PHONE: 225-578-8774  
FAX: 225-578-1147  
[dvincen@lsu.edu](mailto:dvincen@lsu.edu)
- Loyola Marymount University  
Burns Recreation Center  
1 LMU drive, MS 8485  
Los Angeles, CA 90045  
135 Kristin Linden  
PHONE: 310-338-2868  
FAX: 310-338-3705  
[klinden1@lmu.edu](mailto:klinden1@lmu.edu)
- Luther College  
700 College Drive  
Decorah, IA 52101  
136 Pam Torresdal  
PHONE: 563-387-1375  
FAX: 563-387-1384  
[torrespa@luther.edu](mailto:torrespa@luther.edu)
- Lycoming College  
700 College Place  
Williamsport, PA 17701  
137 Cyril Velkoff  
PHONE: 570-321-4258  
[velkoff@lycoming.edu](mailto:velkoff@lycoming.edu)
- Lyon College  
P. O. Box 2317  
Batesville, AR 72503  
138 Diane Ellis  
PHONE: 870-698-4319  
[dellis@lyon.edu](mailto:dellis@lyon.edu)
- Manhattanville College  
2900 Purchase Street  
Purchase, NY 10577  
139 Pamela Duncan  
PHONE: 914-323-5158  
FAX: 914-798-2701  
[duncanp@mville.edu](mailto:duncanp@mville.edu)
- Marquette University  
Marquette University Counseling Center  
PO box 1881  
Milwaukee WI 53201-1881  
140 Mike Zebrowski  
PHONE: 414-288-7172  
FAX: 414-288-7598  
[mike.zebrowski@mu.edu](mailto:mike.zebrowski@mu.edu)
- Mars Hill College  
Robinson Wellness Center  
100 Athletic Street  
141 Mars Hill, NC 28754  
William Dycus  
PHONE: 828-689-1196  
[bdycus@mhc.edu](mailto:bdycus@mhc.edu)
- Marymount Manhattan College  
221 E. 71st St.  
New York, NY 10021  
142 Brian Quigley  
PHONE: 212-774-0727  
[bquigley@mmm.edu](mailto:bquigley@mmm.edu)
- Marymount University  
2807 North Glebe Road  
Arlington, VA 22207  
143 Silvestro Menzano  
PHONE: 703-526-6861  
FAX: 703-284-5792  
[Silvestro.Menzano@marymount.edu](mailto:Silvestro.Menzano@marymount.edu)
- Maryville University  
13550 Conway Road  
St. Louis, MO 63141  
144 Jennifer Henry  
PHONE: 314-529-9518  
[jhenry@maryville.edu](mailto:jhenry@maryville.edu)
- Marywood University  
2300 Adams Ave.  
Scranton, PA 18509  
145 Jacklyn Leitzel  
PHONE: 570-348-6245  
FAX: 570-961-4765  
[jleitzel@es.marywood.edu](mailto:jleitzel@es.marywood.edu)

- Massachusetts College of Liberal Arts  
375 Church St.  
N. Adams, MA 01247
- 146 Erica Forrest  
PHONE: 413-662-5331  
FAX: 413-662-5572  
[e.forrest@mcla.edu](mailto:e.forrest@mcla.edu)
- Massachusetts Institute of Technology  
77 Massachusetts Ave., E23-376  
Cambridge, MA 02139
- 147 Alan Siegel  
PHONE: 617-253-4374  
FAX: 617-253-0162  
[sieg@med.mit.edu](mailto:sieg@med.mit.edu)
- McDaniel College  
2 College Hill  
Westminster, MD 21157
- 148 Susan Glore  
PHONE: 410-871-3305  
FAX: 410-857-2783  
[sglore@mcdaniel.edu](mailto:sglore@mcdaniel.edu)
- McMurry University  
McMurry Station, Box 657  
Abilene, TX 79697
- 149 Cherisse Flanagan  
PHONE: 325-793-4880  
[cflanagan@mcm.edu](mailto:cflanagan@mcm.edu)
- Medaille College  
18 Agassiz Circle
- 150 Jeannine Suk  
PHONE: 716-880-2339  
[jsuk@medaille.edu](mailto:jsuk@medaille.edu)
- Mercer University  
1400 Coleman Avenue  
Macon GA 31207
- 151 Jeffrey Henderson  
PHONE: 478-301-2862  
FAX: 478-301-5347  
[henderson\\_wj@mercer.edu](mailto:henderson_wj@mercer.edu)
- Metro State College of Denver  
Counseling Center  
P.O. Box 173362  
Campus Box 5
- 152 Denver, CO 80217  
Gail Bruce-Sanford  
PHONE: 303-556-6433  
FAX: 303-556-4760  
[brucesan@mscd.edu](mailto:brucesan@mscd.edu)
- Miami University (OH)  
195 Health Services Building  
Oxford, OH 45056
- 153 Kip Alishio  
PHONE: 513-529-4634  
FAX: 513-529-2975  
[alishikc@muohio.edu](mailto:alishikc@muohio.edu)
- Middle Tennessee State University  
Box 53  
Murfreesboro, TN 37132
- 154 Jane Tipps  
PHONE: 615-898-2670  
FAX: 615-904-8284  
[jtipps@mtsu.edu](mailto:jtipps@mtsu.edu)
- Middlebury College  
Center for Counseling and Human  
Relations  
Centeno House 3rd Floor
- 155 Middlebury, VT 05753  
Gary Margolis  
PHONE: 802-443-5141  
FAX: 802-443-3407  
[margolis@middlebury.edu](mailto:margolis@middlebury.edu)
- Midwestern University  
555 31st Street  
Downers Grove, IL 60515
- 156 Carrie Torgerson  
PHONE: 630-515-7142  
FAX: 639-515-6174  
[ctorge@midwestern.edu](mailto:ctorge@midwestern.edu)
- Mills College  
5000 MacArthur Boulevard  
Oakland, CA 94613
- 157 Dorian Newton  
PHONE: 510-430-2262  
FAX: 510-430-3235  
[newton@mills.edu](mailto:newton@mills.edu)

- Millsaps College  
1701 North State Street  
Jackson, MS 39210
- 158 Janis Booth  
PHONE: 601-974-1206  
FAX: 601-974-1229  
[boothjc@millsaps.edu](mailto:boothjc@millsaps.edu)
- Minnesota State University - Mankato  
Counseling Center  
245 SU
- 159 Mankato, MN 56001  
K Much  
PHONE: 507-389-1455  
[karen.much@mnsu.edu](mailto:karen.much@mnsu.edu)
- Missouri State University  
311 Carrington Hall  
901 South National Ave.  
Springfield, MO 65897
- 160 Doug Greiner  
PHONE: 417-836-5116  
FAX: 417-836-4616  
[DougGreiner@missouristate.edu](mailto:DougGreiner@missouristate.edu)
- Monash University  
Wellington Rd Clayton  
Victoria AUSTRALIA 3191
- 161 Robin Coventry  
PHONE: 039-905-3156  
FAX: 039-905-3157  
[robin.coventry@adm.monash.edu.au](mailto:robin.coventry@adm.monash.edu.au)
- Montclair State University  
1 Normal Ave  
Gilbreth House  
Upper Montclair, NJ 07043
- 162 Jaclyn Friedman-Lombardo  
PHONE: 973-655-7599  
FAX: 973-655-4470  
[friedmanlj@mail.montclair.edu](mailto:friedmanlj@mail.montclair.edu)
- Morgan State University  
1700 E. Cold Spring Lane  
Baltimore, MD 21251
- 163 Claudia Leight  
PHONE: 443-885-3130  
FAX: 443-885-8208  
[cleight@moac.morgan.edu](mailto:cleight@moac.morgan.edu)
- National-Louis University  
2840 Sheridan Road  
Evanston, IL 60201
- 164 Rebecca Nino  
PHONE: 847-905-2443  
FAX: 847-905-2301  
[rebecca.nino@nl.edu](mailto:rebecca.nino@nl.edu)
- Neosho County Community College  
800 West 14th Street  
Chanute, KS 66720
- 165 Juliette Loring  
PHONE: 620-431-2820  
FAX: 620-431-0082  
[jloring@neosho.edu](mailto:jloring@neosho.edu)
- Neumann College  
One Neumann Drive  
Aston, Pa. 19014
- 166 Susan Platt  
PHONE: 610-358-4540  
[platts@neumann.edu](mailto:platts@neumann.edu)
- New College of Florida  
5700 North Tamiami Trail  
Sarasota, FL 34243
- 167 Anne Fisher  
PHONE: 941-359-4254  
FAX: 941-359-5356  
[fisher@ncf.edu](mailto:fisher@ncf.edu)
- New England College  
24 Bridge Street  
Henniker, NH 03242
- 168 Brian Van Brunt  
PHONE: 603-428-2310  
FAX: 603-428-2442  
[bvanbrunt@nec.edu](mailto:bvanbrunt@nec.edu)
- New Jersey City University  
Counseling Center  
2039 Kennedy Boulevard  
Jersey City, New Jersey 07305
- 169 Abisola Gallagher  
PHONE: 201-200-3517  
FAX: 201-200-2558  
[agallagher@njcu.edu](mailto:agallagher@njcu.edu)

