AUCCCD
Association for University and College Counseling Center Directors

Annual Survey for
Reporting Period July 1, 2023 through June 30, 2024

Cindy M. Bruns, Ph.D.
Director, Student Counseling Services
Central Washington University

Pete LeViness, Ph.D.
Former Director, Counseling and Psychological Services
University of Richmond

Mollie Herman, Ph.D.
Director, Counseling Center
Towson University

Karen L. Carusone, Ph.D.
Director, Counseling and Psychological Services
University of Albany

Calvin Chin, Ph.D.
Director, Counseling and Psychological Services
Princeton University

Teresa Hurst, Ph.D.
Director, Counseling Services
Baruch College

Nivla Y. Fitzpatrick, Ph.D.
Director, Counseling Center
Pepperdine University

Contents

INTRODUCTION

AUCCCD

The Association for University and College Counseling Center Directors (AUCCCD) is an international organization comprised of colleges and universities from the United States and its territories, Armenia, Australia, Canada, China, France, Grenada, Ireland, Japan, Oman, Qatar, St. Kitts and Nevis, Anguilla, Antigua and Barbuda, Vietnam, Uganda, and the United Kingdom. AUCCCD works to be the higher education leader for collegiate mental health.

AUCCCD Mission

We are a professional community that fosters director development and success. To advance the mission of higher education, we innovate, educate and advocate for collegiate mental health. We are committed to inclusive excellence and the promotion of social justice.

The AUCCCD Annual Survey Overview

In 2006, AUCCCD first developed and administered the Annual Survey to its membership as a means to increase the objective understanding of factors critical to the functioning of college and university counseling centers.

The survey continues to provide important information about trends in counseling center service delivery. This year's survey also included information about third-party vendors and the ongoing difficulties centers have in managing turnover of positions.

In July 2024, all (non-emeriti) members of AUCCCD were invited to complete the Annual Survey administered through Survey Monkey software. Unique survey links were sent to 943 verified email accounts. A total of 381 counseling center directors responded to the 2023-2024 Survey, a 40.4% return rate. However, not every director responded to every question and thus, throughout this report, the number of directors/centers/institutions represented by each variable differs.

The reporting period for the information on the Annual Survey was July 1, 2023 through June 30, 2024. This monograph provides a summary of this data.

Please direct all questions, comments, and clarifications to the AUCCCD Survey Coordinator:

Cindy M. Bruns, Ph.D.
Director, Student Counseling Services, Central Washington University
Cindy.Bruns@cwu.edu

EXECUTIVE SUMMARY

A total of 381 counseling center directors responded to the 2023-2024 AUCCCD survey.

Institution Information
Institutions represented in this report were primarily within the United States or its territories (96.3%) and were primarily 4-year colleges or universities (87.9%). The sample was largely urban or urban adjacent institutions (71.1%). Minority Serving or Tribal Institutions comprised 17.4% of reporting institutions. Schools with enrollments less than 7,501 comprised 53.8% of the sample.

Center Information
Counseling centers represented in this sample were largely open 12 months a year (80.7%) but only 44.0% were fully staffed all 12 months. Of responding centers, 46.2% reported that at least some staff were allowed some remote work on a routine basis. One-person centers comprised 2.4% of the sample. The average clinical FTE for four-year institutions was 9.2 FTE, while the average for community colleges was 4.5 FTE. Having embedded counselors as part of their staffing model was reported by 32.4% of institutions.

On average, 73.1% of clients reported that counseling services positively affected their academic performance and 71.3% reported that services positively influenced their ability to stay in school. These data confirm that counseling services have a positive impact on retention as well as academic performance.

Director Information
Demographically, 30.2% of directors who completed the survey identified as a person of color. In the 2022-2023 survey, this percentage was 27.1%. This is significantly higher than in the 2012-2013 survey, when only 16.1% of directors identified as persons of color. The majority of directors identified as cis-gender women (73.0%); 1.3% identified outside of the gender binary. The majority of directors (82.9%) identified as heterosexual. Slightly over half (57.7%) of responding directors labeled their professional identity as related to psychology. The next most frequent was counseling (28.5%) and then social work (9.8%). Doctoral-level directors comprised 62.3% of the sample; 36.1% of directors reported holding a terminal master's degree.

Only 3.7% of responding directors were in their first year as a director; however, 53.8% had been a Director for 5 years or less. Directors who reported 16 or more years of professional experience after their terminal degree comprised 59.2% of the sample. The majority (81.2%) of directors worked in higher education prior to taking on the director role.

Many directors oversee areas besides counseling services. The most common of these was psychiatric services followed by health promotion and then health services. Approximately one-quarter (27.2%) of directors reported experiencing a supervisor change between 2023-2024. The most frequent professional background of supervisors of counseling center directors is student affairs (58.6%).

Clinical Services

The majority of 4-year institutions reported a decrease or no change in both the number of unique clients seen (68.4%) and the number of appointments provided (57.8%). By contrast, only 33.3% of community colleges reported a decrease in number of unique clients seen, no centers reported no change in utilization, and 43.4% reported a decrease in overall appointments provided.

Directors reported that on average 11.3% of their campus was served by the counseling center in 2023-2024; this number was 4.6% for community colleges. As school size increased, so did the likelihood that a center used a step care model and imposed session limits for individual therapy in order to management demand. Across school size, the most common way to limit sessions was by year (43.2%). It was exceptionally rare (0.6% of reporting centers) to impose a hard session limit with no exceptions. The average number of sessions per client was 5.7 at 4-year institutions and 5.0 at community colleges.

Clinical Load Index

For the sixth year in a row, the Clinical Load Index (CLI) was calculated for each center that provided the necessary data. Calculating the CLI helps evaluate and compare counseling center clinical resources, accounting for demand and true clinical capacity. The average CLI for 2023-2024 was 99.4 for 4-year institutions and 108.9 for community colleges, down from an overall 106 for both 4-year and 2-year institutions in 2022-2023.

Service Delivery

On average, 80.9% of sessions were provided in-person, 14.6% via video platform, and 2.6% of sessions were provided by phone.

Average wait times for first contact rose slightly from 2022-2023 (4.8 days) to 2023-2024 (6.0 days). This could be because this year wait time was only assessed for centers without a walk-in or same day model. It could also be due to changes in demand or a combination of factors. Average wait times for a first therapy appointment dropped slightly compared to 2022-2023 data. In 2022-2023 the average wait was 9.2 days. In 2023-2024 it was 8 days.

In the last several years, counseling centers have implemented models for providing individual therapy services that are less than the traditional 45-50 minute "therapy hour". Across all centers, on average 7.0% of appointments that were less than 45 minutes, up slightly from 5.2% reported in the 2022-2023 survey.

Stepped Care

Stepped care, which refers to offering a campus-wide menu of service options ranging from no care at all to weekly therapy at the counseling center, was used by 42.6% of counseling centers. A stepped care model was much more likely to be used at the larger than at the smaller centers.

Crisis Services

The average number of clients who attended a crisis appointment across all centers was 125. Across all centers, the average number of crisis appointments provided in a year was 166.7. The majority of centers use third party vendors to provide after-hours crisis support to students, followed by community crisis lines.

Case Management/Care Coordination

Case management/care coordination services were highly prevalent at larger institutions and common at all but the smallest institutions. These services were common both within (66.5%) and outside (66.9%) of the counseling center. The average number of students served by counseling center-based case management services was 186.4. The average number of sessions provided was 1.7. When case management is offered by other departmental units, the Dean of Students Office and Student Affairs Office were the most likely units to offer this service.

Staff Turnover

Staff turnover continued to be a challenge for Directors to manage. On average, 12.5% of all non-trainee clinical positions and 10.6% of all non-trainee positions turned over in fiscal year 2023-2024. As in the 2021-2022 and 2022-2023 reports the top two reasons given for staff leaving during 2023-2024 were 1) low salary and 2) work conditions. Different in this year's data was that relocation was the third most frequently cited reason for staff departure. In the past two reports, departure from the counseling center field was the third most frequent reason. Moving to private practice continued to be the most frequent (42.4%) next professional step for departing staff.

Hiring new staff for these open positions remained difficult but appeared to have improved over previous years. For centers with open positions, 48.6% had difficulty recruiting. By contrast, 65.1% of centers reported difficulty hiring during 2022-2023. In 2023-2024, the average pool for doctoral positions had 2.5 applicants while masters' positions had 10.9 applicants and open degree postings had 9.7 applicants. Short-term hiring solutions to fill one or more permanent positions were used by 24.4% of reporting centers.

Teletherapy Vendors

Contracting with third-party vendors to provide one or more routine to service was reported by 52.9% of responding 4-year institutions and 35.3% of community colleges. The average number of students served by a vendor was 453, but this appeared to vary widely even across institutions of similar sizes. Of the different services provided by teletherapy vendors, utilization for contracted crisis services was the one service that was most in line with director expectations.

INSTITUTION INFORMATION

Highlights

- The majority of the responding centers (96.0%) were from Colleges/Universities in the United States.
- The majority of responding centers were in urban/urban adjacent settings (69.1%).
- The majority of responding centers had a school size of 7,500 students or less (53.8%).
- The vast majority of responding centers were four-year colleges or universities (87.9%) and those generally were split between public and private (48% and 39.9% respectively).
- On average, 46.3% of enrolled undergraduate students lived on campus (for those responding centers who are not community colleges).
  - The highest average percentage of students who lived on-campus was at institutions with under 5,001 students (averages ranged from 53.2% to 68.4%).
- Minority Serving or Tribal Institutions (MSI/TI) comprised 17.4% of the sample. Hispanic Serving Institutions were the most frequently reported (77.3%) and then Historically Black Universities and Colleges (12.1%)

U.S. State/Territory in Which College or University is Located

State/Territory	# of Centers	State/Territory	# of Centers	State/Territory	# of Centers
Alabama	4	Massachusetts	19	South Dakota	1
Alaska	0	Michigan	10	Tennessee	4
Arizona	1	Minnesota	5	Texas	21
Arkansas	3	Mississippi	1	Utah	6
California	19	Missouri	11	Vermont	1
Colorado	9	Montana	3	Virginia	11
Connecticut	4	Nebraska	4	Washington	12
Delaware	1	Nevada	0	West Virginia	1
Florida	16	New Hampshire	0	Wisconsin	11
Georgia	12	New Jersey	10	Wyoming	1
Hawaii	0	New Mexico	1		
Idaho	5	New York	41	District of Columbia	1
Illinois	16	North Carolina	11		
Indiana	9	North Dakota	1	Puerto Rico	0
Iowa	6	Ohio	12		
Kansas	2	Oklahoma	2		
Kentucky	5	Oregon	2	Other Country	14
Louisiana	2	Pennsylvania	26		
Maine	3	Rhode Island	4	TOTAL	381
Maryland	11	South Carolina	6		

Country in Which College or University is Located

Country	# of Centers	Percentage
Antigua and Barbuda	1	0.3%
Australia	1	0.3%
Canada	4	1.0%
Grenada	1	0.3%
Japan	2	0.5%
Qatar	2	0.5%
St. Kitts and Nevis	1	0.3%
United Kingdom	1	0.3%
United States	367	96.3%
Vietnam	1	0.3%
TOTAL	381	100%

Setting of Institution

Location	# of Centers	Percent
Metropolitan/Inner-City Campus	34	8.9%
Urban Campus	178	46.7%
Urban Adjacent Campus	93	24.4%
Rural Setting Campus	76	19.9%
TOTAL	381	100%

School Size

School Size	# of Centers	Percent
Under 1,501	46	12.1%
1,501 – 2,500	46	12.1%
2,501 – 5,000	74	19.4%
5,001 – 7,500	39	10.2%
7,501 – 10,000	39	10.2%
10,001 – 15,000	38	10.0%
15,001 – 20,000	28	7.3%
20,001 – 25,000	20	5.2%
25,001 – 35,000	17	4.5%
35,001 – 45,000	14	3.7%
45,001 and over	20	5.2%
TOTAL	381	100%

Type of School

School Type	# of Centers	Percent
Art School Only (e.g., Culinary, Music, Design, etc.)	7	1.8%
Community College (e.g., 2-year)	22	5.8%
Health Profession School	8	2.1%
Science, Technology, Engineering and Math (STEM) Institution	9	2.4%
Four-year Public University	159	41.7%
Four-year Public College	24	6.3%
Four-year Private University	102	26.8%
Four-year Private College	50	13.1%
TOTAL	381	100%

Minority Serving Institution (MSI) or Tribal Institution (TI)

MSI or TI	# of Centers	Percent
Yes	66	17.4%
No	314	82.6%
Total	380	100%

Types of Minority Serving (MSI) or Tribal Institution (TI)

School Type	# of Centers Responding	# of Institutions with Designation	Percent
Historically Black Colleges & Universities (HBCUs)	66	8	12.1%
Predominantly Black Institution (but not a HBCU)	66	3	4.5%
Hispanic Serving Institution (HSI)	66	51	77.3%
Tribal Colleges and Universities	66	0	0.0%
Native American Serving Non-Tribal Institutions	66	2	3.0%
Asian American and Pacific Islander Serving Institution	66	6	9.1%
Alaska Native and Native Hawaiian Serving Institutions	66	1	1.5%
Better described as	66	3	4.5%
TOTAL*	66	–	–

*Some institutions endorsed being more than one type of institution. Total here is the number of institutions that reported being at least one type of MSI/TI. Better described as included Historically Black Graduate Institution and Women's College.

Percent of All Enrolled Undergraduate Students Who Live On-Campus by School Size: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	28	60.1%	0.0%	100%
1,501 – 2,500	38	68.4%	0.0%	100%
2,501 – 5,000	43	53.2%	0.0%	97.0%
5,001 – 7,500	19	37.5%	0.0%	95.0%
7,501 – 10,000	20	36.1%	0.0%	99.0%
10,001 – 15,000	19	41.1%	2.0%	92.0%
15,001 – 20,000	16	22.3%	0.0%	55.0%
20,001 – 25,000	10	42.3%	12.0%	95.0%
25,001 – 35,000	12	24.9%	4.0%	61.0%
35,001 – 45,000	8	39.9%	20.0%	80.0%
45,001 and over	11	18.1%	4.0%	37.0%
TOTAL	**224**	**46.3%**	**0.0%**	**100%**

Percent of Students Living on Campus and Utilization Rate Trends

Percent of Students Living on Campus & Utilization Rates 2018/19 to 2022/23

Year	% living on campus	utilization rate
18-19	42.3	13.4
19-20	34.3	13.0
20-21	39.1	10.7
21-22	44.2	12.2
22-23	47.2	12.0
23-24	46.3	11.3
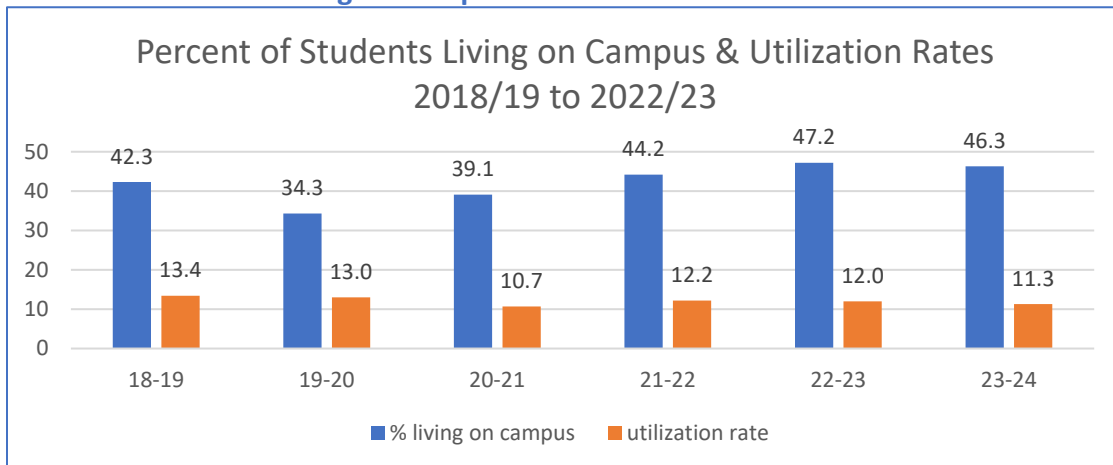
CENTER INFORMATION

Months Open/Fully Staffed

Highlights

- The majority (80.7%) of centers reported being open year-round.
- Centers that were open for fewer than 12 months were most frequently open for 10 months (11.7%) and tended to be at schools with 5,000 or fewer students.
- Most centers were fully staffed either 12 (44.0%) or 10 (32.1%) months per year.
- Centers commonly provided clinical supervision of unlicensed staff and employees.

