

EMSA Staffing to Student Ratios — National Benchmarks

| Department / Program | National or Local Average Staffing-to-Student Ratio | Current UCCS Staff | UCCS Staffing Ratio / Status | Source | Additional Notes |
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| Academic Advising | 300:1 is the median student to advisor ratio. | 24 FTE advisors | UCCS's current ratio 420:1. | EAB, NACADA, Cal State Fullerton | 8,541 Fall 2025 undergrad 2 assistant directors have 0.5 caseloads ~12 FTE short best practices |
| Admissions | Undergraduate Operations: Schools enrolling 10,000–19,999 UG students have a mean of 25 professional staff. UCCS has 4.5 Examiners. Graduate Operations: Schools enrolling 1,000–4,999 GR students have a mean of 5 professional staff. UCCS has 2.5 Examiners. Admissions Recruitment: Based on 1,000 applications per recruiter (NACAC). UG – 18,000 yearly applications = 18 counselors; UCCS has 10. GR – 2,400 yearly applications = 2.4 counselors; UCCS has 2. | UG: 10 Recruiters/Admissions Counselors (1 Exec Director, 2 Associate Directors, 1 Assistant Director). UG Operations: 4.5 Examiners. GR Operations: 2.5 Examiners. Additionally: 1 Associate Director, 0.5 International Visa position, and 2 classified staff in Intake Document Management (serving both UG and GR). | UG Operations: 4.5 Examiners (mean = 25). GR Operations: 2.5 Examiners (mean = 5). UG Recruitment: 10 counselors (benchmark = 18). GR Recruitment: 2 counselors (benchmark = 2.4). | AACRAO, NACAC | ~30 short of benchmark |
| Auxiliary Services Marketing | No national standard but UCCS greatly over capacity for work demand versus staffing | 2 Staff | Low estimate (3 hrs/task): 9,687 hrs demanded = 1.7x capacity. High estimate (5 hrs/task): 16,145 hrs demanded = 2.8x capacity. Overall: demand exceeds capacity by ~70–180%. | Staff Estimates | |
| Dean of Students/Campus Assessment Response and Evaluation (CARE) Team | <u>CU System comparisons:</u> CU Boulder: 24 FTE + 19 Student Employees CU Denver: 13.5 FTE + 1 GA + 1 Student Employee CU Anschutz: 9 FTE | 6.25 FTE (Planned 9) | Currently operating with 6.25 FTE Planned: 9 FTE. Based on CU system ratios, UCCS would need ~13 FTE to align with system average. Even at full 9 FTE, UCCS operates ~4 positions below the CU system norm based on comparable service delivery, case volume, and support services. CARE referrals: 1,552 last year; 1,229 already this semester. Case complexity increasing — moderate, elevated, and critical cases require significantly more staff time and multi-partner coordination. | CU System Counterparts adjusted for volume No formal recommendations exist on staffing levels due to varying needs. | <u>CARE Referrals (5-Year Trend)</u> CARE referrals have steadily increased over time and typically peak in October/November and April/May, which coincide with midterms, finals, and key academic deadlines. We recorded 1,552 referrals last year, and have already reached 1,229 this semester, even though the months that historically generate the highest volume have not yet occurred. <u>Case Severity and Staff Time</u> In addition to increasing volume, case complexity has also increased, with more cases classified as moderate, elevated, or critical. Case management efforts scale significantly with severity: • <i>Mild</i> cases: Often resolved within about a week and typically involve several outreach attempts over ~11 business days. • <i>Elevated</i> cases: Require faster and more intensive outreach, often involving multiple partners across campus. • <i>Critical</i> cases: Require continuous outreach and coordination until student safety is confirmed. As severity increases, cases require substantially more staff time and coordination, particularly when multiple campus partners (police, housing, mental health, academic units) are involved |
| Campus Recreation | Mean: 22 Median: 15 | 11.5 FTE | | NIRSA 4 Year USA universities with enrollment from 11,000-13,000. | |
| Chancellor's Leadership Class (CLC) | Included within Student Life and Leadership due to their integrated and collaborative functional structure. | | | | |