- New Mexico State University  
MSC3575, PO 30003  
Las Cruces, NM 88003
- 170 John Irvine  
PHONE: 505-373-1190  
FAX: 505-646-1975  
[jirvine@nmsu.edu](mailto:jirvine@nmsu.edu)
- New York University  
726 Broadway Ste. 471  
New York, NY 10003
- 171 Paul Grayson  
PHONE: 212-998-4777  
FAX: 212-995-4096  
[paul.grayson@nyu.edu](mailto:paul.grayson@nyu.edu)
- Nicholls State University  
P.O. Box 2967  
Thibodaux, LA 70310
- 172 Michele Caruso  
PHONE: 985-448-4080  
FAX: 985-448-4890  
[michele.caruso@nicholls.edu](mailto:michele.caruso@nicholls.edu)
- North Carolina Central University  
1801 Fayetteville St.  
Durham, NC 27707
- 173 Carolyn Moore-Assem  
PHONE: 919-530-5294  
FAX: 919-530-5270  
[cassem@nccu.edu](mailto:cassem@nccu.edu)
- North Carolina State University  
Counseling Center  
Campus Bx. 7312  
Raleigh, NC 27695-7312
- 174 Lee Salter  
PHONE: 919-515-2423  
FAX: 919-515-8525  
[mlsalter@gw.ncsu.edu](mailto:mlsalter@gw.ncsu.edu)
- North Dakota State University  
PO Box 5226  
Fargo ND 58105-5226
- 175 Peggy Gaynor  
PHONE: 701-231-7675  
FAX: 701-231-6318  
[peggy.gaynor@ndsu.edu](mailto:peggy.gaynor@ndsu.edu)
- Northern Arizona University  
Counseling & Testing Center  
Box 6045  
Flagstaff, AZ 86011-6045
- 176 Chris Gunn  
PHONE: 928-523-2261  
FAX: 928-523-9060  
[christopher.gunn@nau.edu](mailto:christopher.gunn@nau.edu)
- Northern Illinois University  
Counseling and Student Development  
Center
- 177 Christina Peddle  
PHONE: 815-753-1208  
FAX: 815-753-9110  
[cpeddle@niu.edu](mailto:cpeddle@niu.edu)
- Northern Kentucky University  
UC 300, Nunn Drive  
Highland Heights, KY 41099
- 178 Barbara Sween  
PHONE: 859-572-5650  
FAX: 859-572-5615  
[sweenb@nku.edu](mailto:sweenb@nku.edu)
- Northern Michigan University  
Counseling & Consultation Services  
Marquette, MI 49855
- 179 Thomas Stanger  
PHONE: 906-227-2981  
FAX: 906-227-1103  
[tstanger@nmu.edu](mailto:tstanger@nmu.edu)
- Northwest Missouri State University  
120 Wells Hall/Northwest  
Maryville, MO 64468
- 180 Elizabeth Wood  
PHONE: 660-562-1220  
FAX: 660-562-1585  
[ewood@nwmissouri.edu](mailto:ewood@nwmissouri.edu)
- Northwestern Business College  
7725 S Harlem Ave  
Bridgeview, IL 60455
- 181 Alexandra Dellutri  
PHONE: 708-237-5000, x2622  
FAX: 630-839-2792  
[adellutri@nwbc.edu](mailto:adellutri@nwbc.edu)

- Northwestern University  
Counseling & Psychological Services  
633 Emerson St  
Evanston, IL 60208  
182 John Dunkle  
PHONE: 847-491-2151  
FAX: 847-467-1193  
[j-dunkle@northwestern.edu](mailto:j-dunkle@northwestern.edu)
- Ohio State University  
Counseling and Consultation Service  
1640 Neil Ave, 4th floor  
Columbus OH 43201  
183 Louise Douce  
PHONE: 614-292-5766  
FAX: 614-688-3440  
[douce.1@osu.edu](mailto:douce.1@osu.edu)
- Ohio University  
Hudson Health Center  
Jeanne Heaton  
184 PHONE: 740-593-1616  
FAX: 740-593-0091  
[heaton@ohio.edu](mailto:heaton@ohio.edu)
- Old Dominion University  
1526 Webb Center North  
Norfolk, VA 23529  
185 Lenora Thompson  
PHONE: 757-683-4401  
FAX: 757-683-3565  
[lthomps@odu.edu](mailto:lthomps@odu.edu)
- Oregon Institute of Technology  
LRC 229  
3201 Campus Drive  
Klamath Falls, OR 97601  
186 John Hancock  
PHONE: 541-885-1015  
FAX: 541-885-1027  
[john.hancock@oit.edu](mailto:john.hancock@oit.edu)
- Oregon State University  
500 Snell Hall  
Corvallis OR 97331  
187 Ellen Taylor  
PHONE: 541-737-2131  
[ellen.taylor@oregonstate.edu](mailto:ellen.taylor@oregonstate.edu)
- Pace University - New York  
156 William Street-12th Floor  
New York, NY 10038  
188 Richard Shadick  
PHONE: 212-346-1526  
FAX: 212-346-1530  
[Rshadick@pace.edu](mailto:Rshadick@pace.edu)
- Pacific University  
2043 College Way  
Forest Grove, OR 97116  
189 Robin Keillor  
PHONE: 503-352-2191  
FAX: 503-352-3105  
[keillor@pacificu.edu](mailto:keillor@pacificu.edu)
- Peace College  
15 East Peace St.  
Raleigh, NC 27604  
190 Pat Marples  
PHONE: 919-508-2505  
FAX: 919-508-2501  
[pmarples@peace.edu](mailto:pmarples@peace.edu)
- Pennsylvania State University  
Counseling and Psychological Services  
217 Ritenour Bldg  
University Park, PA 16802  
191 Dennis Heitzmann  
PHONE: 814-865-0966  
FAX: 814-863-9610  
[deh8@psu.edu](mailto:deh8@psu.edu)
- Pepperdine University  
24255 Pacific Coast Hiway  
Malibu, CA 90265  
192 Connie Horton  
PHONE: 310-506-4210  
FAX: 310-506-7993  
[connie.horton@pepperdine.edu](mailto:connie.horton@pepperdine.edu)
- Philadelphia University  
Schoolhouse Lane and Henry Avenue  
Philadelphia, PA 19144  
193 Cathleen Barlow  
PHONE: 215-951-2868  
[barlowc@philau.edu](mailto:barlowc@philau.edu)