Months of Year That Center is Open for Counseling Services

Months	# of Centers	Percent
Less than 9	2	0.6%
9	16	4.9%
10	38	11.7%
11	7	2.1%
12	263	80.7%
TOTAL	326	100%

Number of Months Counseling Center is Open by School Size

School Size	# of Centers	Less than 9 Months	9 Months	10 Months	11 Months	12 Months
Under 1,501	36	1	4	10	1	20
1,501 – 2,500	41	0	7	12	1	21
2,501 – 5,000	64	1	4	12	0	47
5,001 – 7,500	33	0	0	2	1	30
7,501 – 10,000	34	0	1	0	0	33
10,001 – 15,000	33	0	0	1	1	31
15,001 – 20,000	25	0	0	1	2	22
20,001 – 25,000	17	0	0	0	1	16
25,001 – 35,000	15	0	0	0	0	15
35,001 – 45,000	11	0	0	0	0	11
45,001 and over	17	0	0	0	0	17
TOTAL	326	2	16	38	7	263

Months of Year That Center is Fully Staffed

Months	# of Centers	Percent
Less than 9	6	1.8%
9	58	17.7%
10	105	32.1%
11	14	4.3%
12	144	44.0%
TOTAL	327	100%

Number of Months Counseling Center is Fully Staffed by School Size

School Size	# of Centers	Less than 9 Months	9 Months	10 Months	11 Months	12 Months
Under 1,501	36	1	10	16	3	6
1,501 – 2,500	41	1	6	26	0	8
2,501 – 5,000	64	1	13	25	1	24
5,001 – 7,500	34	1	9	10	2	12
7,501 – 10,000	34	0	1	11	1	21
10,001 – 15,000	33	1	6	10	3	13
15,001 – 20,000	25	0	4	3	2	16
20,001 – 25,000	17	0	2	2	2	11
25,001 – 35,000	15	1	2	1	0	11
35,001 – 45,000	11	0	3	1	0	7
45,001 and over	17	0	2	0	0	15
TOTAL	327	6	58	105	14	144

Number of Months Centers are Open and Fully Staffed
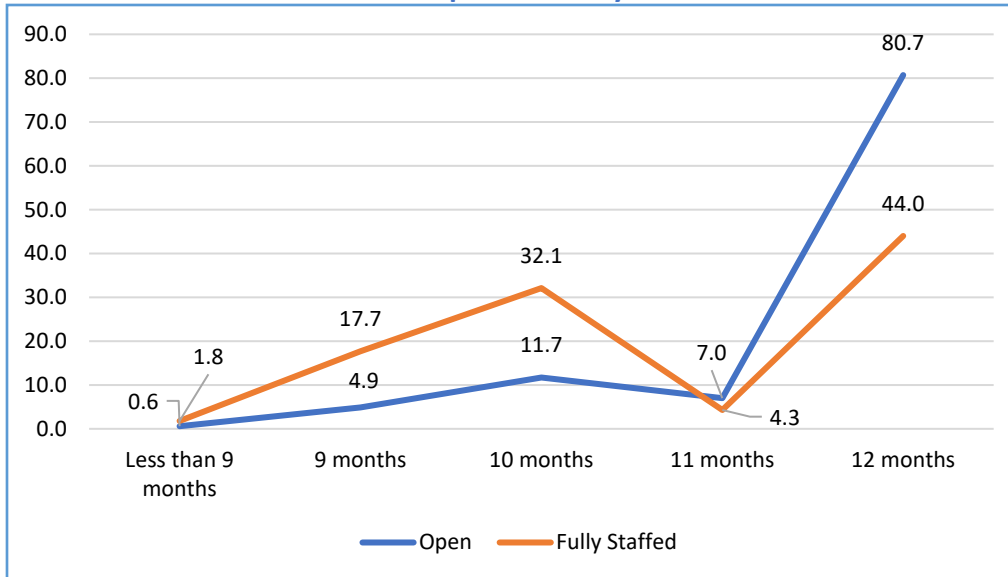
Remote Work Allowed

Highlights
- Larger centers were more likely than smaller centers to allow routine remote work for clinical staff.
- For those centers allowing remote work, on average, the majority of staff (85.6%) engaged in remote work.
- On average, when remote work was allowed, staff were expected to be in the office approximately 4 days a week (75.1% of the time).

Centers Allowing Routine Remote Work for Clinical Staff

School Size	# Centers Responding	# Centers Allowing Remote Work	% Centers Allowing Remote Work
Under 1,501	34	12	35.3%
1,501 – 2,500	40	15	37.5%
2,501 – 5,000	60	16	26.7%
5,001 – 7,500	34	12	35.3%
7,501 – 10,000	33	20	60.6%
10,001 – 15,000	31	18	58.1%
15,001 – 20,000	23	19	82.6%
20,001 – 25,000	17	8	47.1%
25,001 – 35,000	15	11	73.3%
35,001 – 45,000	11	10	90.9%
45,001 and over	16	13	81.3%
TOTAL	**314**	**145**	**46.2%**

For Centers Allowing Remote Work: Percent of Clinical Staff that Work Remotely

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	11	75.0%	17.0%	100%
1,501 – 2,500	15	94.3%	40.0%	100%
2,501 – 5,000	16	87.1%	10.0%	100%
5,001 – 7,500	11	88.0%	27.0%	100%
7,501 – 10,000	20	77.1%	5.0%	100%
10,001 – 15,000	18	88.8%	32.0%	100%
15,001 – 20,000	10	91.2%	63.0%	100%
20,001 – 25,000	8	81.5%	46.0%	100%
25,001 – 35,000	11	82.2%	33.0%	100%
35,001 – 45,000	10	91.1%	45.0%	100%
45,001 and over	13	85.9%	50.0%	100%
TOTAL	**143**	**85.6%**	**5.0%**	**100%**

For Centers Allowing Remote Work: Percent of Time Clinical Staff Expected to be Onsite

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	11	75.9%	60.0%	80.0%
1,501 – 2,500	15	75.7%	40.0%	95.0%
2,501 – 5,000	16	79.4%	70.0%	80.0%
5,001 – 7,500	11	79.1%	75.0%	80.0%
7,501 – 10,000	20	76.0%	20.0%	95.0%
10,001 – 15,000	17	75.5%	60.0%	95.0%
15,001 – 20,000	19	73.3%	60.0%	80.0%
20,001 – 25,000	7	71.4%	50.0%	90.0%
25,001 – 35,000	11	76.4%	60.0%	80.0%
35,001 – 45,000	10	72.0%	40.0%	80.0%
45,001 and over	13	67.7%	50.0%	80.0%
TOTAL	**140**	**75.1%**	**20.0%**	**95.0%%**

Center Staffing

Highlights

- Only 2.4% of centers (down from 3.5% in 22-23) were one-person centers and the majority of these were at very small institutions.
- Even at the smallest institutions (less than 1,501 enrollment) 86.1% of centers had more than one staff member.

- The mean clinical FTE for counseling centers that are not one-person centers, excluding community colleges, was 9.2 FTE.
- For community colleges, the mean clinical FTE for counseling centers that are not one-person centers was 4.5 FTE.

One-Person Counseling Centers

School Size	# of Centers Responding	# of One Person Centers	Percent
Under 1,501	36	5	13.9%
1,501 – 2,500	41	1	2.4%
2,501 – 5,000	64	1	1.6%
5,001 – 7,500	34	0	0.0%
7,501 – 10,000	34	1	2.9%
10,001 – 15,000	33	0	0.0%
15,001 – 20,000	25	0	0.0%
20,001 – 25,000	17	0	0.0%
25,001 – 35,000	15	0	0.0%
35,001 – 45,000	11	0	0.0%
45,001 and over	17	0	0.0%
TOTAL	**327**	**8**	**2.4%**

FTE of Clinicians* in Centers Larger than One-Person Centers: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	28	2.5	0.8	4.7
1,501 – 2,500	35	4.2	1.7	8.0
2,501 – 5,000	55	4.4	1.0	9.2
5,001 – 7,500	30	6.5	3.4	17.0
7,501 – 10,000	29	10.0	2.0	70.0
10,001 – 15,000	30	8.9	2.0	22.4
15,001 – 20,000	21	12.7	5.0	18.5
20,001 – 25,000	15	16.8	8.0	29.0
25,001 – 35,000	15	22.9	11.5	38.0
35,001 – 45,000	10	34.9	14.0	69.8
45,001 and over	13	40.8	18.6	67.5
TOTAL	**281**	**10.5**	**0.8**	**70.0**

*Trainees are excluded from calculations.

FTE of Clinicians* in Centers Larger than One-Person Centers: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,001	10	3.3	2.0	7.0
10,001 and over	5	8.3	2.0	19.0
TOTAL	**15**	**5.0**	**2.0**	**19.0**

*Trainees are excluded from calculations.

FTE of All Staff* in Centers Larger than One-Person Centers: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	29	3.2	0.8	5.1
1,501 – 2,500	32	5.3	2.0	10.2
2,501 – 5,000	55	5.6	2.0	11.0
5,001 – 7,500	28	8.5	3.9	18.0
7,501 – 10,000	27	9.6	5.0	25.0
10,001 – 15,000	29	11.5	5.0	25.8
15,001 – 20,000	21	15.2	6.0	24.5
20,001 – 25,000	15	20.0	11.3	34.0
25,001 – 35,000	15	28.6	11.0	47.5
35,001 – 45,000	10	40.6	18.0	76.8
45,001 and over	13	49.4	20.6	86.5
TOTAL	**274**	**12.8**	**0.8**	**86.5**

*Trainees are excluded from calculations.

FTE of All Staff* in Centers Larger than One-Person Centers: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	10	3.9	2.8	7.0
10,001 and over	5	9.8	3.0	19.0
TOTAL	**15**	**5.9**	**2.8**	**19.0**

*Trainees are excluded from calculations.

Clinical FTE (CFTE)* in Centers Larger than One-Person Centers: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	29	2.8	1.5	5.0
1,501 – 2,500	40	4.4	1.7	10.2
2,501 – 5,000	57	4.9	1.3	13.2
5,001 – 7,500	28	5.8	2.3	12.1
7,501 – 10,000	28	7.4	2.5	19.8
10,001 – 15,000	31	9.3	3.5	23.2
15,001 – 20,000	22	12.5	3.3	20.5
20,001 – 25,000	14	16.1	9.1	25.5
25,001 – 35,000	14	18.7	9.3	27.8
35,001 – 45,000	10	24.8	13.0	44.0
45,001 and over	14	31.8	12.6	49.0
TOTAL	**287**	**9.2**	**1.3**	**49.0**

*Trainees are INCLUDED in the calculations. These data represent a "standard counselor" who provides 24 hours a week of direct service, not actual clinicians at the center. Some clinical employees may have other job duties and provide less than 24 hours a week of direct service.

Clinical FTE (CFTE) in Centers Larger than One-Person Centers: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,001	9	2.9	1.5	4.4
10,001 and over	5	7.4	2.5	18.0
TOTAL	**14**	**4.5**	**1.5**	**18.0**

*Trainees are INCLUDED in the calculations. These data represent a "standard counselor" who provides 24 hours a week of direct service, not actual clinicians at the center. Some clinical employees may have other job duties and provide less than 24 hours a week of direct service.

Use of Embedded Counselors

Highlights
- Only about one-third of responding centers utilized embedded counselors.
- Centers at institutions with more than 10,000 students were significantly more likely to use embedded counselors in one or more area and to have an average of more than one embedded counselor.
- Athletics was the most frequently reported area in which embedded counselors work, followed by specific school or college, student affairs office, and residence life.

Number of Centers with Embedded Counselors

School Size	Total # of Centers Responding	# of Centers with Embedded Counselors	Percent of Centers with Embedded Counselors
Under 1,501	36	1	2.8%
1,501 - 2,500	41	4	9.8%
2,501 - 5,000	62	11	17.7%
5,001 - 7,500	34	9	26.5%
7,501 - 10,000	33	4	12.1%
10,001 - 15,000	33	14	42.4%
15,001 - 20,000	25	15	60.0%
20,001 - 25,000	17	12	70.6%
25,001 - 35,000	15	12	80.0%
35,001 - 45,000	11	10	90.9%
45,001 and over	17	13	76.5%
TOTAL	324	105	32.4%

Mean Number of Embedded Counselors

School Size	Total # of Centers Responding	Mean # of Embedded Counselors	Minimum	Maximum
Under 1,501	1	1.0	1	1
1,501 - 2,500	1	1.0	1	1
2,501 - 5,000	6	1.0	1	1
5,001 - 7,500	6	1.5	1	2
7,501 - 10,000	0	–	–	–
10,001 - 15,000	9	2.0	1	4
15,001 - 20,000	11	1.6	1	5
20,001 - 25,000	5	2.8	1	6
25,001 - 35,000	7	3.6	1	10
35,001 - 45,000	5	8.2	1	16
45,001 and over	2	2.5	1	4
TOTAL	53	2.6	1	16

Number of Embedded Counselors at Specific Locations

Location	# of Centers	Mean	Minimum	Maximum
Athletics	53	1.5	1	5
Residential Life	26	1.3	1	3
School(s) or college(s) within the university	42	4.2	1	18
Student affairs/Student life/Student Activities Office	29	1.7	1	4
Campus Police	4	1.5	1	2
Other area	11	1.5	1	4

Additional Services Offered

Highlights

- The most likely additional services provided by centers were clinical supervision of trainees/interns (86.4%) or unlicensed staff (76.0%), followed by couples therapy (56.8%).
- Centers were unlikely to provide career testing (5.2%) and neuropsychological testing (2.9%).

Additional Services Provided by Centers

Services	# Centers	Percent Indicating Services are Provided
Career Counseling	42	13.6%
Career Testing	16	5.2%
Clinical Supervision of Trainees/Interns	266	86.4%
Clinical Supervision of Unlicensed Staff Employees	234	76.0%
Couples Therapy	175	56.8%
Neuropsychological Testing/Assessment	9	2.9%
Psychological Testing/Assessment	73	23.7%
TOTAL NUMBER OF CENTERS REPORTING	**308**	

Center Impact on Academics

Highlights

- Overall, 73.1% of students indicated that their counseling services helped their academic performance.
- Overall, 71.3% of students indicated that their counseling services helped them stay in school.

Percent of Students Stating Center Services Helped Their Academic Performance

Question Topic	Total # Centers	# of Centers Asking	Percent
Center services help academic performance	293	157	53.6%
Center services help stay in school	293	137	46.8%

Percent of Students Stating Center Services Helped Their Academic Performance

School Size	# of Centers Asking Question	Percent of Students that Indicate Services Helped Academic Performance
Under 1,501	12	77.3%
1,501 – 2,500	12	70.8%
2,501 – 5,000	28	69.7%
5,001 – 7,500	20	73.5%
7,501 – 10,000	23	73.2%
10,001 – 15,000	19	75.9%
15,001 – 20,000	13	67.7%
20,001 – 25,000	7	71.1%
25,001 – 35,000	9	72.6%
35,001 – 45,000	6	77.7%
45,001 and over	8	81.7%
TOTAL	**157**	**73.1%**

Percent of Students Stating Center Services Helped Them Stay in School

School Size	# of Centers Asking Question	Percent of Students that Indicate Services Helped Them Stay in School
Under 1,501	13	73.4%
1,501 – 2,500	14	67.9%
2,501 – 5,000	28	67.1%
5,001 – 7,500	17	69.2%
7,501 – 10,000	16	74.9%
10,001 – 15,000	15	78.2%
15,001 – 20,000	13	70.3%
20,001 – 25,000	4	61.2%
25,001 – 35,000	5	81.4%
35,001 – 45,000	5	58.0%
45,001 and over	7	83.3%
TOTAL	**137**	**71.3%**

DIRECTOR INFORMATION

Demographic Information

Highlights

- Directors of Color comprised 30.2% of respondents.
- Seventy-three percent of directors identified as cis-female and 27.1% as LBGQ+.
- The majority (57.7%) of responding directors reported psychology as their professional identity. The next most frequent was counseling (28.5%) and then social work (9.8%).
- 62.3% of directors reported holding a doctoral degree of some variety; 36.1% of directors reporting holding a master's degree of some variety.