| Dining and Hospitality Services (DHS) | <u>Professional Staffing Comparison (students per professional staff)</u> Colorado Mesa University 10,200 students 104 staff 98 students/staff Angelo State University 14,000 students 130 staff 108 students/staff West Texas A&M University 9,850 students 51 staff 193 students/staff University of Louisiana Monroe 10,750 students 76 staff 141 students/staff | 35 professional staff 276 students per staff | | Peer Institutional Data | Estimated On Campus Enrollment 9,650 |
| Disability Services and University Testing | National ratio: 179–205 students per Accessibility Coordinator (AC). <u>CU System and peer comparisons:</u> • UCCS 10,607 enrolled 8.5% registered 6.0 FTE ~300/AC • CU Boulder 38,808 enrolled 13.29% registered 25 staff ~740/AC • CU Denver 13,853 enrolled 5.82% registered 6.5 FTE ~236/AC • CU Anschutz 4,640 enrolled 10.65% registered 5.0 FTE ~100/staff • Pikes Peak State College 17,996 enrolled 10.16% registered 8.0 FTE 533/AC | 6 FTE | ~300:1 | AHEAD White Paper (Scott et al., 2024); CU systemwide enrollment Fall 2025; PPSC Databook 2025 | |

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| Education Abroad (EA) | <p><u>Peer comparisons:</u> CU Denver ~13,000 students ~318 study abroad (FY23) 6 Global Education staff CSU Pueblo ~4,000 students 1 study abroad coordinator PPSC ~12,000 students Study abroad integrated into faculty roles</p> | 1 FTE partially funded through the study abroad fee | | The Forum on Education Abroad - Standards of Good Practice | There is not an official national benchmark. Instead, the Standards of Good Practice for Education Abroad recommend evaluating factors such as program volume, program diversity (including the number of host countries), risk management responsibilities, and institutional expectations for growth. |
| Events Services | <p><u>Events per staff comparison:</u> CSU ~12,000 events 3 Planners ~4,000 events/staff UNC ~5,000 events 4 Staff + Assoc. Director ~1,000-1,250 events/staff CU Boulder ~12,000 events 7 Planners + Assoc. Director ~1,500 events/staff</p> | 2 Coordinators | 6,000-8,000 events/staff | Peer Institutional Data | Events Services manages 12,000-16,000 annual events |
| Family Development Center (FDC) | <p>Colorado College Children's Center: 11 teachers, 1 director (91 licensed capacity). PPSC: Closed childcare center; now operated by Head Start. State of CO ratios: 1-year-olds: 1:3.3 2-year-olds: 1:3 2.5-3.5: 1:4 3-4: 1:5 4-5: 1:6</p> | 10 Teachers, 1 Director, 1 Assistant Director, 41 Student Employees w/ 96 enrolled children - 130 Childcare capacity (30 are just summer camp) | | NECPA and State of Co Department of Early Childhood Education | Breakdown: 1 year olds – 1 adult to 3.3 children, 2 year olds- 1 adult to 3 children, 2.5-3.5 year olds – 1 adult to 4 children, 3-4 year old – 1 adult to 5 children, 4-5 year olds – 1 adult to 6 children |
| Financial Aid | National average staff size for comparable student aid population: 34 FTE (NASFAA). | 13 FTE: 1 Director, 1 Associate Director, 1 Assistant Director, 2 Program Directors, 6 Counselors, 1 IT, 1 Loan Counselor. | 566 to 1 | NASFAA (National Association of Student Financial Aid Administrators) | ~21 staff short of national recommendations |
| Health Services (HS) | <p><u>Peer institution comparison:</u> University of Central Oklahoma 12,382 5-6 FTE ~2,063-2,476 Western Carolina University 11,877 6-7 FTE ~1,697-1,980 Central Connecticut State University 10,039 5-6 FTE ~1,673-2,007 University of Arkansas at Little Rock 8,000 3-4 FTE ~2,000-2,667 (*FTE counts based on common staffing models for similar-size institutions.)</p> | 3-4 provider FTE Director NP (sees patients 3 days/week), 1 full-time NP (5 days/week), 2 part-time NPs (2 days/week each), 1 Psychiatric Mental Health NP (4 days/week), plus PRN NPs as needed. | ~2,825-3,750 students per provider | Peer Institutional Data | ACHA does not publish a standardized staffing ratio for campus health centers. Staffing needs depend on scope of services, hours of operation, and community partnerships. |