- 194 Pittsburg State University  
1701 S. Broadway  
Pittsburg, KS 66762  
Steve Mayhew  
PHONE: 620-235-4044  
[smayhew@pittstate.edu](mailto:smayhew@pittstate.edu)
- 195 Polytechnic University  
6 Metrotech Center  
Brooklyn, NY 11201  
Kathy Brock  
PHONE: 718-260-3456  
[kbrock@poly.edu](mailto:kbrock@poly.edu)
- 196 Pratt Institute  
Pratt Institute Health & Counseling  
215 Willoughby Avenue, #115  
Brooklyn, NY 11205  
Jonathan Kaplan  
PHONE: 718-399-4542  
[jkaplan3@pratt.edu](mailto:jkaplan3@pratt.edu)
- 197 Princeton University  
McCosh Health Center  
Washington Road  
Princeton, NJ 08544  
John Kolligian  
PHONE: 609-258-3285  
[jkjr@princeton.edu](mailto:jkjr@princeton.edu)
- 198 Quincy University  
1800 College Ave., Box 6  
Quincy, IL 62301  
Michael Schneider  
PHONE: 217-222-6103  
FAX: 217-222-6103  
[schnemi@quincy.edu](mailto:schnemi@quincy.edu)
- 199 Randolph-Macon College  
PO Box 5005  
Ashland, VA 23005-5505  
Craig Anderson  
PHONE: 804-752-7270  
[canderson@rmc.edu](mailto:canderson@rmc.edu)
- 200 Rhode Island School of Design  
Director of Student Development &  
Counseling Services  
2 College Street  
Providence, RI 02903  
Roberta McMahan  
PHONE: 401-454-6639  
FAX: 401-454-6660  
[rmcmahan@risd.edu](mailto:rmcmahan@risd.edu)
- 201 Rice University  
6100 Main St., MS-19  
Houston, TX 77005  
Lindley Doran  
PHONE: 713-348-4867  
FAX: 713-348-5953  
[doran@rice.edu](mailto:doran@rice.edu)
- 202 Richard Stockton College of New Jersey  
PO Box 195  
Pomona, New Jersey 09240  
Fran Bottone  
PHONE: 609-652-4722  
FAX: 609-626-5550  
[frances.bottone@stockton.edu](mailto:frances.bottone@stockton.edu)
- 203 Rivier College  
420 Main Street  
Nashua, NH 03060  
Pamela Graesser  
PHONE: 603-897-8251  
[pgraesser@rivier.edu](mailto:pgraesser@rivier.edu)
- 204 Roberts Wesleyan College  
2301 Westside Drive  
Rochester NY 14624  
Joyce Wagner  
PHONE: 585-594-6311  
FAX: 585-594-6480  
[wagner\\_joyce@roberts.edu](mailto:wagner_joyce@roberts.edu)
- 205 Rockhurst University  
1100 Rockhurst Rd  
Kansas City MO 64110  
Rick Hanson  
PHONE: 816-501-4275  
FAX: 816-501-3481  
[rick.hanson@rockhurst.edu](mailto:rick.hanson@rockhurst.edu)

- 206 Roger Williams University  
1 Old Ferry Road,  
Counseling Center  
Bristol, RI 02809  
Jim Azar  
PHONE: 401-254-3124  
FAX: 401-254-3197  
[jazar@rwu.edu](mailto:jazar@rwu.edu)
- 207 Rollins College  
1000 Holt Avenue - 2637  
Winter Park, FL 32789  
Rebecca Eades  
PHONE: 407-628-6340  
FAX: 407-628-6350  
[reades@rollins.edu](mailto:reades@rollins.edu)
- 208 Roosevelt University  
430 S. Michigan Ave  
HCC 5th floor  
Chicago, Illinois, 60605  
Patricia Dore  
PHONE: 312-341-3548  
FAX: 312-341-3550  
[pdore@roosevelt.edu](mailto:pdore@roosevelt.edu)
- 209 Rutgers College  
17 Senior Street  
New Brunswick, NJ 08901-1121  
David Chandler  
PHONE: 732-932-7884  
FAX: 732-932-8278  
[dchandle@rci.rutgers.edu](mailto:dchandle@rci.rutgers.edu)
- 210 Sacred Heart University  
5151 Park Avenue  
Fairfield, CT 06825  
Mary Jo Mason  
PHONE: 203-371-7955  
FAX: 203-371-7955  
[masonm@sacredheart.edu](mailto:masonm@sacredheart.edu)
- 211 Saint Joseph's University  
5600 City Ave  
Philadelphia, Pa 19131  
Greg Nicholls  
PHONE: 610-660-1090  
FAX: 610-660-1793  
[gnicholl@sju.edu](mailto:gnicholl@sju.edu)
- 212 Saint Martin's University  
5300 Pacific Avenue S.E.  
Lacey, Washington 98503  
Lynne Welton  
PHONE: 360-438-4513  
[lwelton@stmartin.edu](mailto:lwelton@stmartin.edu)
- 213 Saint Mary's College  
U.S. 933  
Notre Dame, IN 46556-5001  
Kristina Pendley  
PHONE: 574-284-4565  
FAX: 574-284-4524  
[kpendley@saintmarys.edu](mailto:kpendley@saintmarys.edu)
- 214 Saint Mary's College of California  
P.O. Box 5217  
Moraga, Ca 94575  
Sheri Richards  
PHONE: 925-631-4362  
FAX: 925-631-4475  
[srichard@stmarys-ca.edu](mailto:srichard@stmarys-ca.edu)
- 215 Saint Peter's College  
2641 Kennedy Blvd.  
Jersey City, NJ 07306  
Ronald Becker  
PHONE: 201-915-9312  
FAX: 201-915-9316  
[rbecker@spc.edu](mailto:rbecker@spc.edu)
- 216 Salem College  
601 S. Church St  
Winston-Salem, NC 27108  
Jack LoCicero  
PHONE: 336-721-2625  
FAX: 336-917-5763  
[locicero@salem.edu](mailto:locicero@salem.edu)
- 217 Salem State College  
352 Lafayette St  
Salem, MA 01970  
Linda Jones  
PHONE: 978-542-6411  
FAX: 978-542-7121  
[ljones@salemstate.edu](mailto:ljones@salemstate.edu)

- Salve Regina University  
100 Ochre Point Avenue  
Newport, R.I. 02840
- 218 Elizabeth Minifie  
PHONE: 401-341-2266  
FAX: 401-341-2987  
[minifie@salve.edu](mailto:minifie@salve.edu)
- Sam Houston State University  
SHSU Counseling Center  
Box 2059  
Huntsville, TX 77341
- 219 William Metcalfe  
PHONE: 936-294-1720  
FAX: 936-294-3794  
[metcalfe@shsu.edu](mailto:metcalfe@shsu.edu)
- San Diego State University  
5500 Campanile Drive  
San Diego, CA 92182-8229
- 220 Sandy Jorgensen-Funk  
PHONE: 619-594-5220  
FAX: 619-594-4392  
[jorgens1@mail.sdsu.edu](mailto:jorgens1@mail.sdsu.edu)
- Santa Clara University  
Cowell Center  
500 El Camino Real  
Santa Clara, CA 95053
- 221 Larry Wolfe  
PHONE: 408-554-4172  
[Lwolfe@scu.edu](mailto:Lwolfe@scu.edu)
- School for International Training  
One Kipling Rd.  
Brattleboro, VT 05301
- 222 Jane Buckingham  
PHONE: 802-258-3367  
FAX: 802-258-3252  
[jane.buckingham@sit.edu](mailto:jane.buckingham@sit.edu)
- School of the Art Institute of Chicago  
Counseling Services, saic  
112 S. Michigan Ave.  
Chicago, IL 60603
- 223 Joe Behen  
PHONE: 312-499-4271  
[jbehens@artic.edu](mailto:jbehens@artic.edu)
- Seattle University  
Counseling and Psychological Services  
901 12th Ave, Pavilion 120  
Seattle, WA 98144
- 224 Susan Hawkins  
PHONE: 206-296-6093  
FAX: 206-296-6096  
[shawkins@seattleu.edu](mailto:shawkins@seattleu.edu)
- Seton Hall University  
400 South Orange Avenue  
South Orange, New Jersey 07079
- 225 Gail Pakalns  
PHONE: 973-761-9500  
FAX: 973-275-2415  
[pakalnga@shu.edu](mailto:pakalnga@shu.edu)
- Seton Hill University  
One Seton Hill Drive  
Greensburg, PA
- 226 Terri Bassi  
PHONE: 724-838-4295  
FAX: 724-830-1867  
[bassi@setonhill.edu](mailto:bassi@setonhill.edu)
- Southern Connecticut State University  
Counseling Services  
En 219-B  
New Haven, CT 06515
- 227 David Denino  
PHONE: 203-392-5475  
FAX: 203-392-5478  
[deninod1@southernct.edu](mailto:deninod1@southernct.edu)
- Southern Illinois University - Carbondale  
Student Health Center  
MC 4715  
Carbondale, IL 62901
- 228 Janet Coffman  
PHONE: 618-453-5371  
FAX: 618-453-6151  
[jcoffman@siu.edu](mailto:jcoffman@siu.edu)
- Southern Illinois University - Edwardsville  
Box 1154  
Edwardsville, IL 62026-1154
- 229 Andrew King  
PHONE: 618-650-2197  
FAX: 618-650-2217  
[andking@siue.edu](mailto:andking@siue.edu)