Director Racial/Ethnic Identity*

Racial/Ethnic Identity	# of Centers
American Indian / Native American / Alaska Native	3
Arab	1
Asian / Asian American	20
Black / African-American	44
Caribbean / Afro-Caribbean / West Indian	5
East Indian	2
Hispanic / Latino/a/e/x	27
Jewish	11
Middle Eastern / Northern African	4
Multiracial	5
Native Hawaiian / Pacific Islander	0
White / Euro-American	280
Better described as	2
TOTAL	**381**

*Directors were free to choose multiple identities.

Director Gender Identity

Gender Identity	# of Centers	Percent
Cis-woman	276	73.0%
Cis-man	98	25.7%
Trans-woman	0	0.0%
Trans-man	0	0.0%
Non-binary	3	0.8%
Better described as*	2	0.5%
TOTAL	**378**	**100%**

*Better described as included Gender Queer, AFAB
(assigned female at birth).

Director Sexual Orientation

Sexual Orientation	# of Centers	Percent
Asexual	3	0.8%
Bisexual	18	4.8%
Gay	19	5.1%
Heterosexual	310	82.9%
Lesbian	8	2.1%
Pansexual	2	0.5%
Queer	13	3.5%
Better described as*	1	0.3%
TOTAL	374	100%

*Better described as included: no label.

Director Professional Identity

Professional Identity	# of Centers	Percent
Counseling	108	28.5%
Higher Education Administration	3	0.8%
Marriage & Family Therapy	6	1.6%
Medicine	2	0.5%
Psychology, Clinical	118	31.1%
Psychology, Counseling	101	26.6%
Rehabilitation Counseling	0	0.0%
Social Work	37	9.8%
Better described as*	4	1.1%
TOTAL	379	100%

*Better described as included: Family Nurse Practitioner, Psychiatric Nurse, Psychiatry/Counseling Psychology, College or University Counselor.

Director Highest Degree

Degree	# of Centers	Percent
D.S.W.	3	0.8%
Ed.D.	4	1.1%
M.A.	46	12.1%
M.D.	2	0.5%
M.S.	44	11.6%
M.Ed.	9	2.4%
M.S.W.	38	10.0%
Ph.D.	161	42.5%
Psy.D.	66	17.4%
Better described as*	6	1.6%
TOTAL	**379**	**100%**

*Better described as included: Doctor of Behavioral Health, D.O., DHA, MSN, M.S.Ed (x3), M.Coun, MSN.

Number of Months per Year Contracted

Highlights

- The majority of directors (86.5%) were contracted to work 12 months a year.
- Only one respondent working at an institution with more than 20,000 students enrolled reported having less than a 12-month contract.

Months Contracted to Work as Director by Size of Institution

School Size	# of Centers	< 9 Months	9	10	11	12 Months
Under 1,501	45	0.0%	0.0%	20%	22.2%	57.8%
1,501 – 2,500	46	0.0%	0.0%	6.5%	8.7%	84.8%
2,501 – 5,000	73	0.0%	0.0%	8.2%	9.6%	82.2%
5,001 – 7,500	39	0.0%	0.0%	0.0%	5.1%	94.9%
7,501 – 10,000	39	0.0%	0.0%	0.0%	2.6%	97.4%
10,001 – 15,000	38	2.6%	5.3%	2.6%	5.3%	84.2%
15,001 – 20,000	28	0.0%	0.0%	3.6%	0.0%	96.4%
20,001 – 25,000	19	0.0%	0.0%	0.0%	5.3%	94.7%
25,001 – 35,000	17	0.0%	0.0%	0.0%	0.0%	100%
35,001 – 45,000	14	0.0%	0.0%	0.0%	0.0%	100%
45,001 and over	20	5.0%	0.0%	0.0%	0.0%	95.0%
TOTAL	**378**	**0.5%**	**0.5%**	**5.3%**	**7.1%**	**86.5%**

Director Experience

Highlights

- Those in their first year as a directors comprised 3.7% of respondents; another 53.8% had been a director less than 6 years.
- Directors with 16 or more years of professional experience after their terminal degree comprised 59.2% of respondents.
- The majority (81.2%) of directors worked in higher education prior to taking on the director role.

Number of Years as a Director (in Ranges)

Range	# of Centers	Percent
First year as director	14	3.7%
1 to 5 years	203	53.8%
6 to 10 years	83	22.0%
11 to 15 years	38	10.1%
16 to 20 years	19	5.0%
21 to 25 years	14	3.7%
26 to 30 years	5	1.3%
More than 30 years	1	0.2%
TOTAL	377	100%

Number of Years of Professional Experience after Terminal Degree (in Ranges)

Range	# of Centers	Percent
1 to 5 years	9	2.4%
6 to 10 years	68	18.4%
11 to 15 years	74	20.0%
16 to 20 years	78	21.1%
21 to 25 years	70	18.9%
26 to 30 years	40	10.8%
More than 30 years	31	8.4%
TOTAL	370	100%

Director Worked in Higher Education before Becoming a Director

Range	# of Centers	Percent
No	71	18.8%
Yes	307	81.2%
TOTAL	378	100%

Years as Director Versus Years of Professional Experience
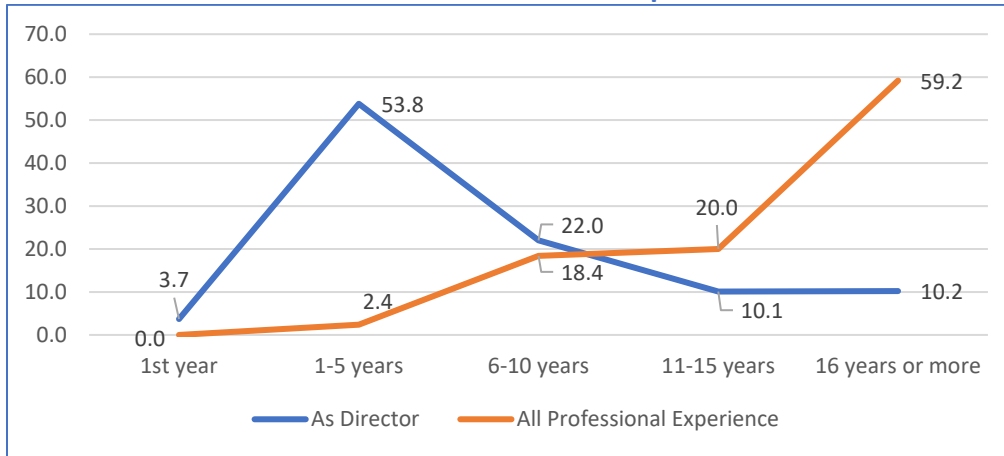
Director Responsibilities

Highlights

- The most common area or function that directors reported overseeing was psychiatric services followed by health promotion and then health services.

Areas / Functions Director Oversees

Area	# of Centers
Only oversee Counseling Services	194
Academic Advising	2
AOD Education and Prevention	34
BIT or CARE Team	37
Career Services	2
Conduct / Judicial Office	2
Dean of Students' Services	2
Dental Services	0
Disability Services	18
Educational Support Services	1
Enrollment Services	0
First-Year Seminars	4
Food Insecurity Services	10
Health Services	39
Health Promotion Services	44
Homelessness Services	3
Immunizations	10
New Student Orientation	5
Occupational therapy	0
Pharmacy	1

Psychiatric Services	63
Recreation Services	1
Sexual Misconduct Education & Prevention	16
Spiritual Life	0
Student Affairs	3
Testing Center	9
Threat Assessment Team	15
Title IX	1
TRIO services	0
Tutoring	1
Veterans' Services	2
Violence Prevention	17
Women's Resource Center	4
Other*	35

*Other included: Administrative, AOD Support Services, Athletic Training,
Care Management and Collegiate Recovery, Case Management, Child Safety,
Gender-Based Violence, Inclusion, Diversity, Equity, and Accessibility.

Supervisor Change

Highlights

- A significant minority of responding directors (27.2%) experienced a supervisor change. Supervisors' most frequent background w student affairs (58.6%).

Directors Who Experienced a Supervisor Personnel Change

School Size	# of Centers Responding	# of Directors with Supervisor Personnel Change	Percent
Under 1,501	36	8	22.2%
1,501 – 2,500	40	14	35.0%
2,501 – 5,000	62	11	17.7%
5,001 – 7,500	34	15	44.1%
7,501 – 10,000	32	7	21.9%
10,001 – 15,000	32	9	28.1%
15,001 – 20,000	25	9	36.0%
20,001 – 25,000	17	5	29.4%
25,001 – 35,000	15	3	20.0%
35,001 – 45,000	11	3	27.3%
45,001 and over	16	3	18.8%
TOTAL	**320**	**87**	**27.2%**

Supervisor Professional Background

Professional Identity	# of Centers	Percent
Student Affairs	187	58.6%
Health Promotion	9	2.8%
Counseling	35	11.0%
Medical	21	6.6%
Recreation	9	2.8%
Case Management	0	0.0%
Conduct	2	0.6%
Business	7	2.2%
Other Higher Education Administration	25	7.8%
Better described as*	24	7.5%
TOTAL	319	100%

*Better described as included: Academics, Applied Health Science, Sports Administration, Disability Services, Ethics and Theology/Divinity, Health Administration, Housing, Law, Public Health, Registrar, Social Work, DEI related office/administrator.

SERVICE DEMAND

Highlights

- Centers at smaller schools served, on average, much larger proportions (8.0% - 18.7%) of their enrolled populations than centers at larger schools (6.5% - 8.1%).
- Centers at community colleges served smaller proportions of their student population (4.6%) than 4-year schools (11.3%), with smaller community colleges having served students at lower (3.6%) rates than larger community colleges (6.7%).
- The average number of sessions per client for all services was slightly higher at smaller schools (5.6 – 6.6) than at larger schools (4.6 – 5.9).

Students Using Services

Percent of Students Using Services by School Size: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	38	18.7%	5.2%	43.2%
1,501 – 2,500	40	18.1%	6.1%	32.0%
2,501 – 5,000	60	12.4%	2.5%	27.8%
5,001 – 7,500	31	9.2%	4.5%	17.9%
7,501 – 10,000	30	8.0%	2.9%	26.2%
10,001 – 15,000	31	7.6%	2.4%	21.3%
15,001 – 20,000	25	6.8%	2.7%	10.5%
20,001 – 25,000	18	8.1%	3.2%	15.4%
25,001 – 35,000	16	7.3%	3.2%	14.1%
35,001 – 45,000	12	8.1%	4.0%	12.6%
45,001 and over	17	6.5%	4.0%	12.7%
TOTAL	**318**	**11.3%**	**2.4%**	**43.2%**

Percent of Students Using Services by School Size: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	11	3.6%	1.9%	10.1%
10,001 and over	5	6.7%	1.5%	22.3%
TOTAL	**16**	**4.6%**	**1.5%**	**22.3%**

Number of Unique Students that Attended One or More Clinical Service of Any Type: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	38	181.6	49	509
1,501 - 2,500	40	369.1	123	745
2,501 - 5,000	60	438.3	90	1514
5,001 - 7,500	31	580.2	312	1067
7,501 - 10,000	30	710.4	289	2350
10,001 - 15,000	32	904.8	306	2750
15,001 - 20,000	25	1206.1	400	1835
20,001 - 25,000	18	1806.2	661	3696
25,001 - 35,000	16	2234.8	1024	4915
35,001 – 45,000	12	3091.8	1691	4699
45,001 and over	17	3688.1	1972	6440
TOTAL	319	985.7	49	6440

Number of Unique that Students Attended One or More Clinical Service of Any Type: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	11	210.8	71	517
10,001 and over	4	1161.3	479	2484
TOTAL	15	464.3	71	2484

Number of Unique Students Served by Centers Larger than One-Person Centers: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	31	196.4	49	509
1,501 – 2,500	19	373.5	123	745
2,501 – 5,000	56	426.7	90	1514
5,001 – 7,500	29	586.9	312	1067
7,501 – 10,000	29	708.9	289	2350
10,001 – 15,000	31	913.8	306	2750
15,001 – 20,000	24	1225.0	400	1835
20,001 – 25,000	16	1877.9	661	3696
25,001 – 35,000	15	2261.6	1024	4915
35,001 – 45,000	11	3032.7	1691	4699
45,001 and over	16	3761.4	1972	6440
TOTAL	297	1001.2	49	6440

Number of Unique Students Served by Centers Larger than One-Person Centers: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,001	9	238.9	105	517
10,001 and over	5	1161.3	479	2484
TOTAL	**14**	**522.7**	**105**	**2484**

Number of Unique Students Served by One-Person Centers

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,001	7	111.9	78	200

Clinical Load Index

Highlights

- For community colleges, the mean CLI was 108.9 and for other institution types, the mean CLI was 99.4. The Center for Collegiate Mental Health (CCMH) reported the mean for their 2023-2024 sample was 92.
- On average, centers represented in this sample fell into the mid-range CLI (57-127) as defined by CCMH.
  - However, 4-year schools with over 45,000 enrollment had a slightly higher mean CLI (132.6) and community colleges over 10,000 enrollment had a mean CLI of 155.7.

Clinical Load Index by School Size: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	36	77.9	33.6	313.2
1,501 – 2,500	40	89.2	47.5	166.7
2,501 – 5,000	56	89.0	28.8	200.8
5,001 – 7,500	29	105.7	43.4	156.5
7,501 – 10,000	28	100.1	35.6	187.2
10,001 – 15,000	32	100.5	63.3	169.2
15,001 – 20,000	23	100.0	72.3	184.4
20,001 – 25,000	16	121.1	95.4	160.7
25,001 – 35,000	15	125.4	78.6	179.0
35,001 – 45,000	10	125.7	75.2	220.2
45,001 and over	15	132.6	90.2	324.4
TOTAL	**300**	**99.4**	**28.8**	**324.4**

Clinical Load Index by School Size: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	10	90.2	28.6	142.6
10,001 and over	4	155.7	58.0	298.1
TOTAL	**14**	**108.9**	**28.6**	**298.1**

Wait Times

Highlights

- Average wait times for first contact rose slightly from 2022-2023 (4.8 days) to 2023-2024 (6.0 days). This could be because this year wait time was only assessed for centers without a walk-in or same day model. It could also be due to changes in demand or a combination of factors.
- Average wait times for a first therapy appointment dropped slightly compared to 2022-2023 data. In 2022-2023 the average wait was 9.2 days. In 2023-2024 it was 8 days.

Average Wait Times for First Clinical Contact by School Size Excluding Schools with Walk-in or Same Day Models

School Size	# of Centers	Mean Number of Days for 1st Clinical Contact*	Minimum	Maximum
Under 1,501	25	5.0	1.0	14.0
1,501 – 2,500	19	5.6	0.0	14.0
2,501 – 5,000	28	5.9	0.0	15.0
5,001 – 7,500	10	6.0	1.0	12.0
7,501 – 10,000	18	6.0	0.0	12.0
10,001 – 15,000	9	6.4	4.0	10.0
15,001 – 20,000	10	7.3	1.0	14.0
20,001 – 25,000	5	4.8	3.0	10.0
25,001 – 35,000	3	15.0	2.0	30.0
35,001 – 45,000	6	6.0	0.0	13.0
45,001 and over	8	5.6	2.0	9.0
TOTAL	**141**	**6.0**	**0.0**	**30.0**

* Average wait time includes weekends and counts days from the date the client first requested an appointment to the date of that first clinical contact.