- 230 Southern University - Baton Rouge  
POB 12874  
University Counseling Center  
Baton Rouge, LA 70813  
ValaRay Irvin  
PHONE: 225-771-2480  
FAX: 225-771-3560  
[ValaRay\\_Irvin@subr.edu](mailto:ValaRay_Irvin@subr.edu)
- 231 Southern Utah University  
351 west University Blvd,  
Cedar City, Utah, 84720  
Curtis Hill  
PHONE: 435-586-7718  
FAX: 435-865-8225  
[hillc@suu.edu](mailto:hillc@suu.edu)
- 232 Spelman College  
350 Spelman Lane, SW Box 324  
Atlanta, Georgia 30314  
Ave Marshall  
PHONE: 770-270-5293  
FAX: 770-270-5297  
[amarshall@spelman.edu](mailto:amarshall@spelman.edu)
- 233 St. John Fisher College  
3690 East Ave.  
Rochester, NY 14618  
Michael Herzbrun  
PHONE: 585-385-8463  
FAX: 585-385-8299  
[mherzbrun@sjfc.edu](mailto:mherzbrun@sjfc.edu)
- 234 St. Mary's University  
One Camino Santa Maria  
Box 26  
San Antonio, Texas 78228  
Barbara Hardin  
PHONE: 210-436-3135  
FAX: 210-431-6706  
[bhardin@stmarytx.edu](mailto:bhardin@stmarytx.edu)
- 235 St. Norbert College  
100 Grant Street  
De Pere, WI 54115  
Kurt Weber  
PHONE: 920-403-3045  
FAX: 920-403-3099  
[kurt.weber@snc.edu](mailto:kurt.weber@snc.edu)
- 236 St. Olaf College  
1520 St. Olaf Avenue  
Northfield, Minnesota 55057  
Steve O'Neill  
PHONE: 507-646-3062  
FAX: 507-646-3786  
[oneill@stolaf.edu](mailto:oneill@stolaf.edu)
- 237 Stanford University  
Counseling and Psychological Services  
866 Campus Drive  
Stanford, CA 94305-8580  
Alejandro Martinez  
PHONE: 650-725-4120  
FAX: 650-725-2887  
[a.martinez@stanford.edu](mailto:a.martinez@stanford.edu)
- 238 State University of New York - Buffalo  
Counseling Services  
120 Richmond Quad  
Buffalo, NY 14261  
Sharon Mitchell  
PHONE: 716-645-2720  
FAX: 716-645-2175  
[smitch@buffalo.edu](mailto:smitch@buffalo.edu)
- 239 State University of New York - Cobleskill  
Wellness Center  
130 Albany Avenue  
Cobleskill, NY 12043  
Kevin Readdean  
PHONE: 518-255-5225  
FAX: 518-255-5819  
[readdekc@cobleskill.edu](mailto:readdekc@cobleskill.edu)
- 240 State University of New York - New Paltz  
Psychological Counseling Center  
Student Health & Counseling Building, 201  
One Hawk Drive  
New Paltz, NY 12561-2443  
Pam Atkins  
PHONE: 845-257-2920  
FAX: 845-257-3162  
[atkinsp@newpaltz.edu](mailto:atkinsp@newpaltz.edu)

- State University of New York - Oneonta  
101 CHW Ctr  
Oneonta NY 13820
- 241 Mark Rice  
PHONE: 607-436-3368  
FAX: 607-436-2074  
[riceme@oneonta.edu](mailto:riceme@oneonta.edu)
- State University of New York - Oswego  
Walker Health Center  
Oswego, New York 13126
- 242 Warren Baldwin  
PHONE: 315-312-4416  
FAX: 315-312-5416  
[baldwin@oswego.edu](mailto:baldwin@oswego.edu)
- State University of New York - Potsdam  
44 Pierrepont Ave  
Potsdam NY 13676
- 243 Susan Thomas  
PHONE: 315-267-2330  
FAX: 315-267-2228  
[thomass@potsdam.edu](mailto:thomass@potsdam.edu)
- State University of New York - Purchase  
College  
735 Anderson Hill Road  
Purchase, NY 10577
- 244 Robin Kaufman  
PHONE: 914-251-6390  
FAX: 914-251-6399  
[robin.kaufman@purchase.edu](mailto:robin.kaufman@purchase.edu)
- Stevens Institute of Technology  
Castle Point on Hudson  
Hoboken, NJ 07030
- 245 Terence P. Hannigan  
PHONE: 201-216-5277  
FAX: 201-216-5677  
[terence.hannigan@stevens.edu](mailto:terence.hannigan@stevens.edu)
- Stonehill College  
320 Washington St.  
Easton, MA 02357
- 246 Neal Price  
PHONE: 508-565-1331  
FAX: 508-565-1691  
[nprice@stonehill.edu](mailto:nprice@stonehill.edu)
- Stony Brook University  
University Counseling Center, Stadium Rd.  
Stony Brook, NY 11794-3100
- 247 Anne Byrnes  
PHONE: 631-632-6720  
FAX: 631-632-9754  
[anne.byrnes@stonybrook.edu](mailto:anne.byrnes@stonybrook.edu)
- Suffolk County Community College  
533 College Road  
Selden, NY 11784
- 248 Thomas Tyson  
PHONE: 631-451-4475  
FAX: 631-451-4953  
[tysont@sunysuffolk.edu](mailto:tysont@sunysuffolk.edu)
- Suffolk University  
148 Cambridge Street  
Boston, MA. 02114
- 249 Ken Garni  
PHONE: 617-573-8226  
FAX: 617-227-3685  
[kgarni@suffolk.edu](mailto:kgarni@suffolk.edu)
- Tarleton State University  
Box T-240  
Stephenville, TX 76402
- 250 Gilbert Hinga  
PHONE: 254-968-9044  
FAX: 254-968-9710  
[hinga@tarleton.edu](mailto:hinga@tarleton.edu)
- Temple University  
1330 West Berks Street  
Philadelphia, PA 19122
- 251 John DiMino  
PHONE: 215-204-7276  
FAX: 215-204-5419  
[jdimino@temple.edu](mailto:jdimino@temple.edu)
- Tennessee Technological University  
Box 5094  
Cookeville, TN 38505
- 252 Cynthia Bryant  
PHONE: 931-372-3331  
FAX: 931-372-6571  
[cbryant@tntech.edu](mailto:cbryant@tntech.edu)