Average Wait Times for First Therapy Appointment by School Size

School Size	# of Centers	Mean Number of Days for 1st Therapy Appointment*	Minimum	Maximum
Under 1,501	26	6.9	1.0	14.0
1,501 – 2,500	28	6.7	0.0	15.0
2,501 – 5,000	43	6.4	0.0	25.0
5,001 – 7,500	22	8.3	2.0	21.0
7,501 – 10,000	25	8.8	2.0	19.0
10,001 – 15,000	30	7.5	0.0	14.0
15,001 – 20,000	18	9.5	0.0	21.0
20,001 – 25,000	13	12.4	6.2	33.1
25,001 – 35,000	11	6.7	0.0	15.0
35,001 – 45,000	7	10.0	3.0	20.3
45,001 and over	14	10.3	4.0	20.0
TOTAL	237	8.0	0.0	33.1

*Average wait time includes weekends and counts days from initial intake/triage appointment to the date of the next therapy appointment

Utilization Changes

Highlights

- For four-year institutions, the most commonly reported degree of change in number of clients utilizing any services was greater than a 10% decrease. The majority of centers (61.1%) reported a decrease in utilization from the previous year.
- Community college reported changes in the number of clients utilizing any services that were more normally distributed, with increases in number of clients being more common than decreases.
- Larger schools were most likely to report a decrease in the number of unique clients served. No schools larger than 20,000 reported more than a 20% increase in clients.
- There was a similar pattern for change in number of attended sessions. The majority (53%) of institutions reported a decrease in appointments. This was driven by four-year institutions, of which 53.5% reported a decrease, while 43.8% of community colleges reported a decrease in number of attended appointments compared to the previous year.

Change in the Number of Unique Clients Center Served:
Excluding Community Colleges

Amount of Change	# of Centers	Percentage
More than 10% Decrease	67	23.5%
6-10% Decrease	53	18.6%
1-5% Decrease	54	18.9%
0% (No Change)	21	7.4%
1-5% Increase	35	12.3%
6-10% Increase	21	7.4%
11-15% Increase	14	4.9%
16-20 % Increase	9	3.2%
21-25% Increase	3	1.1%
26-30% Increase	2	0.7%
31-35% Increase	1	0.4%
36-40% Increase	2	0.7%
Over 40% Increase	3	1.1%
TOTAL	285	100%

Change in the Number of Unique Clients Center Served:
Community Colleges Only

Amount of Change*	# of Centers	Percentage
More than 10% Decrease	2	13.3%
6-10% Decrease	1	6.7%
1-5% Decrease	2	13.3%
1-5% Increase	2	13.3%
6-10% Increase	3	20.0%
11-15% Increase	2	13.3%
21-25% Increase	2	13.3%
Over 40% Increase	1	6.7%
TOTAL	15	100%

*Only categories with at least one center reporting are represented in the table.

Change in Number of Unique Clients Center Served by School Size (All Institutions)

School Size	# Centers	>10% decrease	1-10% decrease	No Change	1-10% increase	11-20% increase	21-30% increase	>30% increase
Under 1,501	32	21.9%	18.8%	9.4%	25.0%	15.6%	3.1%	6.3%
1,501 - 2,500	37	16.2%	29.7%	13.5%	21.6%	13.5%	2.7%	2.7%
2,501 - 5,000	56	26.8%	25.0%	3.6%	34.0%	5.4%	3.6%	1.8%
5,001 - 7,500	33	21.2%	33.3%	6.1%	15.2%	15.2%	3.0%	6.0%
7,501 - 10,000	31	22.6%	45.2%	6.5%	16.2%	3.2%	3.2%	3.2%
10,001 - 15,000	32	12.5%	62.5%	3.1%	18.8%	3.1%	0.0%	0.0%
15,001 - 20,000	23	30.4%	30.4%	17.4%	13.0%	4.3%	4.3%	0.0%
20,001 - 25,000	16	18.8%	50.1%	0.0%	12.6%	18.8%	0.0%	0.0%
25,001 - 35,000	14	35.7%	50.0%	7.1%	7.1%	0.0%	0.0%	0.0%
35,001 - 45,000	11	36.4%	45.5%	0.0%	18.2%	0.0%	0.0%	0.0%
45,001 & over	15	26.7%	46.6%	6.7%	13.3%	6.7%	0.0%	0.0%
TOTAL	**300**	**23.0%**	**36.7%**	**7.0%**	**20.3%**	**8.3%**	**2.4%**	**2.3%**

Change in the Number of Attended Appointments for All Types of Clinical Services: Excluding Community Colleges

Amount of Change	# of Centers	Percentage
More than 10% Decrease	63	22.3%
6-10% Decrease	42	14.9%
1-5% Decrease	46	16.3%
0% (No Change)	12	4.3%
1-5% Increase	46	16.3%
6-10% Increase	28	9.9%
11-15% Increase	19	6.7%
16-20 % Increase	10	3.5%
21-25% Increase	6	2.1%
26-30% Increase	2	0.7%
31-35% Increase	2	0.7%
36-40% Increase	3	1.1%
Over 40% Increase	3	1.1%
TOTAL	**282**	**100%**

Change in the Number of Attended Appointments for All Types of Clinical Services: Community Colleges Only

Amount of Change*	# of Centers	Percentage
More than 10% Decrease	3	18.8%
6-10% Decrease	1	6.3%
1-5% Decrease	3	18.8%
1-5% Increase	2	12.5%
6-10% Increase	1	6.3%
11-15% Increase	3	18.8%
16-20 % Increase	1	6.3%
21-25% Increase	1	6.3%
Over 40% Increase	1	6.3%
TOTAL	16	100%

*Only categories with at least one center reporting are represented in the table.

Change in Number of Attended Appointments for All Types of Clinical Services (All Institutions)

School Size	# Centers	>10% decrease	1-10% decrease	No Change	1-10% increase	11-20% increase	21-30% increase	>30% increase
Under 1,501	31	22.6%	25.8%	3.2%	29.1%	6.5%	3.2%	9.7%
1,501 - 2,500	38	23.7%	23.7%	7.9%	23.7%	15.8%	2.6%	2.6%
2,501 - 5,000	57	22.8%	29.8%	3.5%	24.6%	12.3%	5.3%	1.8%
5,001 - 7,500	31	29.0%	19.3%	0.0%	32.3%	12.9%	0.0%	6.4%
7,501 - 10,000	32	15.6%	28.2%	12.5%	21.9%	15.6%	3.1%	3.1%
10,001 - 15,000	31	19.4%	41.9%	0.0%	19.4%	9.7%	6.4%	3.2%
15,001 - 20,000	23	21.7%	43.4%	0.0%	21.7%	8.7%	4.3%	0.0%
20,001 - 25,000	16	25.0%	18.8%	6.3%	31.3%	18.8%	0.0%	0.0%
25,001 - 35,000	14	14.3%	57.1%	0.0%	21.4%	7.1%	0.0%	0.0%
35,001 - 45,000	11	27.3%	45.5%	0.0%	27.3%	0.0%	0.0%	0.0%
45,001 & over	14	21.4%	28.6%	7.1%	42.8%	0.0%	0.0%	0.0%
TOTAL	298	22.1%	30.8%	4.0%	25.8%	11.1%	3.0%	3.0%

Percent of Centers with Utilization Changes in Number of Clients and Number of Appointments

Chart legend: ■ Change in # Clients   ■ Change in # Appts

Categories: Over 10% Decrease, 1-10% Decrease, No Change, 1-10% Increase, 11-20% Increase, 21-30% Increase, Over 30% Increase
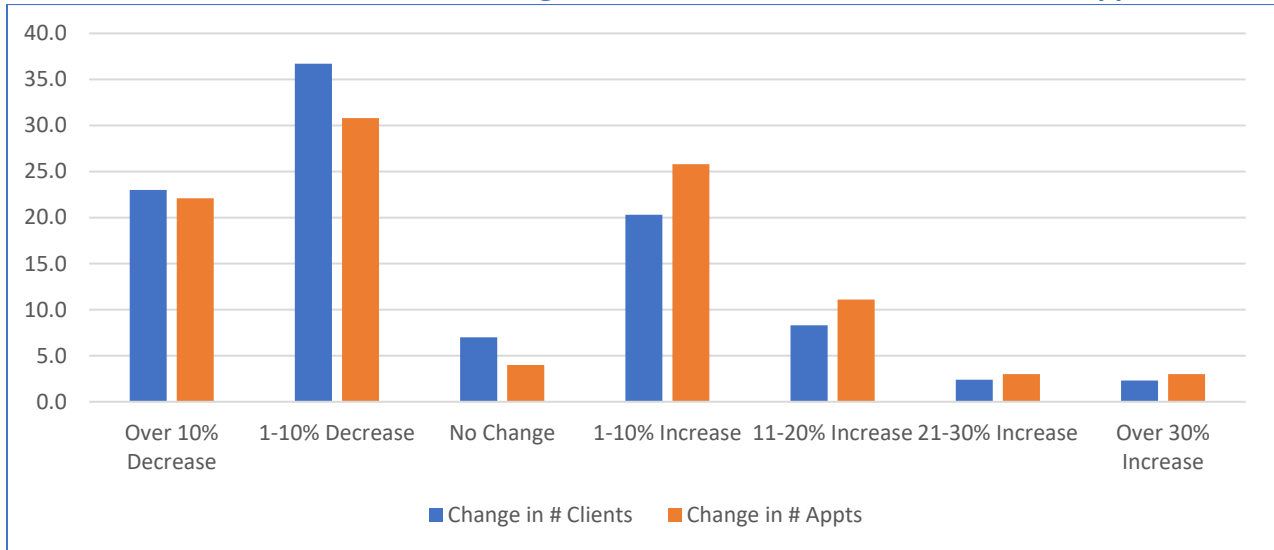
Strategies to Manage Utilization

Highlights

- Stepped care models were used across a variety of institution sizes, becoming more frequent at institutions with enrollment over 5,000.
- A slight majority (55%) of centers did not have formal session limits.
- Most centers that employed session limits had at least some flexibility built into their models.
- The average number of sessions (depending on limit timeframe) ranged from 8.6 (per quarter/semester) to 17.9 (per time of enrollment).
- Nearly a quarter of responding directors (24.0%) reported their centers did not have trouble meeting demand for services.

Percent of Centers Using a Stepped Care Model by School Size

School Size	# of Centers Responding	# of Centers Using Stepped Care	Percent Using Stepped Care Model
Under 1,501	35	9	25.7%
1,501 – 2,500	41	11	26.8%
2,501 – 5,000	61	17	27.9%
5,001 – 7,500	34	17	50.0%
7,501 – 10,000	31	12	38.7%
10,001 – 15,000	32	14	43.8%
15,001 – 20,000	24	12	50.0%
20,001 – 25,000	17	11	64.7%
25,001 – 35,000	15	13	86.7%
35,001 – 45,000	10	6	60.0%
45,001 and over	17	10	58.8%
TOTAL	317	132	41.6%

Center Approach to Limiting Individual "Talk Therapy" Appointments

School Size	# of Centers	% No Session Limit	% Quite Flexible Limit	% Limit Rarely Extended	% Hard Limit (no exceptions)
Under 1,501	36	72.2%	11.1%	16.7%	0.0%
1,501 – 2,500	41	68.3%	19.5%	12.2%	0.0%
2,501 – 5,000	66	69.7%	19.7%	10.6%	0.0%
5,001 – 7,500	34	50.0%	23.5%	26.5%	0.0%
7,501 – 10,000	34	50.0%	29.4%	20.6%	0.0%
10,001 – 15,000	33	51.5%	21.2%	24.2%	3.0%
15,001 – 20,000	25	20.0%	36.0%	44.0%	0.0%
20,001 – 25,000	18	55.6%	22.2%	16.7%	5.6%
25,001 – 35,000	15	40.0%	20.0%	40.0%	0.0%
35,001 – 45,000	11	36.4%	54.5%	9.1%	0.0%
45,001 & over	17	35.3%	35.3%	29.4%	0.0%
TOTAL	330	55.2%	23.6%	20.6%	0.6%

Timeframe to Which Session Limits Apply

School Size	# of Centers	Per semester/ quarter	Per Year	Per Entire Time of Enrollment	Per Presenting Problem	Other*
Under 1,501	10	20.0%	70.0%	0.0%	0.0%	10.0%
1,501 – 2,500	13	46.2%	38.5%	0.0%	7.7%	7.7%
2,501 – 5,000	20	35.0%	35.0%	5.0%	0.0%	25.0%
5,001 – 7,500	16	25.0%	43.8%	0.0%	12.5%	18.8%
7,501 – 10,000	17	41.2%	23.5%	23.5%	5.9%	5.9%
10,001 – 15,000	15	13.3%	66.7%	0.0%	20.0%	0.0%
15,001 – 20,000	20	10.0%	45.0%	10.0%	15.0%	20.0%
20,001 – 25,000	8	12.5%	50.0%	0.0%	0.0%	37.5%
25,001 – 35,000	9	0.0%	44.4%	0.0%	33.3%	22.2%
35,001 – 45,000	7	0.0%	28.6%	14.3%	14.3%	42.9%
45,001 and over	11	9.1%	36.4%	9.1%	27.3%	18.2%
TOTAL	**146**	**21.9%**	**43.2%**	**6.2%**	**11.6%**	**17.1%**

*Centers described different models in the other category, including a number that advertise "short-term" services but do not put a specific number limit, some centers that have tracks clients are assigned to with some tracks being limited sessions and others unlimited, some centers have limits during the academic year but not the summer, some having both a per year and per enrollment limit, and some limiting free sessions but having unlimited paid sessions.

Number of Sessions Allotted by Session Limit Timeframe

Limit Timeframe	# of Centers	Mean	Minimum	Maximum
Per Semester/Quarter	32	8.1	3	16
Per Year	63	10.6	4	45
Per Time of Enrollment	9	16.6	8	40
Per Presenting Problem	13	10.4	5	16
Other*	20	15.2	4	50
TOTAL	**138**	**11.0**	**3**	**50**

*Centers described different models in the other category, including a number that advertise "short-term" services but do not put a specific number limit, some centers that have tracks clients are assigned to with some tracks being limited sessions and others unlimited, some centers have limits during the academic year but not the summer, some having both a per year and per enrollment limit, and some limiting free sessions but having unlimited paid sessions.

Other Demand Mitigation Strategies Used by Centers

Strategy	# of Centers	Percent of Centers Indicating they use this strategy
N/A Did not have trouble meeting demand	77	24.0%
Waiting List	67	20.9%
Triaging for Urgency	111	34.6%
Referring Out More Clients	87	27.1%
Appointments Every Other Week	151	47.0%
Appointments Every Three Weeks or More	42	13.1%
Canceled Non-Essential Meetings	35	10.9%
Reduced Outreach	83	25.9%
Staff Routinely Skipped Lunch	28	8.7%
Staff Routinely Came in Early/Stayed Late	13	4.0%
Hired Temporary Clinicians	43	13.4%
Hired Additional Permanent Clinicians	15	4.7%
Recruited Additional Trainees	36	11.2%
Offered More Groups	40	12.5%
More Students Put in Existing Groups	12	3.7%
Reduced Length of Appointments	19	5.9%
Reduced Administrative Time for Staff	30	9.3%
Contracted with Vendor for Teletherapy Services	71	22.1%
Other*	11	3.4%

*A sample of listed other strategies included establishing a single session option, and increased collaboration with other departments or community agencies, adding IOP options to campus. Respondents could check multiple options.

CLINICAL SERVICES PROVIDED

All Clinical Service Appointments

Highlights

- Across institution size and type, the average number of attended appointments per student seen was between four (4) and six (6).

Note: The category of "All Appointments" includes individual counseling, triage/screening appointments, intakes, couples therapy, group therapy, and psychiatric appointments.

Total Number of All Appointments: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	37	1183.1	213	2966
1,501 - 2,500	41	2234.8	433	5867
2,501 - 5,000	61	2515.5	254	7167
5,001 - 7,500	31	3379.6	1496	8299
7,501 - 10,000	30	4206.7	1306	15042
10,001 - 15,000	32	5009.4	1499	13285
15,001 - 20,000	25	6787.0	1300	12483
20,001 - 25,000	18	9048.7	3244	20657
25,001 - 35,000	15	11634.1	5954	23022
35,001 − 45,000	12	16473.5	7331	28972
45,001 and over	17	16664.8	8672	31867
TOTAL	**319**	**5229.3**	**213**	**31867**

Total Number of All Appointments: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	11	1018.6	403	1717
10,001 and over	4	4265.5	1949	6440
TOTAL	**15**	**1884.5**	**403**	**6440**

Average Number of All Appointments per Client: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	32	6.6	2.8	10.9
1,501 - 2,500	39	5.9	3.0	10.6
2,501 - 5,000	57	5.8	2.7	10.7
5,001 - 7,500	28	5.7	4.0	9.0
7,501 - 10,000	27	5.6	2.5	7.9
10,001 - 15,000	32	5.5	2.0	9.0
15,001 - 20,000	24	5.9	4.1	8.5
20,001 - 25,000	17	5.1	3.7	7.1
25,001 - 35,000	14	5.2	3.8	6.8
35,001 − 45,000	11	5.6	3.4	8.0
45,001 and over	17	4.6	2.6	6.3
TOTAL	**298**	**5.7**	**2.0**	**10.9**

Average Number of All Appointments per Client: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	11	5.1	3.0	7.2
10,001 and over	5	4.7	4.0	6.0
TOTAL	**16**	**5.0**	**3.0**	**7.2**

Session Modality

Highlights

- Smaller centers provided a larger percentage of sessions in-person than larger centers.
- Overall, 80.9% of sessions were provided in-person across counseling services.
- Overall, 14.6% of sessions were provided through video platforms.

Percent of Sessions Provided In-Person by School Size

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	32	91.7%	0.0%	100%
1,501 – 2,500	36	85.6%	30.0%	100%
2,501 – 5,000	54	87.0%	13.0%	100%
5,001 – 7,500	29	84.8%	44.0%	100%
7,501 – 10,000	29	76.2%	0.0%	99.0%
10,001 – 15,000	31	72.2%	0.0%	100%
15,001 – 20,000	21	73.3%	44.0%	97.0%
20,001 – 25,000	10	76.5%	35.0%	99.0%
25,001 – 35,000	13	80.6%	49.0%	99.0%
35,001 – 45,000	10	64.9%	34.0%	98.0%
45,001 and over	12	66.6%	28.0%	92.0%
TOTAL	**277**	**80.9%**	**0.0%**	**100%**

Percent of Sessions Provided Via Video Platform by School Size

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	32	4.9%	0.0%	25.0%
1,501 – 2,500	34	13.7%	0.0%	68.0%
2,501 – 5,000	53	10.7%	0.0%	63.0%
5,001 – 7,500	28	14.9%	1.0%	56.0%
7,501 – 10,000	28	15.2%	0.0%	55.0%
10,001 – 15,000	31	16.3%	0.0%	64.0%
15,001 – 20,000	20	21.0%	3.0%	50.0%
20,001 – 25,000	10	18.0%	1.0%	45.0%
25,001 – 35,000	13	15.6%	1.0%	34.0%
35,001 – 45,000	10	30.4%	2.0%	66.0%
45,001 and over	12	25.7%	3.0%	69.0%
TOTAL	271	14.6%	0.0%	69.0%

Percent of Sessions Provided by Telephone by School Size

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	32	0.1%	0.0%	1.0%
1,501 – 2,500	28	0.7%	0.0%	10.0%
2,501 – 5,000	50	1.1%	0.0%	23.0%
5,001 – 7,500	25	0.7%	0.0%	5.0%
7,501 – 10,000	27	2.1%	0.0%	22.0%
10,001 – 15,000	23	7.6%	0.0%	60.0%
15,001 – 20,000	19	5.2%	0.0%	31.0%
20,001 – 25,000	10	2.6%	0.0%	24.0%
25,001 – 35,000	12	3.0%	0.0%	16.0%
35,001 – 45,000	9	5.2%	0.0%	27.0%
45,001 and over	10	9.2%	0.0%	42.0%
TOTAL	245	2.6%	0.0%	60.0%

Individual Therapy Appointments

Highlights

- As would be expected, centers at larger schools saw more students for a greater number of individual therapy sessions than at smaller schools; however, the average number of sessions per student trended toward fewer sessions for students at larger schools.
- No show rates were highest for centers at medium-sized schools.
- Cancellations were more consistent across school sizes with a slightly higher rate for larger schools.

Note: Individual therapy appointments are traditional one-on-one talk therapy sessions and do not include triage/screenings, intakes, psychiatric appointments, or crisis appointments.

Number of Unique Students Attended Individual Therapy: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	36	158.8	49	271
1,501 - 2,500	39	301.8	122	690
2,501 - 5,000	62	345.8	73	1138
5,001 - 7,500	30	488.4	229	1067
7,501 - 10,000	29	518.2	180	1492
10,001 - 15,000	31	665.4	226	1489
15,001 - 20,000	24	881.8	208	1681
20,001 - 25,000	16	1463.0	497	3238
25,001 - 35,000	15	1503.5	881	2833
35,001 − 45,000	11	1571.1	927	2513
45,001 and over	15	2583.7	512	6440
TOTAL	**308**	**689.6**	**49**	**6440**

Number of Unique Students Attended Individual Therapy: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,001	10	154.1	64	254
10,001 and over	5	614.2	350	1044
TOTAL	**15**	**307.5**	**64**	**1044**

Total Sessions of Individual Therapy Attended: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	35	1101.6	213	2438
1,501 - 2,500	40	1659.4	430	4021
2,501 - 5,000	60	1924.6	419	5124
5,001 - 7,500	29	2409.3	1047	4336
7,501 - 10,000	29	2945.8	940	9602
10,001 - 15,000	30	3438.9	1049	8415
15,001 - 20,000	23	5088.8	1200	8839
20,001 - 25,000	17	6613.8	2517	11561
25,001 - 35,000	15	7457.3	4399	11122
35,001 − 45,000	11	8052.0	3746	15270
45,001 and over	15	11859.9	3400	31867
TOTAL	**304**	**3574.6**	**213**	**31867**

Total Sessions of Individual Therapy Attended: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	10	851.8	347	1,673
10,001 and over	5	3011.4	1949	5935
TOTAL	**15**	**1,571.7**	**347**	**5935**

Average Talk Therapy Appointments Attended per Client

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	35	6.9	2.7	12.4
1,501 - 2,500	39	5.6	3.1	10.6
2,501 - 5,000	62	5.5	2.5	10.7
5,001 - 7,500	33	5.2	2.7	10.6
7,501 - 10,000	32	5.8	1.1	9.7
10,001 - 15,000	32	5.0	2.1	7.9
15,001 - 20,000	24	5.7	3.0	7.8
20,001 - 25,000	17	4.8	2.7	7.1
25,001 - 35,000	15	5.1	3.7	6.8
35,001 – 45,000	11	5.1	3.4	6.5
45,001 and over	15	4.9	3.1	6.6
TOTAL	**315**	**5.5**	**1.1**	**12.4**

Trends in Utilization Rates and Average Number of Sessions: 2016/2017 to 2023/24
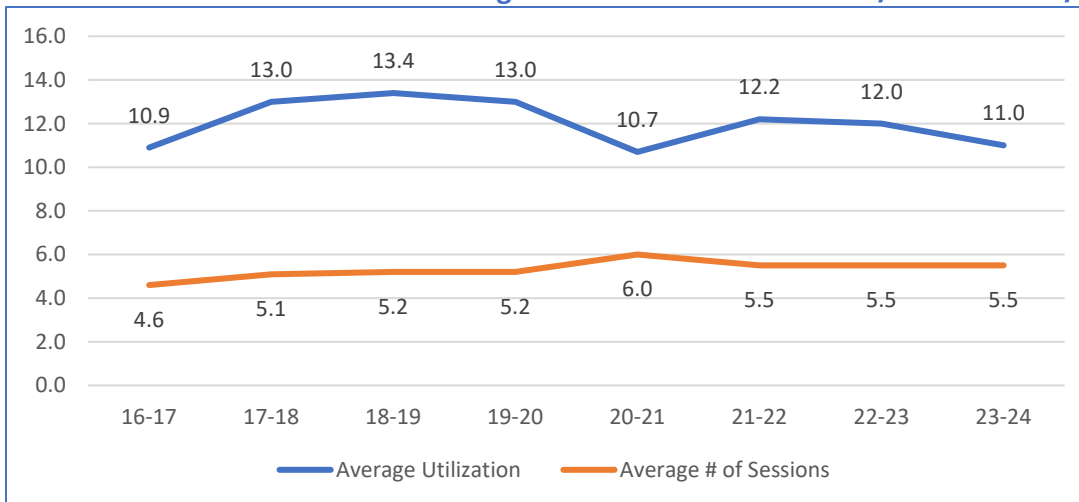
Percentage of Talk Therapy Appointments No Showed

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	30	7.8%	3.0%	13.0%
1,501 - 2,500	35	8.5%	1.0%	23.0%
2,501 - 5,000	57	8.2%	1.0%	21.0%
5,001 - 7,500	32	9.2%	3.0%	21.0%
7,501 - 10,000	31	9.0%	4.0%	17.0%
10,001 - 15,000	31	8.7%	3.0%	16.0%
15,001 - 20,000	23	8.6%	4.0%	15.0%
20,001 - 25,000	16	7.2%	1.0%	24.0%
25,001 - 35,000	15	7.6%	4.0%	14.0%
35,001 – 45,000	11	6.9%	4.0%	10.0%
45,001 and over	17	6.4%	4.0%	11.0%
TOTAL	**298**	**8.2%**	**1.0%**	**24.0%**

Percentage of Talk Therapy Appointments Canceled

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	28	8.0%	1.0%	18.0%
1,501 - 2,500	34	7.6%	1.0%	22.0%
2,501 - 5,000	57	7.4%	1.0%	19.0%
5,001 - 7,500	30	9.4%	3.0%	28.0%
7,501 - 10,000	31	8.7%	1.0%	55.0%
10,001 - 15,000	28	8.6%	2.0%	20.0%
15,001 - 20,000	23	8.3%	3.0%	15.0%
20,001 - 25,000	13	9.2%	3.0%	22.0%
25,001 - 35,000	15	9.4%	5.0%	25.0%
35,001 - 45,000	11	7.8%	2.0%	20.0%
45,001 and over	15	9.9%	2.0%	28.0%
TOTAL	**285**	**8.4%**	**1.0%**	**55.0%**

Average No Show and Cancellation Percent by School Size

Chart data (x-axis school sizes left to right): Under 1,501; 1,501 - 2,500; 2,501 - 5,000; 5,001 - 7,500; 7,501 - 10,000; 10,001 - 15,000; 15,001 - 20,000; 20,001 - 25,000; 25,001 - 35,000; 35,001 – 45,000; 45,001 and over

Mean No Show Percent: 7.8%, 8.5%, 8.2%, 9.2%, 9.0%, 8.7%, 8.6%, 7.2%, 7.6%, 6.9%, 6.4%

Mean Cancellation Percent: 8.0%, 7.6%, 7.4%, 9.4%, 8.7%, 8.6%, 8.3%, 9.2%, 9.4%, 7.8%, 9.9%
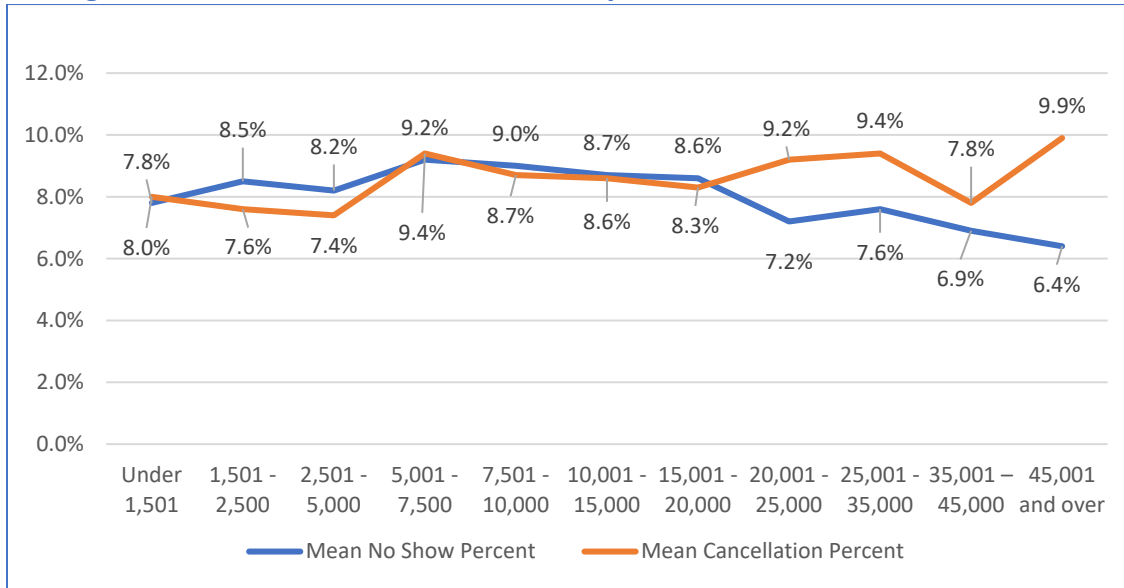
Percentage of Talk Therapy Appointments Scheduled for Less than 45 minutes

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	31	6.2%	0.0%	34.0%
1,501 - 2,500	36	6.3%	0.0%	25.0%
2,501 - 5,000	55	8.8%	0.0%	100%
5,001 - 7,500	26	8.6%	0.0%	90.0%
7,501 - 10,000	28	7.1%	0.0%	95.0%
10,001 - 15,000	24	3.7%	0.0%	23.0%
15,001 - 20,000	20	9.8%	0.0%	100%
20,001 - 25,000	14	2.3%	0.0%	10.0%
25,001 - 35,000	14	1.8%	0.0%	6.0%
35,001 – 45,000	10	5.8%	0.0%	28.0%
45,001 and over	12	13.2%	0.0%	95.0%
TOTAL	**270**	**7.0%**	**0.0%**	**100%**

Triage/Screening Services

Highlights

- Except at the very smallest institutions, the use of triage/screening appointments appears to have been a common practice.
- It was more common for centers to offer either scheduled (37.8%) or a combination of scheduled and walk-in/call-in (40%) triage/screening appointments than to have had an exclusively drop-in model (21.1%).
- Regardless of type of first clinical contact, nearly half of responding centers (45.9%) reported using a same day or drop-in model for first clinical contacts.

Triage/Screening Appointments

School Size	Number of Centers Responding	Number of Centers that Use Triage/Screening Appointments	Percent of Centers that Use Triage/Screening Appointments
Under 1,501	38	10	26.3%
1,501 - 2,500	41	19	46.3%
2,501 - 5,000	68	30	44.1%
5,001 - 7,500	36	24	66.7%
7,501 - 10,000	36	27	75.0%
10,001 - 15,000	36	18	50.0%
15,001 - 20,000	25	15	60.0%
20,001 - 25,000	19	10	52.6%
25,001 - 35,000	17	13	76.5%
35,001 – 45,000	12	9	75.0%
45,001 and over	18	12	66.7%
TOTAL	**346**	**187**	**54.0%**

Number of Attended Triage/Screening Appointments by School Size

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	8	119.8	30	217
1,501 - 2,500	17	213.5	12	522
2,501 - 5,000	25	158.5	4	502
5,001 - 7,500	21	321.4	10	812
7,501 - 10,000	22	442.5	26	1503
10,001 - 15,000	14	678.1	117	1187
15,001 - 20,000	14	783.4	100	1343
20,001 - 25,000	10	1259.5	402	2331
25,001 - 35,000	13	1291.5	245	2398
35,001 – 45,000	8	1883.9	507	4222
45,001 and over	10	2637.8	190	6305
TOTAL	**162**	**718.1**	**4**	**6305**

Method for Accessing Triage/Screening Appointment

Access Method	# of Centers	Percent
Walk-in/Call-in	39	21.1%
Scheduled appointment	70	37.8%
Both walk-in and scheduled	74	40.0%
Other	2	1.1%
Total	**185**	**100%**

Modality of Triage/Screening Appointment

Modality of Triage/Screening	# of Centers	Percent
Phone	25	13.7%
In-person	54	29.5%
Video	12	6.6%
Variety of modalities offered	92	50.3%
Total	183	100%

Uses Walk-in or Same Day Model for First Clinical Contact

Walk-in/Same Day Model	# of Centers	Percent
Yes	161	45.9%
No	190	54.1%
Total	381	100%

Uses Walk-in or Same Day Model for First Clinical Contact by School Size

School Size	# of Centers Responding	# of Centers	Percent
Under 1,501	39	9	23.1%
1,501 – 2,500	41	16	39.0%
2,501 – 5,000	70	27	38.6%
5,001 – 7,500	36	21	58.3%
7,501 – 10,000	36	16	44.4%
10,001 – 15,000	36	23	63.9%
15,001 – 20,000	26	13	50.0%
20,001 – 25,000	19	13	68.4%
25,001 – 35,000	17	9	52.9%
35,001 – 45,000	13	5	38.5%
45,001 and over	18	9	50.0%
TOTAL	381	161	45.9%

Group Services

Highlights

- In general, the majority or near majority of counseling centers offered group therapy services.
  - For both community colleges and other institution types, counseling centers at institutions over 10,000 were more likely to offer groups than institutions under 10,000.
- The number of students participating in group therapy varied widely across all institution types and sizes.