- 253 Texas A&M International University  
5201 University Blvd, Laredo, TX, 78041  
Jesus/Jesse Aros  
PHONE: 956-326-2232  
FAX: 956-326-2231  
[jaros@tamiu.edu](mailto:jaros@tamiu.edu)
- 254 Texas A&M University - Corpus Christi  
6300 Ocean Drive  
Unit 5716  
Corpus Christi, TX 78412  
Carla Berkich  
PHONE: 361-825-2703  
FAX: 361-825-5969  
[Carla.Berkich@tamucc.edu](mailto:Carla.Berkich@tamucc.edu)
- 255 Texas A&M University - Galveston  
PO Box 1675  
Galveston, Tx. 77553  
Bob Sindylek  
PHONE: 409-740-4587  
FAX: 409-740-4775  
[sindylek@tamug.edu](mailto:sindylek@tamug.edu)
- 256 Texas State University  
Counseling Center  
5-4.1 LBJ Student Center  
601 University Drive  
San Marcos, TX 78666  
Greg Snodgrass  
PHONE: 512-245-2208  
FAX: 512-245-2234  
[gs03@txstate.edu](mailto:gs03@txstate.edu)
- 257 The New School  
135 East 12th Street, 2nd floor  
New York, NY 10003  
Tracy Robin  
PHONE: 212-229-1671  
FAX: 212-614-7484  
[robint@newschool.edu](mailto:robint@newschool.edu)
- 258 Trinity University (Washington)  
125 Michigan Avenue, N.E.  
Washington, D.C. 20017  
Anne Cosimano  
PHONE: 202-884-9612  
FAX: 202-884-9614  
[cosimanoa@trinitydc.edu](mailto:cosimanoa@trinitydc.edu)
- 259 Trinity Western University  
7600 Glover Road  
Langley, BC V2Y 1Y1  
Kurt Lundberg  
PHONE: 604-859-4725  
FAX: 604-513-2100  
[lundberg@twu.ca](mailto:lundberg@twu.ca)
- 260 Tri-State University  
1 University Ave.  
Angola, IN 46703  
Marlene Sweet  
PHONE: 260-665-4172  
FAX: 260-665-4170  
[sweetm@tristate.edu](mailto:sweetm@tristate.edu)
- 261 Truman State University  
University Counseling Services  
100 E. Normal  
Kirksville, MO 63501  
Brian Krylowicz  
PHONE: 660-785-4014  
FAX: 660-785-7444  
[briank@truman.edu](mailto:briank@truman.edu)
- 262 United States Naval Academy  
121 Blake Road  
Annapolis, MD 21402  
Martin Petrillo  
PHONE: 410-293-4897  
FAX: 410-293-4898  
[petrillo@usna.edu](mailto:petrillo@usna.edu)
- 263 University of Akron  
Counseling, Testing & Career Center  
Simmons Hall 306  
Akron, OH 44325-4303  
Juanita Martin  
PHONE: 330-972-7082  
FAX: 330-972-5679  
[juanita@uakron.edu](mailto:juanita@uakron.edu)
- 264 University of Alabama  
Box 870362  
Tuscaloosa, AL 35487  
Lee Keyes  
PHONE: 205-348-3863  
FAX: 205-348-9256  
[lkeyes@sa.ua.edu](mailto:lkeyes@sa.ua.edu)

- University of Alabama - Huntsville  
113 University Center  
Huntsville, AL 35816  
265 Susan Brandt  
PHONE: 256-824-6203  
FAX: 256-824-6672  
[brandts@uah.edu](mailto:brandts@uah.edu)
- University of California - Berkeley  
Counseling and Psychological Services  
University Health Services  
2222 Bancroft Way  
266 Berkeley, CA 94720  
Jeffrey Prince  
PHONE: 510-643-2902  
FAX: 510-642-2368  
[jprince@uhs.berkeley.edu](mailto:jprince@uhs.berkeley.edu)
- University of California - Davis  
Counseling and Psychological Services  
Emil Rodolfa  
267 PHONE: 530-752-0871  
FAX: 530-752-9923  
[errodolfa@ucdavis.edu](mailto:errodolfa@ucdavis.edu)
- University of California - Irvine  
202 Student Services I  
Irvine, Ca. 92697  
268 Thomas Parham  
PHONE: 949-824-6457  
FAX: 949-824-1235  
[taparham@uci.edu](mailto:taparham@uci.edu)
- University of California – Riverside  
Veitch Student Center, North Wing  
Riverside, CA 2521  
269 Brad Compliment  
PHONE: 951-827-5531  
FAX: 951-827-2015  
[brad.compliment@ucr.edu](mailto:brad.compliment@ucr.edu)
- University of California - Santa Barbara  
Counseling Services, UCSB  
Santa Barbara, CA 93106-7140  
270 Jeanne Stanford  
PHONE: 805-893-4411  
FAX: 908-893-5259  
[stanford-j@sa.ucsb.edu](mailto:stanford-j@sa.ucsb.edu)
- University of Central Arkansas  
Conway, Arkansas  
271 Ernie Ness  
PHONE: 501-450-3138  
FAX: 501-450-3291  
[eness@uca.edu](mailto:eness@uca.edu)
- University of Charleston  
2300 MacCorkle Avenue, S.E.  
Charleston, West Virginia 25304  
272 Daniel Festa  
PHONE: 304-357-4862  
FAX: 304-357-4915  
[danielfesta@ucwv.edu](mailto:danielfesta@ucwv.edu)
- University of Chicago  
5737 S. University  
Chicago, IL 60637  
273 Thomas Kramer  
PHONE: 773-702-9800  
FAX: 773-702-2011  
[tkramer@uchicago.edu](mailto:tkramer@uchicago.edu)
- University of Connecticut  
234 Glenbrook Rd -(2011)  
Storrs, CT 06269  
274 Sissy (Ellen) Seader  
PHONE: 860-486-4705  
FAX: 860-486-9159  
[sissy.seader@uconn.edu](mailto:sissy.seader@uconn.edu)
- University of Dayton  
Gosiger Hall  
Dayton, Ohio 45469-0910  
275 Steve Mueller  
PHONE: 937-229-3141  
FAX: 937-229-2226  
[Steven.Mueller@notes.udayton.edu](mailto:Steven.Mueller@notes.udayton.edu)
- University of Delaware  
Center for Counseling and Student  
Development  
Newark, DE. 19716  
276 John Bishop  
PHONE: 302-831-8107  
FAX: 302-831-2148  
[jbbishop@udel.edu](mailto:jbbishop@udel.edu)

University of Denver  
2240 E. Buchtel Blvd, 3rd Floor North  
277 Terri Lucero Osborn  
PHONE: 303-871-4304  
FAX: 303-871-4242  
[terri.osborn@shcc.du.edu](mailto:terri.osborn@shcc.du.edu)

University of Florida  
PO Box 114100, 301 Peabody Hall  
Gainesville, FL 32611-4100  
278 Jaquie Resnick  
PHONE: 352-392-1575  
FAX: 352-392-8452  
[resnick@counsel.ufl.edu](mailto:resnick@counsel.ufl.edu)

University of Georgia  
Counseling & Psychiatric Services  
University Health Center  
370 River Road  
279 Athens, GA 30602-1755  
Gayle Robbins  
PHONE: 706-542-2273  
FAX: 706-542-8661  
[grobbins@uhs.uga.edu](mailto:grobbins@uhs.uga.edu)

University of Hartford  
200 Bloomfield Ave. GSU#313  
West Hartford CT 06117  
280 Lisa Wyatt  
PHONE: 860-768-4482  
FAX: 860-768-4561  
[wyatt@hartford.edu](mailto:wyatt@hartford.edu)