Note: For the Group Services statistics reported below, only counseling centers that reported running at least one group in 2023-2024 were included in the analyses.

Center Offers Group Therapy Services: Excluding Community Colleges

School Size	# of Centers	# Offering Group Therapy	% Offering Group Therapy
Under 1,501	36	15	41.7%
1,501 - 2,500	41	26	63.4%
2,501 - 5,000	62	42	67.7%
5,001 - 7,500	30	22	73.3%
7,501 - 10,000	29	23	79.3%
10,001 - 15,000	31	27	87.1%
15,001 - 20,000	24	23	95.8%
20,001 - 25,000	16	14	87.5%
25,001 - 35,000	15	15	100%
35,001 – 45,000	11	11	100%
45,001 and over	16	16	100%
TOTAL	311	234	75.2%

Center Offers Group Therapy Services: Community Colleges Only

School Size	# of Centers	# Offering Group Therapy	% Offering Group Therapy
Under 10,000	13	6	46.2%
10,001 and over	5	3	60.0%
TOTAL	18	9	50.0%

Total Number of Unique Students Attending at Least One Group Session: Excluding Community Colleges

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	11	27.5	6	163
1,501 - 2,500	18	28.8	3	107
2,501 - 5,000	29	23.0	5	135
5,001 - 7,500	17	85.2	2	950
7,501 - 10,000	19	71.7	6	322
10,001 - 15,000	25	58.9	2	178
15,001 - 20,000	19	107.3	34	205
20,001 - 25,000	12	356.1	45	2358
25,001 - 35,000	14	160.1	11	423
35,001 – 45,000	10	144.3	46	306
45,001 and over	16	241.4	36	462
TOTAL	190	103.3	2	2358

Total Number of Students Attending at Least One Group Session: Community Colleges Only

School Size	# of Centers	Mean	Minimum	Maximum
Under 10,000	4	11.5	3	28
10,001 and over	2	18.0	4	32
TOTAL	6	13.7	3	32

Total Number of Groups and Number of Group Appointments Attended: Excluding Community Colleges

School Size	# of Centers	Mean # of Groups	# of Centers	Mean # of Group Sessions
Under 1,501	11	3.5	10	28.3
1,501 - 2,500	24	5.6	21	103.8
2,501 - 5,000	33	4.9	32	35.6
5,001 - 7,500	20	7.6	17	53.8
7,501 - 10,000	20	10.5	20	129.9
10,001 - 15,000	26	12.7	23	186.3
15,001 - 20,000	21	16.3	21	240.9
20,001 - 25,000	14	16.6	12	179.8
25,001 - 35,000	14	24.1	13	528.6
35,001 – 45,000	10	20.3	8	553.8
45,001 and over	15	42.8	16	542.8
TOTAL	208	13.3	193	200.0

Total Number of Groups and Number of Group Appointments: Community Colleges Only

School Size	# of Centers	Mean # of Groups	# of Centers	Mean # of Group Sessions
Under 10,000	4	2.3	4	11.3
10,001 and over	2	2.0	2	38.0
TOTAL	6	2.2	6	20.2

Crisis Appointments

Highlights

- Centers were close to evenly split regarding whether they offer drop-in solution-focused sessions or not.
- The average number of clients who attended a crisis appointment across all centers was 125.
- The average number of crisis appointments across all centers was 166.7.
- The majority of centers used a third party vendor to provide after-hours crisis support to students, followed by community hotlines.

- More than half of centers have a hospital with a behavioral health unit within 5 miles, though nearly 5% were over 40 miles from the closest behavioral health unit.
- Distance from the closest hospital varied more based on campus location (metropolitan, urban, urban adjacent, or rural) than on school size, with rural campuses more likely to be further from hospitals.
- While approximately 25% of all hospitalizations were involuntary, overall, centers reported large variability in these percentages (from about 3% to just under 40%); the variability did not seem to be associated with school size.

Center Offers Drop-in Solution-Focused Counseling Sessions

Offer Drop-in Solution Focused Sessions	# of Centers	Percent
Yes	171	48.6%
No	181	51.4%
Total	352	100%

Center Offers Drop-in Solution-Focused Counseling Sessions by School Size

School Size	Total # of Centers	# of Centers Offering	% of Centers Offering
Under 1,501	39	16	41.0%
1,501 – 2,500	41	26	63.4%
2,501 – 5,000	70	36	51.4%
5,001 – 7,500	36	18	50.0%
7,501 – 10,000	36	15	41.7%
10,001 – 15,000	36	16	44.4%
15,001 – 20,000	27	11	40.7%
20,001 – 25,000	19	12	63.2%
25,001 – 35,000	17	4	23.5%
35,001 – 45,000	13	9	69.2%
45,001 and over	18	8	44.4%
TOTAL	352	171	100%

Number of Clients Who Attended a Crisis Appointment

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	30	20.4	2	53
1,501 – 2,500	36	50.6	3	216
2,501 – 5,000	58	58.8	1	231
5,001 – 7,500	28	104.0	6	386
7,501 – 10,000	30	101.3	6	265
10,001 – 15,000	30	121.2	25	471
15,001 – 20,000	18	201.6	19	1501
20,001 – 25,000	12	137.1	37	361
25,001 – 35,000	13	293.5	44	998
35,001 – 45,000	11	409.9	42	1095
45,001 and over	13	448.6	101	1173
TOTAL	279	125.0	1	1501

Number of Crisis Appointments

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	31	35.3	2	223
1,501 – 2,500	39	69.2	3	216
2,501 – 5,000	62	86.2	1	476
5,001 – 7,500	27	127.4	6	453
7,501 – 10,000	32	132.2	6	428
10,001 – 15,000	29	142.1	33	583
15,001 – 20,000	19	156.2	20	606
20,001 – 25,000	11	205.9	37	518
25,001 – 35,000	14	366.1	53	1080
35,001 – 45,000	11	556.6	67	1447
45,001 and over	15	729.7	72	2168
TOTAL	290	166.7	1	2168

Note: The table above presents data for all schools. When schools are categorized based on whether they offer drop-in sessions, the mean number of crisis appointments was slightly higher for schools that do *not* offer drop-in sessions (172.5) compared to those that do (161.0).

Ways Centers Provide After Hours Crisis Support to Students (Number of Centers Using)

School Size	Third Party Vendor	Community Hotline	All or Some Center Staff Rotate On-Call	Counselor-on-Call System but not open to students	Director only on-call	Other
Under 1,501	11	17	7	6	12	3
1,501 – 2,500	24	15	10	7	9	9
2,501 – 5,000	30	24	20	21	6	5
5,001 – 7,500	22	18	4	4	6	3
7,501 – 10,000	25	13	4	7	5	3
10,001 – 15,000	21	13	7	2	5	5
15,001 – 20,000	15	11	3	4	5	2
20,001 – 25,000	15	8	3	6	3	2
25,001 – 35,000	13	4	5	1	1	0
35,001 – 45,000	10	1	2	2	1	1
45,001 and over	14	6	2	3	2	4
TOTAL	200	130	67	63	55	37

Note: "Other" after-hours support resources mentioned included campus police, residence life professional staff, and community providers.

Proximity of Nearest Hospital with Behavioral Health Unit

Distance	# Centers	% Centers
0-5 miles	208	65.0%
6-10 miles	49	15.3%
11-20 miles	30	9.4%
21-30 miles	10	3.1%
31-40 miles	8	2.5%
Over 40 miles	15	4.7%
Total	320	100%

Proximity of Nearest Hospital with Behavioral Health Unit Based on School Size

School Size	# Centers	0-5 miles	6-10 miles	11-20 miles	21-30 miles	31-40 miles	Over 40 miles
Under 1,501	34	23	2	4	1	1	3
1,501 – 2,500	41	23	8	7	0	1	2
2,501 – 5,000	64	35	16	7	3	2	1
5,001 – 7,500	33	20	5	3	2	0	3
7,501 – 10,000	34	24	3	4	1	1	1
10,001 – 15,000	32	25	3	2	0	1	1
15,001 – 20,000	24	17	1	2	1	2	1
20,001 – 25,000	16	13	2	0	0	0	1
25,001 – 35,000	15	8	5	1	0	0	1
35,001 – 45,000	11	7	2	0	2	0	0
45,001 and over	16	13	2	0	0	0	1
TOTAL	320	208	49	30	10	8	15

Proximity of Nearest Hospital with Behavioral Health Unit Based on Campus Location

School Location	# Centers	0-5 miles	6-10 miles	11-20 miles	21-30 miles	31-40 miles	Over 40 miles
Metropolitan	25	24	1	0	0	0	0
Urban	151	114	28	5	2	0	2
Urban Adjacent	79	49	14	13	2	0	1
Rural	65	21	6	12	6	8	12
TOTAL	320	208	49	30	10	8	15

Mean Number of Clients Referred, Admitted and Admitted Involuntarily to a Hospital

School Size	# of Centers	Mean # of Clients Referred	Mean # of Clients Hospitalized	Mean # of Clients Hospitalized Involuntarily	% of Hospitalizations that were Involuntary
Under 1,501	30	2.8	3.6	0.1	2.8%
1,501 – 2,500	33	9.6	6.1	1.1	18.0%
2,501 – 5,000	50	6.1	4.5	1.6	35.6%
5,001 – 7,500	17	12.1	7.3	0.6	8.2%
7,501 – 10,000	24	9.0	5.3	0.7	13.2%
10,001 – 15,000	18	11.0	9.7	1.8	34.0%
15,001 – 20,000	14	9.4	6.2	1.4	22.6%
20,001 – 25,000	4	32.7	41.7	2.8	6.5%
25,001 – 35,000	8	41.7	34.7	13.5	38.9%
35,001 – 45,000	4	40.8	31.0	8.3	26.5%
45,001 and over	9	40.5	37.7	14.6	38.7%
TOTAL	**211**	**12.4**	**8.7**	**2.3**	**26.4%**

Note: These numbers reflect students engaged with crisis services via the counseling center. These do not reflect overall hospitalizations of the student body, as many times students access crisis services without involvement of the counseling center.

Clients Who Took a Medical Leave

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	21	3.8	0	26
1,501 – 2,500	26	11.1	0	35
2,501 – 5,000	30	5.9	0	43
5,001 – 7,500	11	13.8	0	85
7,501 – 10,000	12	11.1	0	81
10,001 – 15,000	6	23.0	0	91
15,001– 20,000	7	89.9	0	243
20,001 – 25,000	1	113.0	113	113
25,001 – 35,000	3	111.0	1	199
35,001 – 45,000	1	113.0	16	16
45,001 and over	2	47.0	19	75
TOTAL	**120**	**17.9**	**0**	**243**

Psychiatric Services

Highlights

- The majority of centers (64.6%) reported having psychiatric services either in the counseling center, elsewhere on campus, or in both.
- The smallest campuses were least likely to have any psychiatric services on campus.
- The average number of psychiatric service hours available per week within the counseling center was 24.3.
- The average number of attended psychiatric appointments within the center was 764.5 by 177 individuals. The average individual students attended 4.2 psychiatric appointments.
- The average no show rate for psychiatric appointments was 8.6%.

Location of Psychiatric Providers on Campus

Location	# of Centers	Percent
No psychiatric provider on campus	119	36.4%
On campus but not in center	91	27.8%
Only in the center	112	34.3%
In the center and elsewhere on campus	5	1.5%
TOTAL	327	100%

Location of Psychiatric Providers on Campus by School Size

School Size	# of Centers	% of Centers with No Provider on Campus	% of Centers with Provider Elsewhere on Campus	% of Centers with Provider in Counseling Center	% of Centers with Provider in Center and Elsewhere on Campus
Under 1,501	36	69.4%	11.1%	19.4%	0.0%
1,501 – 2,500	41	48.8%	12.2%	39.0%	0.0%
2,501 – 5,000	64	46.9%	15.6%	35.9%	1.6%
5,001 – 7,500	34	29.4%	17.6%	50.0%	2.9%
7,501 – 10,000	34	35.3%	35.3%	29.4%	0.0%
10,001 – 15,000	33	30.3%	27.3%	39.4%	3.0%
15,001 – 20,000	25	20.0%	44.0%	36.0%	0.0%
20,001 – 25,000	17	17.6%	52.9%	29.4%	0.0%
25,001 – 35,000	15	0.0%	73.3%	26.7%	0.0%
35,001 – 45,000	11	18.2%	45.5%	36.4%	0.0%
45,001 and over	17	11.8%	52.9%	23.5%	11.8%
TOTAL	327	36.4%	27.8%	34.3%	1.5%

Average Hours of Psychiatric Services Available per Week

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	6	5.3	1.0	12.0
1,501 – 2,500	13	13.8	1.5	40.0
2,501 – 5,000	22	10.6	3.0	29.0
5,001 – 7,500	16	10.4	1.0	50.0
7,501 – 10,000	10	18.8	4.0	78.0
10,001 – 15,000	12	21.5	5.0	47.0
15,001 – 20,000	9	32.0	6.0	76.0
20,001 – 25,000	6	40.5	10.0	115.0
25,001 – 35,000	3	60.0	30.0	80.0
35,001 – 45,000	4	122.3	40.0	202.0
45,001 and over	5	63.4	57.0	78.0
TOTAL	106	24.3	1.0	202.0

Number of Individuals Served by Psychiatric Services

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	5	26.6	8	54
1,501 – 2,500	14	91.6	8	201
2,501 – 5,000	18	79.0	13	453
5,001 – 7,500	13	72.9	14	333
7,501 – 10,000	9	96.1	12	367
10,001 – 15,000	14	182.6	27	721
15,001 – 20,000	9	192.8	40	382
20,001 – 25,000	6	186.7	51	424
25,001 – 35,000	4	573.3	173	1340
35,001 – 45,000	4	693.8	201	1018
45,001 and over	6	489.2	339	798
TOTAL	102	177.1	8	1340

Number of Psychiatric Appointments Attended

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	5	112.8	33	204
1,501 – 2,500	15	386.9	34	1119
2,501 – 5,000	24	267.5	27	1565
5,001 – 7,500	16	346.3	25	1733
7,501 – 10,000	10	658.4	34	2297
10,001 – 15,000	14	785.6	176	2720
15,001 – 20,000	9	713.9	125	1243
20,001 – 25,000	6	1198.5	102	3182
25,001 – 35,000	4	2798.3	626	5714
35,001 – 45,000	4	3136.5	789	4358
45,001 and over	6	2187.8	1666	3787
TOTAL	113	764.5	25	5714

Average Number of Psychiatric Appointments Attended per Client

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	5	4.2	3.0	5.5
1,501 – 2,500	14	3.8	1.8	7.1
2,501 – 5,000	18	4.2	1.4	8.9
5,001 – 7,500	13	3.7	1.1	5.6
7,501 – 10,000	9	4.3	1.6	8.6
10,001 – 15,000	14	4.5	2.5	6.5
15,001 – 20,000	9	3.7	2.3	5.0
20,001 – 25,000	6	5.2	1.2	9.0
25,001 – 35,000	4	5.0	3.6	6.5
35,001 – 45,000	4	4.4	3.9	4.8
45,001 and over	6	4.5	3.6	5.1
TOTAL	102	4.2	1.1	9.0

Percentage of Psychiatric Appointments No Showed by Clients

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	5	11.9%	5.0%	21.0%
1,501 – 2,500	9	7.4%	1.0%	18.0%
2,501 – 5,000	15	8.8%	0.0%	16.0%
5,001 – 7,500	13	7.9%	1.0%	20.0%
7,501 – 10,000	7	9.0%	1.0%	15.0%
10,001 – 15,000	11	8.5%	2.0%	20.0%
15,001 – 20,000	9	10.9%	1.0%	16.0%
20,001 – 25,000	5	8.6%	6.0%	12.0%
25,001 – 35,000	4	7.0%	4.0%	9.0%
35,001 – 45,000	4	7.3%	3.0%	10.0%
45,001 and over	5	6.0%	1.0%	10.0%
TOTAL	87	8.6%	0.0%	21.0%

Percentage of Psychiatric Appointments Canceled by Clients

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	4	3.3%	0.0%	5.0%
1,501 – 2,500	9	4.2%	1.0%	8.0%
2,501 – 5,000	15	6.5%	1.0%	15.0%
5,001 – 7,500	13	5.3%	1.0%	13.0%
7,501 – 10,000	7	7.9%	3.0%	22.0%
10,001 – 15,000	11	7.5%	3.0%	21.0%
15,001 – 20,000	9	8.2%	3.0%	17.0%
20,001 – 25,000	5	8.2%	6.0%	13.0%
25,001 – 35,000	4	4.8%	3.0%	6.0%
35,001 – 45,000	3	9.3%	6.0%	14.0%
45,001 and over	4	9.2%	1.0%	18.9%
TOTAL	**84**	**6.6%**	**0.0%**	**22.0%**

Outreach and Campus Community Education

Highlights

- Averaging across the responding centers, 536 individuals attended training events provided by centers.
- Averaging across the responding centers, 3,700 individuals attended outreach programs provided by centers.
- 97.2% of responding centers provided formal consultation services.
- 97.1% of responding centers provided informal consultation services.