University of Houston  
SSC 1--RM. 226  
Houston, TX 77204-3026  
281 Ken Waldman  
PHONE: 713-743-5405  
FAX: 713-743-5446  
[kwaldman@uh.edu](mailto:kwaldman@uh.edu)

University of Houston - Clear Lake  
2700 Bay Area Blvd  
Houston, TX 77058-1098  
282 Alfred Kahn  
PHONE: 281-283-2580  
FAX: 281-283-2602  
[kahn@uhcl.edu](mailto:kahn@uhcl.edu)

University of Idaho  
PO Box 443140  
Moscow, ID 83844-3140  
283 Joan Pulakos  
PHONE: 208-885-6716  
FAX: 208-885-4354  
[pulakos@uidaho.edu](mailto:pulakos@uidaho.edu)

University of Illinois - Chicago  
1200 W. Harrison, MC333  
Chicago, IL 60607  
284 William Gorman  
PHONE: 312-996-3490  
FAX: 312-996-7645  
[wgorman@uic.edu](mailto:wgorman@uic.edu)

University of Iowa  
University Counseling Service  
3223 Westlawn  
285 Iowa City, IA 52242  
Sam Cochran  
PHONE: 319-335-7294  
FAX: 319-335-7298  
[sam-cochran@uiowa.edu](mailto:sam-cochran@uiowa.edu)

University of Kansas  
2100 Watkins Health Center  
1200 Schwegler Drive  
Lawrence, KS 66045  
286 Pam Botts  
PHONE: 785-864-2277  
FAX: 785-864-2721  
[pbotts@ku.edu](mailto:pbotts@ku.edu)

University of Kentucky  
201 Frazee Hall  
Lexington, KY 40506-0031  
287 Mary Bolin-Reece  
PHONE: 859-257-8701  
FAX: 859-257-3319  
[mcreec01@uky.edu](mailto:mcreec01@uky.edu)

University of Louisville  
2207 S. Brook St.  
Louisville, KY 40292  
288 Vincent Brown  
PHONE: 502-852-6585  
FAX: 502-852-0291  
[vabrow02@louisville.edu](mailto:vabrow02@louisville.edu)

- University of Mary Washington  
1301 Colllege Ave.  
289 Fredericksburg VA 22401  
Barbara Wagar  
PHONE: 540-654-1644  
[bwagar@umw.edu](mailto:bwagar@umw.edu)
- University of Maryland - Baltimore  
222 N. Pine St.  
Baltimore, MD 21201  
290 Carrie Burmaster  
PHONE: 410-328-8404  
FAX: 410-328-5291  
[cburmast@umaryland.edu](mailto:cburmast@umaryland.edu)
- University of Massachusetts - Boston  
100 Morrissey Blvd  
Boston MA 02125 - 3393  
291 Modesto Hevia  
PHONE: 617-287-5690  
FAX: 617-287-3977  
[Modesto.Hevia@umb.edu](mailto:Modesto.Hevia@umb.edu)
- University of Massachusetts - Dartmouth  
285 Old Westport Road  
North Dartmouth, MA 02747-2300  
292 Christine Frizzell  
PHONE: 508-999-8650  
FAX: 508-999-9192  
[cfrizzell@umassd.edu](mailto:cfrizzell@umassd.edu)
- University of Memphis  
Center for Counseling, Learning and  
Testing  
206 Wilder Tower  
293 Memphis, TN 38152  
Carl Gilleylen  
PHONE: 901-678-2067  
FAX: 901-678-1357  
[cgillyln@memphis.edu](mailto:cgillyln@memphis.edu)
- University of Miami  
P.O. Box 8186  
Coral Gables, FL 33124  
294 Malcolm Kahn  
PHONE: 305-284-5511  
FAX: 305-284-5340  
[mkahn@miami.edu](mailto:mkahn@miami.edu)
- University of Minnesota - Duluth  
615 Niagara Court  
Duluth, MN 55812  
295 Kathy Morris  
PHONE: 218-726-8236  
FAX: 218-726-6132  
[kmorris@d.umn.edu](mailto:kmorris@d.umn.edu)
- University of Mississippi  
All American Drive  
University, MS 38677  
296 Marc Showalter  
PHONE: 662-915-3784  
FAX: 662-915-7831  
[mshowalt@olemiss.edu](mailto:mshowalt@olemiss.edu)
- University of Missouri - St. Louis  
One University Blv.  
St. Louis, MO, 63121  
297 Sharon Biegen  
PHONE: 314-516-5711  
FAX: 314-516-5718  
[sharonbiegen@umsl.edu](mailto:sharonbiegen@umsl.edu)
- University of Montana - Missoula  
Counseling and Psychological Services  
634 Eddy  
298 Missoula, MT 59812  
Kenneth Welt  
PHONE: 406-243-4711  
FAX: 406-243-6963  
[kwelt@mso.umt.edu](mailto:kwelt@mso.umt.edu)
- University of Nebraska - Lincoln  
213 University Health Center, UNL  
Lincoln, NE 68588-0618  
299 Robert Portnoy  
PHONE: 402-472-7450  
FAX: 402-472-8010  
[rportnoy@unl.edu](mailto:rportnoy@unl.edu)
- University of New Hampshire  
Schofiled House UNH  
Durham, NH 03824  
300 David Cross  
PHONE: 603-862-2090  
FAX: 603-862-2090  
[dcross@cisunix.unh.edu](mailto:dcross@cisunix.unh.edu)

- University of New Haven  
300 Boston Post Road  
West Haven, CT 06517  
301 Deborah Everhart  
PHONE: 203-932-7332  
FAX: 203-931-6082  
[deverhart@newhaven.edu](mailto:deverhart@newhaven.edu)
- University of New Orleans  
2000 Lakeshore Dr., Library 301-D  
New Orleans, LA. 70148  
302 Barbara Mitchell  
PHONE: 504-280-6683  
[bmitchel@uno.edu](mailto:bmitchel@uno.edu)
- University of North Carolina - Charlotte  
Counseling Center  
9201 University City Blvd.  
Charlotte, NC 28223-0001  
303 David Spano  
PHONE: 704-687-2107  
FAX: 704-687-6343  
[dbspano@uncc.edu](mailto:dbspano@uncc.edu)
- University of North Carolina - Pembroke  
PO Box 1510  
Pembroke, NC 28372  
304 Monica Osburn  
PHONE: 910-521-6202  
FAX: 910-521-6786  
[monica.osburn@uncp.edu](mailto:monica.osburn@uncp.edu)
- University of Northern Colorado  
UNC Counseling Center  
Campus Box 17  
Greeley, CO 80639  
305 Dan Socall  
PHONE: 970-351-2496  
FAX: 970-351-1485  
[dan.socall@unco.edu](mailto:dan.socall@unco.edu)
- University of Northern Iowa  
103 SHC  
Cedar Falls, IA 50614-0385  
306 David Towle  
PHONE: 319-273-2676  
FAX: 319-273-6884  
[david.towle@uni.edu](mailto:david.towle@uni.edu)
- University of Pittsburgh - Bradford  
300 Campus Dr.  
Bradford, PA 16701  
307 Leslie Rhinehart  
PHONE: 814-362-7658  
[llr5@exchange.upb.pitt.edu](mailto:llr5@exchange.upb.pitt.edu)
- University of Pittsburgh - Greensburg  
217 Chambers Hall  
1150 Mount Pleasant Road  
Greensburg, PA 15601  
308 Gayle Pamerleau  
PHONE: 724-836-9870  
FAX: 724-836-7134  
[gaylep@pitt.edu](mailto:gaylep@pitt.edu)
- University of Puget Sound  
1500 N Warner St #1035  
Tacoma, WA 98416  
309 Donn Marshall  
PHONE: 253-879-1555  
FAX: 253-879-3766  
[marshall@ups.edu](mailto:marshall@ups.edu)
- University of Rhode Island  
Counseling Center  
217 Roosevelt Hall  
Kingston, RI 02881  
310 James Campbell  
PHONE: 401-874-2288  
FAX: 401-874-5010  
[campbell@uri.edu](mailto:campbell@uri.edu)
- University of Richmond  
201 Richmond Hall  
Richmond, VA 23173  
311 Peter LeViness  
PHONE: 804-289-8119  
FAX: 804-287-1227  
[plevines@richmond.edu](mailto:plevines@richmond.edu)
- University of San Francisco  
Counseling Center  
Lower Gillson Hall  
2130 Fulton St.  
San Francisco, CA. 94117  
312 Barbara Thomas  
PHONE: 415-422-6352  
FAX: 415-422-2260  
[thomasb@sfca.edu](mailto:thomasb@sfca.edu)

- University of Scranton  
Counseling Center  
Scranton Pa. 18510  
313 Tom Smith  
PHONE: 570-941-7620  
FAX: 570-941-4256  
[smitht3@scranton.edu](mailto:smitht3@scranton.edu)
- University of South Carolina  
CHDC, Univ. of South Carolina  
Columbia, SC 29208  
314 Russell Haber  
PHONE: 803-776-7768  
FAX: 803-777-5433  
[Rhaber@sc.edu](mailto:Rhaber@sc.edu)
- University of South Carolina - Aiken  
471 University Parkway  
Box 15 Aiken, SC 29801  
315 Cynthia Gelinis  
PHONE: 803-641-3609  
FAX: 803-641-3677  
[cindyg@usca.edu](mailto:cindyg@usca.edu)
- University of South Florida  
Counseling Center - SVC 2124  
4202 Fowler Avenue  
316 Tampa, FL 33620-6970  
Dale Hicks  
PHONE: 813-974-9232  
FAX: 813-974-5089  
[dhicks@cchd.usf.edu](mailto:dhicks@cchd.usf.edu)
- University of South Florida - St. Petersburg  
140 7th Avenue, S. Bay 119  
317 Susan Cochran Phillips  
PHONE: 727-873-4422  
FAX: 727-873-4129  
[susanc@stpt.usf.edu](mailto:susanc@stpt.usf.edu)
- University of Southern California  
857 Downey Way  
Los Angeles, Ca  
318 Bradford King  
PHONE: 213-740-7711  
FAX: 213-740-6815  
[bdk@usc.edu](mailto:bdk@usc.edu)
- University of Southern Mississippi  
118 College Drive #5066  
319 Jacqueline Wiebe M.D.  
PHONE: 601-266-5390  
FAX: 601-266-4205  
[jacqueline.wiebe@usm.edu](mailto:jacqueline.wiebe@usm.edu)
- University of Tennessee - Knoxville  
900 Volunteer Blvd  
Knoxville, TN 37996  
320 Victor Barr  
PHONE: 865-974-2196  
FAX: 865-974-7039  
[vbarr@tennessee.edu](mailto:vbarr@tennessee.edu)
- University of Texas - Arlington  
P.O. Box 19156  
Arlington, TX 76019  
321 Kenneth Farr  
PHONE: 817-272-5358  
FAX: 817-272-5523  
[farr@uta.edu](mailto:farr@uta.edu)
- University of Texas - Dallas  
2601 North Floyd Road, Mail Stop SU20  
Richardson, TX 75083-0688  
322 James Cannici  
PHONE: 972-883-2575  
FAX: 972-883-6413  
[cannici@utdallas.edu](mailto:cannici@utdallas.edu)
- University of Texas - El Paso  
104 Union West Building  
El Paso, TX 79968  
323 Sherri Terrell  
PHONE: 915-747-5302  
FAX: 917-747-5393  
[siterrell@utep.edu](mailto:siterrell@utep.edu)
- University of Texas - Health Science  
Center at Houston  
7703 Floyd Curl Drive  
San Antonio, TX 78229-3900  
324 Joseph Kobos  
PHONE: 210-567-2648  
FAX: 210-567-2689  
[kobos@uthscsa.edu](mailto:kobos@uthscsa.edu)

- University of Texas - Tyler  
3990 University Blvd  
Tyler, TX 75799
- 325 Ida MacDonald  
PHONE: 903-566-7064  
FAX: 903-565-5673  
[Ida\\_MacDonald@uttyler.edu](mailto:Ida_MacDonald@uttyler.edu)
- University of the Pacific  
3601 Pacific Avenue  
Stockton, CA 95211
- 326 Stacie Turks  
PHONE: 209-946-2315  
FAX: 209-946-3001  
[sturks@pacific.edu](mailto:sturks@pacific.edu)
- University of Tulsa  
Alexander Health Center  
600 S. College  
Tulsa, OK 74104
- 327 Tom J. Brian  
PHONE: 918-631-2200  
FAX: 918-631-2078  
[thomas-brian@utulsa.edu](mailto:thomas-brian@utulsa.edu)
- University of Utah  
University Counseling Center  
201 S 1460 E Rm 426  
Salt Lake City, UT 84112-9061
- 328 Lauren Weitzman  
PHONE: 801-581-6826  
FAX: 801-585-6816  
[lweitzman@sa.utah.edu](mailto:lweitzman@sa.utah.edu)
- University of Vermont  
146 So. Williams St.  
Burlington VT 05401
- 329 Todd Weinman  
PHONE: 802-656-3340  
[todd.weinman@uvm.edu](mailto:todd.weinman@uvm.edu)
- University of Victoria  
Victoria, BC Canada
- 330 Joseph Parsons  
PHONE: 250-721-8341  
FAX: 250-472-4443  
[jparsons@uvic.ca](mailto:jparsons@uvic.ca)
- University of Virginia  
Dept. of Student Health  
P.O. Box 800760  
Charlottesville, Va. 22908-0760
- 331 Russ Federman  
PHONE: 434-243-5150  
FAX: 434-243-6693  
[rf5u@virginia.edu](mailto:rf5u@virginia.edu)
- University of Washington  
Director, Hall Health Mental Health Clinic  
Box 354410  
Seattle, WA 98195-4410
- 332 Anil Coumar  
PHONE: 206-221-2446  
FAX: 206-543-4716  
[coumar@u.washington.edu](mailto:coumar@u.washington.edu)
- University of Washington  
401 Schmitz Hall, UW  
Box 355830  
Seattle, WA 98195
- 333 Kathy Hamilton  
PHONE: 206-543-1240  
FAX: 206-616-6910  
[khamilt@u.washington.edu](mailto:khamilt@u.washington.edu)
- University of Washington - Tacoma  
1900 Commerce Street  
Box 358403  
Tacoma, WA 98402-3100
- 334 Carol Wood  
PHONE: 253-692-4405  
FAX: 253-692-4602  
[cswood@u.washington.edu](mailto:cswood@u.washington.edu)
- University of Wisconsin - Eau Claire  
105 Garfield Avenue South  
Eau Claire, WI 54701
- 335 Patrick Kennedy  
PHONE: 715-836-5521  
FAX: 715-836-3418  
[pkennedy@uwec.edu](mailto:pkennedy@uwec.edu)
- University of Wisconsin - Madison  
115 n Orchard St  
Madison, WI 53715
- 336 Bob Mcgrath  
PHONE: 608-262-5218  
FAX: 608-265-4572  
[rmcgrath@uhs.wisc.edu](mailto:rmcgrath@uhs.wisc.edu)