Number of Individuals Attending Training Events Provided by Centers

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	24	86.9	0	450
1,501 – 2,500	30	198.6	0	660
2,501 – 5,000	43	329.5	0	6511
5,001 – 7,500	23	608.4	31	4800
7,501 – 10,000	27	364.3	0	4007
10,001 – 15,000	24	819.2	0	4444
15,001 – 20,000	13	466.3	35	2403
20,001 – 25,000	10	2063.1	355	9002
25,001 – 35,000	7	578.4	23	1126
35,001 – 45,000	3	1307.3	716	2437
45,001 and over	10	1435.6	25	4897
TOTAL	**214**	**536.1**	**0**	**9002**

Number of Individuals Attending Outreach Programs Provided by Centers

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	20	433.5	0	1282
1,501 – 2,500	23	556.0	18	1892
2,501 – 5,000	35	1379.1	10	6270
5,001 – 7,500	25	2526.8	22	17654
7,501 – 10,000	30	3142.9	0	13094
10,001 – 15,000	24	2605.6	0	7725
15,001 – 20,000	18	4914.2	57	19326
20,001 – 25,000	9	7084.7	1198	21123
25,001 – 35,000	10	12289.7	253	32208
35,001 – 45,000	6	7406.7	21	19639
45,001 and over	13	13754.1	4700	45871
TOTAL	213	3699.9	0	45871

Percent of Centers Providing Formal Consultation Services

School Size	# Centers Responding	% of Centers Who Provided Formal Consultation
Under 1,501	34	100%
1,501 – 2,500	41	97.6%
2,501 – 5,000	62	93.5%
5,001 – 7,500	33	97.0%
7,501 – 10,000	33	97.0%
10,001 – 15,000	33	97.0%
15,001 – 20,000	23	100%
20,001 – 25,000	17	94.1%
25,001 – 35,000	15	100%
35,001 – 45,000	10	100%
45,001 and over	16	100%
Total	317	97.2%

Item prompt: Did you or your staff spend time this year in formal meetings with faculty/staff/administrators/student leaders in which your role or expertise from the counseling center was sought?

Percent of Centers Providing Informal Consultation Services

School Size	# Centers Responding	% of Centers Who Provided Informal Consultation
Under 1,501	34	100%
1,501 – 2,500	41	97.6%
2,501 – 5,000	62	95.1%
5,001 – 7,500	33	93.9%
7,501 – 10,000	33	97.0%
10,001 – 15,000	31	100%
15,001 – 20,000	23	95.7%
20,001 – 25,000	17	100%
25,001 – 35,000	15	93.3%
35,001 – 45,000	10	100%
45,001 and over	16	100%
Total	**315**	**97.1%**

Item prompt: Did you or your staff spend time this year in informal meetings/phone calls with faculty/staff/administrators/student leaders in which your role or expertise from the counseling center was sought?

CASE MANAGEMENT SERVICES

Highlights

- Case management/care coordination services were highly prevalent at larger institutions and common at all but the smallest institutions.
- These services were common both within and outside of the counseling center.
- The average number of students served by counseling center-based case management services was 186.4. The average number of sessions provided was 1.7.
- When other departments offered case management/care coordination services, the most likely units were the Dean of Students Office and Student Affairs Office.

Case Management/Care Coordination Services Anywhere on Campus by School Size

School Size	# of Centers Responding	# Institutions with Service	Percent
Under 1,501	36	5	13.9%
1,501 – 2,500	41	22	53.7%
2,501 – 5,000	64	30	46.9%
5,001 – 7,500	34	20	58.8%
7,501 – 10,000	34	23	67.6%
10,001 – 15,000	33	24	72.7%
15,001 – 20,000	25	22	88.0%
20,001 – 25,000	17	17	100%
25,001 – 35,000	15	15	100%
35,001 – 45,000	11	11	100%
45,001 and over	17	17	100%
TOTAL	327	206	63.0%

Case Management/Care Coordination Services in Counseling Center

School Size	# of Centers Responding	# Counseling Centers with Service	Percent
Under 1,501	5	3	60.0%
1,501 – 2,500	23	15	65.2%
2,501 – 5,000	31	19	61.3%
5,001 – 7,500	20	11	55.0%
7,501 – 10,000	24	13	54.2%
10,001 – 15,000	24	11	45.8%
15,001 – 20,000	22	17	77.3%
20,001 – 25,000	17	14	82.4%
25,001 – 35,000	15	10	66.7%
35,001 – 45,000	11	11	100%
45,001 and over	17	15	88.2%
TOTAL	209	139	66.5%

Case Management/Care Coordination Available Outside Counseling Center

School Size	# of Centers Responding	# Institutions with Service in Another Unit*	Percent
Under 1,501	3	0	0.0%
1,501 – 2,500	15	8	53.5%
2,501 – 5,000	19	10	52.6%
5,001 – 7,500	11	8	72.7%
7,501 – 10,000	13	8	61.5%
10,001 – 15,000	11	7	63.6%
15,001 – 20,000	17	16	94.1%
20,001 – 25,000	14	11	78.6%
25,001 – 35,000	10	8	80.0%
35,001 – 45,000	11	10	90.9%
45,001 and over	15	10	66.7%
TOTAL	**139**	**96**	**69.1%**

*Case Management available in another unit on campus besides the counseling center. This could be in addition to services in the counseling center or instead of at the counseling center.

Number of Individuals Served by Counseling Center-Based Case Management/Care Coordination Services

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	1	15	15	15
1,501 – 2,500	8	93.0	14	200
2,501 – 5,000	5	18.8	0	54
5,001 – 7,500	7	62.9	37	188
7,501 – 10,000	10	104.2	0	543
10,001 – 15,000	9	82.7	47	132
15,001 – 20,000	14	151.6	21	433
20,001 – 25,000	10	174.3	0	445
25,001 – 35,000	8	335.0	16	808
35,001 – 45,000	10	313.2	28	726
45,001 and over	10	439.5	104	1107
TOTAL	**92**	**186.4**	**0**	**1107**

Number of Counseling Center-Based Case Management/Care Coordination Appointments Attended

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	1	40	40	40
1,501 – 2,500	8	152.0	15	386
2,501 – 5,000	8	69.3	0	282
5,001 – 7,500	7	79.0	49	196
7,501 – 10,000	11	188.3	0	1104
10,001 – 15,000	9	139.7	60	381
15,001 – 20,000	16	219.6	26	872
20,001 – 25,000	12	255.8	0	940
25,001 – 35,000	8	409.3	38	845
35,001 – 45,000	10	557.8	28	1813
45,001 and over	12	835.9	120	2168
TOTAL	102	305.5	0	2168

Percentage of Counseling Center-Based Case Management/Care Coordination Appointments No Showed by Clients

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	1	4.0%	4.0%	4.0%
1,501 – 2,500	5	7.0%	0.0%	13.0%
2,501 – 5,000	5	8.0%	0.0%	15.0%
5,001 – 7,500	6	12.7%	5.0%	28.0%
7,501 – 10,000	7	8.4%	0.0%	19.0%
10,001 – 15,000	7	15.1%	8.0%	22.0%
15,001 – 20,000	8	16.0%	12.0%	20.0%
20,001 – 25,000	7	12.0%	9.0%	19.0%
25,001 – 35,000	7	11.3%	6.0%	20.0%
35,001 – 45,000	8	14.6%	3.0%	33.0%
45,001 and over	10	8.1%	1.0%	14.0%
TOTAL	71	11.4%	0.0%	33.0%

Percentage of Counseling Center-Based Case Management/Care Coordination Appointments Canceled by Clients

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	1	10.0%	10.0%	10.0%
1,501 – 2,500	5	4.2%	0.0%	15.0%
2,501 – 5,000	4	2.5%	0.0%	6.0%
5,001 – 7,500	5	4.4%	1.0%	8.0%
7,501 – 10,000	7	4.0%	0.0%	8.0%
10,001 – 15,000	5	23.2%	7.0%	62.0%
15,001 – 20,000	8	7.6%	5.0%	11.0%
20,001 – 25,000	7	10.6%	4.0%	19.0%
25,001 – 35,000	7	12.6%	6.0%	28.0%
35,001 – 45,000	8	9.1%	5.0%	16.0%
45,001 and over	10	8.3%	1.0%	31.0%
TOTAL	67	8.7%	0.0%	62.0%

Average Number of Counseling Center-Based Case Management/Care Coordination Appointments Attended per Client

School Size	# Centers	Mean	Minimum	Maximum
Under 1,501	1	2.7	2.7	2.7
1,501 – 2,500	8	1.7	1.1	3.7
2,501 – 5,000	4	3.2	1.0	8.6
5,001 – 7,500	7	1.4	1.0	1.7
7,501 – 10,000	9	1.8	1.0	4.4
10,001 – 15,000	9	1.6	1.1	2.9
15,001 – 20,000	14	1.4	1.0	2.5
20,001 – 25,000	9	1.5	1.0	2.6
25,001 – 35,000	8	1.4	1.1	2.4
35,001 – 45,000	10	1.5	1.0	2.6
45,001 and over	10	1.9	1.0	3.3
TOTAL	89	1.7	1.0	8.6

Location of Case Management/Care Coordination Services in Other Campus Units

Location	# Institutions
Dean of Students	59
Student Affairs/Life/Success	33
AVP of Health and Wellness	4
Health Services	16
Health Promotion/Wellness Center	5
Student Rights and Responsibilities	7
Title IX	13
Better described as[+]	24
TOTAL*	96

*Total represents the number of "yes" responses to there being case management services in units other than the counseling center. Institutions might have case management services in more than one unit. [+]Better described as responses included: Disability Support Services, Basic Needs Center, Care/BIT team, Housing, and TRIO office.

STAFF TURNOVER AND RECRUITMENT

Staff Turnover

Highlights

- On average, 12.5% of all non-trainee clinical positions and 10.6% of all non-trainee positions turned over in fiscal year 2023-2024.
- Low salary continued to be the top ranked reason for staff turnover (48% ranked as one of top three reasons), however this was down from the 2022-2023 survey when 62% of respondents ranked low salary as one of the top three reasons for staff turnover.
- Work conditions and relocation were the other top two reasons for staff turnover.
- Private practice continued to be the most frequent next step for staff leaving counseling centers (42.4%).

Percentage of All Non-Trainee Clinical Positions Turned Over by School Size

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	32	10.8%	0.0%	100%
1,501 - 2,500	33	4.9%	0.0%	43.0%
2,501 - 5,000	56	15.5%	1.0%	100%
5,001 - 7,500	33	10.3%	0.0%	40.0%
7,501 - 10,000	32	15.4%	0.0%	100%
10,001 - 15,000	28	16.1%	0.0%	100%
15,001 - 20,000	22	11.0%	0.0%	37.0%
20,001 - 25,000	15	11.5%	0.0%	100%
25,001 - 35,000	15	18.4%	0.0%	75.0%
35,001 - 45,000	9	12.6%	0.0%	29.0%
45,001 and over	14	11.2%	0.0%	32.0%
TOTAL	289	12.5%	0.0%	100%

Percentage of All Non-Trainee Positions Turned Over by School Size

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	32	8.7%	0.0%	100%
1,501 - 2,500	34	7.3%	0.0%	59.0%
2,501 - 5,000	55	10.6%	0.0%	100%
5,001 - 7,500	33	12.4%	0.0%	80.0%
7,501 - 10,000	32	12.0%	0.0%	100%
10,001 - 15,000	28	12.0%	0.0%	100%
15,001 - 20,000	22	10.4%	0.0%	30.0%
20,001 - 25,000	15	8.9%	0.0%	33.0%
25,001 - 35,000	15	17.5%	0.0%	80.0%
35,001 - 45,000	9	8.1%	0.0%	17.0%
45,001 and over	14	8.0%	0.0%	20.0%
TOTAL	289	10.6%	0.0%	100%

Percent of Staff Noting Specific Reasons for Position Turnover (Listed by Rank)

	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8	# Centers Ranking this as a concern	# Centers Responding
Low Salary	25.8%	16.5%	5.7%	2.1%	0.5%	0.5%	–	–	99	194
Work Conditions	10.1%	13.2%	8.5%	4.8%	0.5%	0.5%	–	–	71	189
Left the Counseling Center field	7.9%	10.5%	5.3%	3.2%	1.6%	–	–	0.5%	55	190
Relocation	13.9%	10.9%	4.5%	3.5%	0.5%	0.5%	0.5%	0.5%	69	201
Promotion	7.9%	5.3%	3.7%	1.1%	0.5%	1.1%	–	–	37	189
Retired	9.2%	2.7%	3.2%	1.1%	0.5%	–	–	–	31	185
Termination	3.8%	0.5%	3.3%	1.1%	1.6%	0.5%	1.6%	–	23	183
Other	14.8%	5.5%	4.4%	2.2%	3.8%	1.6%	–	1.1%	61	182

Top three reasons people left (top 3 ranks)

Low salary: For those indicating this as a reason, 48% ranked it as one of the top three reasons for the departure. This is down from 62.8% ranking it as one of the top three reasons in the 2022-2023 survey.
Work conditions: For those stating this as a reason, 31.8% ranked it as one of the top three reasons for the turnover. This is consistent with the 2022-2023 survey (32.2%).
**Relocation:** For those stating this as a reason, 29.3% ranked it as one of the top three reasons for the turnover. This is a change from the 2022-2023 survey in which the third most frequently cited reason was that the staff member left the counseling field.

Where Staff Went After Leaving Positions

Next Step After Leaving	Frequency	% of Staff Who Left
Private Practice	173	42.4%
Different University/College Counseling Center	58	14.2%
Left the Counseling Field	34	8.3%
Other Type of Clinical Practice	36	8.8%
Community Mental Health	24	5.9%
Administrative Position in a University/College Setting	14	3.4%
VA	3	0.7%
Teaching	9	2.2%
Hospital	20	4.9%
Retired	37	9.1%

N=408 staff positions

Trends in Reasons for Turnover in Counseling Centers: 2020/2021 to 2023/24
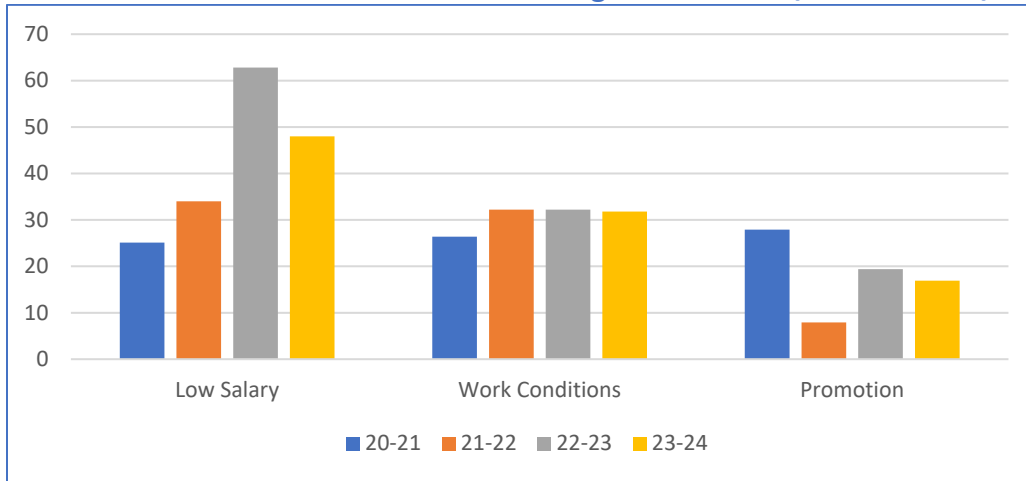
Recruitment

Highlights

- Overall, approximately half of counseling centers reported facing recruitment challenges, with many larger institutions (15,000+ students) indicating rates in the 70% to 80% range.
- Centers received many more applications on average for master's level positions as opposed to doctoral level positions.
- Nearly a quarter of centers used a short-term solution to address recruitment difficulties.

Percent of Centers that Had Difficulty Recruiting by School Size

School Size	# Centers Responding	# Centers Who Had Difficulty	% of Centers Who Had Difficulty
Under 1,501	36	12	33.3%
1,501 - 2,500	40	14	35.0%
2,501 - 5,000	62	23	37.1%
5,001 - 7,500	34	14	41.2%
7,501 - 10,000	32	16	50.0%
10,001 - 15,000	31	16	51.6%
15,001 - 20,000	25	18	72.0%
20,001 - 25,000	17	12	70.6%
25,001 - 35,000	15	11	73.3%
35,001 - 45,000	11	9	81.8%
45,001 and over	16	10	62.5%
TOTAL	319	155	48.6%

Average Applicant Pool for Positions Posted

Type of Position	# of Centers	Mean # of Applications	Minimum # of Applicants	Maximum # of Applicants
Master's level	130	10.9	0	164
Doctoral level	92	2.5	0	30
Open level (either master's or doctoral)	125	9.7	0	98

Percent of Centers Using a Short-Term Hiring Solution to Fill Permanent Position

School Size	# Centers Responding	# of Centers that Used Short-Term Solution	% of Centers that Used Short-Term Solution
Under 1,501	16	5	31.2%
1,501 - 2,500	21	6	28.6%
2,501 - 5,000	38	4	10.5%
5,001 - 7,500	23	5	21.7%
7,501 - 10,000	25	3	12.0%
10,001-15,000	23	8	34.8%
15,001 - 20,000	20	6	30.0%
20,001 - 25,000	15	5	33.3%
25,001 - 35,000	15	3	20.0%
35,001 - 45,000	9	2	22.2%
45,001 and over	16	7	43.8%
Total	**221**	**54**	**24.4%**

TELEHEALTH VENDOR USE

Highlights

- Community colleges were less likely to utilize a third-party vendor than other types of institutions (35.3% vs 52.9%).
- School size did not appear to affect whether or not a school used a third-party vendor for four-year institutions except for very small and very large institutions.
  - For community colleges, only those institutions with 10,000 or fewer students reported using a third-party vendor.
- Overall, regardless of the type of service provided by a third-party vendor, the majority of directors reported utilization was less than hoped for or met their expectations. Occasionally, directors reported utilization exceeding their expectations.

Center Contracted with Third-Party Vendor to Provide Routine Services: Excluding Community Colleges

Center Contracted with Third Party	# of Centers	% of Centers
Yes	162	52.9%
No	144	47.1%
TOTAL	**306**	**100%**

Center Contracted with Third-Party Vendor to Provide Routine Services: Community Colleges Only

Center Contracted with Third Party	# of Centers	% of Centers
Yes	6	35.3%
No	11	64.7%
TOTAL	**17**	**100%**

Center Contracted with Third-Party Vendor by School Size: Excluding Community Colleges

School Size	# of Centers Responding	% Using Vendor	% Not Using Vendor
Under 1,501	36	33.3%	66.7%
1,501 – 2,500	41	53.7%	46.3%
2,501 – 5,000	59	49.2%	50.8%
5,001 – 7,500	30	63.3%	36.7%
7,501 – 10,000	27	59.3%	40.7%
10,001 – 15,000	31	51.6%	48.4%
15,001 – 20,000	24	45.8%	54.2%
20,001 – 25,000	16	62.5%	37.5%
25,001 – 35,000	15	53.3%	46.7%
35,001 – 45,000	11	54.5%	45.5%
45,001 and over	16	81.3%	18.8%
TOTAL	**306**	**52.9%**	**47.1%**

Center Contracted with Third-Party Vendor by School Size: Community Colleges Only

School Size	# of Centers Responding	% Using Vendor	% Not Using Vendor
Under 10,000	12	50.0%	50.0%
10,001 and over	5	0.0%	100%
TOTAL	**17**	**35.3%**	**64.7%**

Total Number of Students Served via Third-Party Vendors

School Size	# of Centers	Mean	Minimum	Maximum
Under 1,501	6	47.7	1	128
1,501 – 2,500	14	100.5	10	368
2,501 – 5,000	17	281.5	6	1241
5,001 – 7,500	15	249.2	40	1317
7,501 – 10,000	18	321.6	9	1519
10,001 – 15,000	12	430.9	57	1350
15,001 – 20,000	6	858.0	6	3739
20,001 – 25,000	4	625.8	300	956
25,001 – 35,000	5	681.4	120	1908
35,001 – 45,000	3	2272.3	1000	4801
45,001 and over	8	1234.1	282	3207
TOTAL	**108**	**453.0**	**1**	**4801**

Third-Party Vendor for Crisis/After Hours Service

Center Contracted with Third Party	# of Centers	% of Centers
Yes	142	90.4%
No	15	9.6%
TOTAL	**157**	**100%**

Third-Party Vendor for Individual Therapy

Center Contracted with Third Party	# of Centers	% of Centers
Yes	120	75.9%
No	38	24.1%
TOTAL	**158**	**100%**

Third-Party Vendor for Psychiatric Services

Center Contracted with Third Party	# of Centers	% of Centers
Yes	50	31.8%
No	107	68.2%
TOTAL	**157**	**100%**

Third-Party Vendor for Peer Support

Center Contracted with Third Party	# of Centers	% of Centers
Yes	47	29.9%
No	110	70.1%
TOTAL	157	100%

Third-Party Vendor for Intensive Outpatient Services

Center Contracted with Third Party	# of Centers	% of Centers
Yes	8	5.1%
No	149	94.9%
TOTAL	157	100%

Third-Party Vendor for Coaching Services

Center Contracted with Third Party	# of Centers	% of Centers
Yes	45	14.6%
No	134	85.4%
TOTAL	157	100%

Third-Party Vendor for Referral/Care Coordination Services

Center Contracted with Third Party	# of Centers	% of Centers
Yes	16	10.2%
No	141	89.8%
TOTAL	157	100%

Third-Party Vendor for Mental Health Screening

Center Contracted with Third Party	# of Centers	% of Centers
Yes	21	13.3%
No	137	86.7%
TOTAL	158	100%

Third-Party Vendor for Self-Help Content

Center Contracted with Third Party	# of Centers	% of Centers
Yes	76	48.4%
No	81	51.6%
TOTAL	157	100%

Participating Centers

Adelphi University
Amarillo College
American International College
American University of Antigua
Anderson University
Appalachian State University
Arizona State University
Atlanta Metropolitan State College
Auburn University
Augusta University
Austin Peay State University
Averett University
Avila University
Babson College
Ball State University
Barnard College
Baruch College/CUNY
Baylor University
Bellevue College
Bentley University
Berry College
Bethel University
Black Hawk College
Boston College
Boston University
Bowling Green State University, Intercollegiate Athletics
Bradley University
Brandeis University
Bridgewater State University
Brigham Young University
Brown University
Butler University
BYU-Idaho
Cal Poly Humboldt
Caldwell University
California Lutheran University
California Polytechnic State University
California State University Channel Islands
California State University Maritime Academy
California State University San Bernardino
California State University San Marcos
California State University, Fresno
California State University, Stanislaus
Camden County College
Campbellsville University
Canisius University (formerly Canisius College)
Carnegie Mellon University in Qatar
Central Washington University
Charles R. Drew University of Medicine and Science

Chatham University
Christopher Newport University
Clarkson University
Clemson University
Cleveland State University
Clovis Community College-Psych Services
Colgate University
College of Eastern Idaho
College of Staten Island/CUNY
College of the Holy Cross
College of Western Idaho
Colorado College
Colorado State University
Columbus College of Art & Design
Connecticut College
Converse University
Cornish College of the Arts
Counseling Center Towson University
Dakota State University
Dalhousie University
Dallas College
Davidson College
Delaware Valley University
Des Moines University
Doane University
Drew University
Drexel University
East Carolina University
East Tennessee State University
East Texas A&M University
Eastern Connecticut State University
Eastern Kentucky University
Eastern Michigan University
Eastern Washington University
Edgewood College
Elizabethtown College
Elmhurst University
Embry-Riddle Aeronautical University
Emerson College
Emmanuel College
Felician University
Ferris State University
Flagler College
Florida Agricultural & Mechanical University
Florida International University
Florida Southern College
Florida State University
Fordham University
Fort Lewis College
Francis Marion University

Frostburg State University
Furman University
Gannon University
Genesee Community College
Georgetown University in Qatar
Georgia Gwinnett College
Georgia Highlands College
Georgia Institute of Technology
Georgia Southern University
Gordon State College
Grace College
Gustavus Adolphus College
Hamilton College
Holy Family University
Hope College
Houghton University
Howard Community College
Idaho State University
Illinois Central College
Illinois State University
Indiana University, Bloomington
Iowa State University
Jefferson College
Johnson & Wales University, Charlotte Campus
Kalamazoo College
Kansas City Kansas Community College
Kean University
Kennesaw State University
Kent State University
King's College
Lafayette College
Lawrence Technological University
Le Moyne College
Lewis University
Lewis-Clark State College
LIM College
Lincoln University
Longwood University
Loyola University Maryland
Lynn University
Manhattan University
Manhattanville University
Marquette University
Maryville University
Marywood University
Metropolitan State University of Denver
Miami University
Michigan State University
Michigan Technological University
Middlesex College
Milwaukee School of Engineering
Minnesota State University, Mankato
Misericordia University

Mississippi College
Missouri University of Science and Technology
Molloy University
Monmouth College
Monmouth University
Montana State University - Bozeman
Montclair State University
Montserrat College of Art
Moody Bible Institute
Moraine Valley Community College
Moravian University
Morgan State University
Mount Mercy University
Murray State University
Nazareth University
Nebraska Wesleyan University
New Jersey Institute of Technology
New Mexico Institute of Mining and Technology
New Paltz- State University of New York
New York Medical College
Norfolk State University
North Carolina Central University
North Carolina State University
North Central College
North Dakota State University
North Park University
Northeast College of Health Sciences
Northeast Community College
Northeastern State University
Northern Illinois University
Northern Illinois University
Northern Michigan University
Northwest Arkansas Community College
Northwest Missouri State University
Norwich University
Ohio University
Ohio Wesleyan University
Oxford College of Emory University
Pace University - New York City
Penn State Fayette
Penn State University - University Park
Penn State University, Behrend
Pennsylvania College of Technology
Portland State University
Princeton University
Regis College Counseling Center
Rensselaer Polytechnic Institute
Rhode Island School of Design
Rhodes College
Ringling College of Art and Design
Robert Morris University
Rochester Institute of Technology
Rockhurst University

Rocky Vista University, Colorado and Utah campuses
Roger Williams University
Rollins College
Ross University School of Veterinary Medicine
Royal Melbourne Institute of Technology Vietnam
Saint Joseph's College of Maine
Saint Joseph's University
Saint Martin's University
Salem College
Salisbury University
Samford University
San Diego State University
San Francisco State University
San José State University
Santa Fe College
Santa Rosa Junior College
Sarah Lawrence College
School of the Art Institute of Chicago
Seattle Pacific University
Seattle University
Seton Hill University
Shenandoah University
Siena College
Simpson College
Skidmore College
Smith College
South Carolina State University
Southeast Missouri State University
Southern Methodist University
Southern University and A&M College
Southwestern University
Spalding University
Springfield College
St Cloud State University
St. Ambrose University
St. George's University
St. Mary's College of Maryland
St. Olaf College
State University of New York Fredonia
Stephen F. Austin State University
Stevenson University
SUNY Brockport
SUNY Cortland
SUNY ESF
SUNY Geneseo
SUNY Oswego Counseling Services
SUNY Westchester Community College
SUNY, FIT
Swarthmore College
Syracuse University
Temple University Japan Campus
Texas A&M University - San Antonio

Texas A&M - College Station
Texas A&M International University
Texas Christian University
Texas State University
Texas Tech University
The College of Wooster
The Culinary Institute of America
The Ohio State University
The University of Alabama
The University of Alabama at Birmingham
The University of Texas at Austin
The University of Tokyo
Trinity University
University at Albany
University at Buffalo
University of Akron
University of Arkansas
University of Bridgeport
University of British Columbia
University of Calgary
University of California Irvine
University of California, Merced
University of Central Arkansas
University of Central Florida
University of Central Missouri
University of Central Oklahoma
University of Colorado Boulder
University of Colorado, Denver
University of Dayton
University of Delaware
University of Denver
University of Edinburgh
University of Evansville
University of Florida
University of Georgia
University of Houston-Clear Lake
University of Illinois, Urbana-Champaign
University of Indianapolis
University of Iowa
University of La Verne
University of Maine
University of Maryland, Baltimore
University of Maryland, Baltimore County
University of Massachusetts - Lowell
University of Massachusetts Amherst
University of Melbourne
University of Miami
University of Michigan Dearborn
University of Michigan-Flint
University of Missouri
University of Missouri-St. Louis
University of Montana
University of Montana Western

University of Nebraska-Lincoln
University of New England
University of New Orleans
University of North Carolina Asheville
University of North Carolina at Charlotte
University of North Florida
University of North Georgia
University of North Texas
University of Northern Colorado
University of Notre Dame
University of Pittsburgh Bradford
University of Puget Sound
University of Rhode Island
University of Richmond
University of Rochester
University of San Francisco
University of South Florida - Tampa campus
University of Southern Indiana
University of St. Thomas
University of St. Thomas, MN
University of Tennessee, Knoxville
University of Texas Health Science Center San Antonio
University of Texas Permian Basin
University of Texas Rio Grande Valley
University of the Cumberlands
University of the District of Columbia
University of the Incarnate Word
University of Utah
University of Victoria
University of Virginia
University of Washington Bothell
University of Washington-Seattle
University of Wisconsin - Eau Claire
University of Wisconsin - Green Bay
University of Wisconsin - Stout
University of Wisconsin Stevens Point

University of Wisconsin- Madison
University of Wisconsin-La Crosse
University of Wisconsin-Platteville
University of Wyoming
Ursinus College
University of South Florida - St Petersburg
Utah State University
Utah Tech University
Vassar College
Villanova University
Virginia Military Institute
Virginia Polytechnic Institute and State University
Wake Forest University
Washington & Jefferson College
Washington and Lee University
Washington College
Washington State University
Washington University in Saint Louis
Waukesha County Technical College
Weber State University
Wellesley College
West Chester University of Pennsylvania
West Virginia University
Western Carolina University
Western Connecticut State University
Western Illinois University
Western Oregon University
Westfield State University
Westminster University
Wheaton College MA
Whitman College
Wichita State University
Widener University
Wilkes University
William & Mary
Wright State University