- University of Wisconsin - Platteville  
220 Royce Hall, 1 University Plaza  
Platteville, WI 53818
- 337 Roger Meyer  
PHONE: 608-342-1865  
FAX: 608-342-1847  
[meyer@uwplatt.edu](mailto:meyer@uwplatt.edu)
- University of Wisconsin - River Falls  
24 E. Hathorn  
410 S. 3rd St.  
River Falls, WI 54022-5001
- 338 Gretchen Link  
PHONE: 715-425-3884  
FAX: 715-425-3573  
[gretchen.a.link@uwrf.edu](mailto:gretchen.a.link@uwrf.edu)
- University of Wisconsin - Stout  
Counseling Center  
410 Bowman Hall  
Menomonie, WI 54751
- 339 John Achter  
PHONE: 715-232-2468  
FAX: 715-232-2111  
[achterj@uwstout.edu](mailto:achterj@uwstout.edu)
- University of Wisconsin - Whitewater  
University Health and Counseling  
800 West Main Street  
Whitewater, WI 53190
- 340 Richard Jazdzewski  
PHONE: 262-472-1305  
FAX: 262-472-1435  
[jazdzewr@uww.edu](mailto:jazdzewr@uww.edu)
- Valparaiso University  
Counseling Services  
826 LaPorte Avenue  
Valparaiso, Indiana 46383
- 341 Stewart Cooper  
PHONE: 219-464-5002  
FAX: 219-464-6865  
[Stewart.Cooper@valpo.edu](mailto:Stewart.Cooper@valpo.edu)
- Vassar College  
124 Raymond Avenue, Box 706  
Poughkeepsie, NY 12604
- 342 Sylvia Balderrama  
PHONE: 845-437-5700  
FAX: 845-437-5756  
[sybalderrama@vassar.edu](mailto:sybalderrama@vassar.edu)
- Villanova University  
206 Health Services Bldg  
800 Lancaster Ave  
Villanova PA 19085
- 343 Joan Whitney  
PHONE: 610-519-4050  
[joan.whitney@villanova.edu](mailto:joan.whitney@villanova.edu)
- Vincennes University  
Vincennes University Counseling Center  
1002 North First Street  
Vincennes, IN 47591
- 344 Lisa Bishop  
PHONE: 812-888-4374  
FAX: 812-888-4050  
[bishop@vinu.edu](mailto:bishop@vinu.edu)
- Virginia Military Institute  
Cadet Development and Counseling, VMI  
Lexington, VA 24450-0304
- 345 Mary Andre  
PHONE: 540-464-7667  
FAX: 540-464-7025  
[andremb@vmi.edu](mailto:andremb@vmi.edu)
- Wake Forest University  
P O 7838 Reynolda Station  
Winston-Salem NC 27109
- 346 Marianne Schubert  
PHONE: 336-758-5273  
FAX: 336-758-1991  
[schubem@wfu.edu](mailto:schubem@wfu.edu)
- Washington and Lee University  
204 W. Washington St.  
Student Health Center-Davis Dorm  
Lexington, VA 24450
- 347 Jane Horton  
PHONE: 540-458-8401  
FAX: 540-458-8404  
[jhorton@wlu.edu](mailto:jhorton@wlu.edu)
- Washington College  
300 Washington Avenue  
Chestertown, MD 21620
- 348 Bonnie Fisher  
PHONE: 410-778-7261  
FAX: 410-778-7261  
[bfisher2@washcoll.edu](mailto:bfisher2@washcoll.edu)

- Washington State University  
280 Lighty  
Pullman, WA 99164-4130
- 349 Barbara Hammond  
PHONE: 509-335-3792  
FAX: 509-335-2924  
[bhammond@wsu.edu](mailto:bhammond@wsu.edu)
- Washington University in St. Louis  
One Brookings Drive  
Campus Box 1201  
Saint Louis, MO 63130
- 350 Tom Brounk  
PHONE: 314-935-5955  
FAX: 314-935-8515  
[tom\\_brounk@wustl.edu](mailto:tom_brounk@wustl.edu)
- Wayne State University  
5221 Gullen Mall  
Detroit, MI 48202
- 351 Jan Collins-Eaglin  
PHONE: 313-577-3398  
[jceaglin@wayne.edu](mailto:jceaglin@wayne.edu)
- Weber State University  
1114 University Circle  
Ogden, UT 84408-1114
- 352 Dianna Rangel  
PHONE: 801-626-6406  
FAX: 801-626-6541  
[drangel@weber.edu](mailto:drangel@weber.edu)
- Wellesley College  
106 Central Street  
Wellesley, MA 02481
- 353 Robin Cook-Nobles  
PHONE: 781-283-2839-or-2842  
FAX: 781-283-3769  
[rcooknob@wellesley.edu](mailto:rcooknob@wellesley.edu)
- West Virginia University  
P.O. Box 6422  
Morgantown, West Virginia 26506
- 354 Catherine Yura  
PHONE: 304-293-4431  
FAX: 304-293-3705  
[Cathy.Yura@mail.wvu.edu](mailto:Cathy.Yura@mail.wvu.edu)
- Western Carolina University  
Counseling Center- 1 Bird Lane  
Cullowhee, NC 28723
- 355 John Ritchie  
PHONE: 828-227-7469  
FAX: 828-227-7004  
[ritchie@email.wcu.edu](mailto:ritchie@email.wcu.edu)
- Western Connecticut State University  
181 White St.  
Danbury, CT 06810
- 356 Fredrica Halligan  
PHONE: 203-837-8690  
FAX: 203-837-8416  
[halliganf@wcsu.edu](mailto:halliganf@wcsu.edu)
- Western Michigan University  
2513 Faunce Student Services Building  
Kalamazo, MI 49008-5223
- 357 Kathy Lewis Ginebaugh  
PHONE: 269-387-1850  
FAX: 269-387-1884  
[kathy.lewis@wmich.edu](mailto:kathy.lewis@wmich.edu)
- Western Washington University  
516 High Street  
Old Main 540  
Bellingham, WA 98225-9052
- 358 Nancy Corbin  
PHONE: 360-650-3164  
FAX: 360-650-7308  
[Nancy.Corbin@wwu.edu](mailto:Nancy.Corbin@wwu.edu)
- Westminster College  
501 Westminster Avenue  
Fulton, MO 65251
- 359 Robert Hansen  
PHONE: 573-592-5362  
FAX: 573-592-5180  
[hansenr@westminster-mo.edu](mailto:hansenr@westminster-mo.edu)
- Westmont College  
955 La Paz  
Santa Barbara, CA 93108
- 360 Jerry Bokoles  
PHONE: 805-565-6003  
FAX: 805-565-7098  
[jbokoles@westmont.edu](mailto:jbokoles@westmont.edu)

Wheelock College  
200 The Riverway  
Boston, MA 02215  
361 Julie Ross  
PHONE: 617-879-2413  
FAX: 617-879-2415  
[jross@wheelock.edu](mailto:jross@wheelock.edu)

Whitman College  
502 Boyer  
362 Walla Walla, WA 99362  
Richard Jacks  
PHONE: 509-527-5195  
[jacks@whitman.edu](mailto:jacks@whitman.edu)

Wichita State University  
1845 N. Fairmount St.  
Wichita, KS 67260  
363 Don Nance  
PHONE: 316-978-3440  
FAX: 316-978-3216  
[Don.Nance@wichita.edu](mailto:Don.Nance@wichita.edu)

Widener University  
One University Place  
Chester, PA 19013  
364 Beth Howlett  
PHONE: 610-499-1186  
FAX: 610-499-1279  
[beth.a.howlett@widener.edu](mailto:beth.a.howlett@widener.edu)

Willamette University  
900 State St  
365 Salem, Or 97301  
Deborah Loers  
PHONE: 503-370-6471  
[dloers@willamette.edu](mailto:dloers@willamette.edu)

Winona State University  
Winona, MN 55987  
366 Pat Ferden  
PHONE: 507-457-5330  
[pferden@winona.edu](mailto:pferden@winona.edu)

Worcester Polytechnic Institute  
157 West Street  
Worcester, Ma. 01609  
367 Charles Morse  
PHONE: 508-831-5540  
FAX: 508-831-5139  
[cmorse@wpi.edu](mailto:cmorse@wpi.edu)