| Integrated Student Communications | Slate: Recommended 3.5 staff CRM Communications: Recommended minimum 5 staff Online Marketing & Recruitment: Recommended 10.5-11 staff | | Slate: UCCS 1 staff (benchmark: 3.5) CRM Communications: UCCS 2.5 staff (benchmark: 5) Online Marketing: None (benchmark: 10.5-11) | | |
| Intercollegiate Athletics | <p>National standards call for a full-time head coach and at least 1 FTE assistant coach, as well as a full-time NCAA Compliance Officer. While compliance staffing standards vary, a common benchmark is 1 officer per ~100 student-athletes; UCCS falls below this at 1:400. NATA recommends 1 athletic trainer per 30-50 student-athletes (depending on risk), while UCCS operates at 1:80 (5 FTE for 400 athletes). For Sports Information and Event Management, NCAA guidance suggests 1 FTE per 3 sports; UCCS exceeds this at 1 FTE per 4 programs (3.5 FTE for 14 programs)</p> | 18FTE for 14 Athletic programs; coach to student athlete ratio is 1 coach for every 22 student athletes. 1 NCAA Compliance Officer. 1FTE Athletic Director. 5 Athletic Trainers. 400 student athletes. | Coach-to-athlete ratio: 1:22 (18 FTE coaches / 400 student athletes) Compliance: 1:400 (benchmark: 1:100) Athletic Trainers: 1:80 (NATA benchmark: 1:30-50) Sports Information/Event Mgmt: 1:4 programs (NCAA recommends ≤1:3) | | All UCCS Athletics Programs have a Full Time (1 FTE) Head Coach, but not all programs have a Full Time Assistant Coach. We must also have a team of doctors for all medical. We are fortunate to have UHealth provide this for us at no cost to the University. |
| International Student Support Services (ISSS) | <p><u>Peer Comparisons</u> CU Denver ~13,000 students 7.7% international 9 ISSS staff CSU Pueblo ~4,000 students 2.4% international 1 Advisor + 4 DSOs PPSC ~12,000 students 1% international 2 Representatives + 1 DSO</p> | 1.5 FTE (the .5 position is funded through the international student fee) | 1.5 FTE; 143 international students (Spring) from 40 countries (63 UG, 80 GR) | Peer Institutional Data | <p>Institutions hosting international students are required to have at least one Designated School Official (DSO) or Principal Designated School Official (PDSO). This individual must be a regularly employed member of the institution's administration, physically based on campus, and not compensated through commissions tied to the recruitment of international students. Additionally, institutions must designate a Responsible Officer (RO) and an Alternate Responsible Officer (ARO) to oversee program compliance and administration.</p> |
| Mental Health Services (MHS) | "Reasonable effort should be made to maintain minimum staffing ratios in the range of one full-time equivalent (FTE) professional staff member (excluding trainees) for every 1,000-1500 students." and "Universities over 10,001 the mean for FTE's is 8.3" (for us that means 7-10 FTE) | 7.83 FTE | 7.83 FTE (target range for >10,001 enrollment: 7-10 FTE) | | AUCCCD standard: 1 FTE per 1,000-1,500 students; mean for institutions >10,001 students = 8.3 FTE. |
| Multicultural Office for Student Access, Inclusiveness and Community (MOSAIC) | <p>No formalized ratio. Best practice for medium campuses (5,000-15,000 students): 3-5 professional staff + GAs + robust student staff. <u>Peer comparisons:</u> CU Denver ~13,000 students 53% students of color 3 multicultural staff + 8 CACE + 5 TRiO CSU Pueblo ~4,000 students 53% students of color 4 CSSA staff + 1 TRiO coordinator PPSC ~12,000 students 48% students of color 10 Promise Program + 2 Equity staff + 1 TRiO</p> | 5 FTE (2 are PIF) | | EBSCO, Montclair State University Digital Commons | There are no formalized ratios, but many institutions strive for the following structure based on comparable institution size. Best practices for medium campuses (5,000-15,000 students): 3-5 professional staff + graduate assistants + robust student staff. |
| Office of the Dean of Students (DOS) | Boulder - 24FTE/19SE Denver - 13.5FTE/2SE Anshutz - 9FTE | 9 FTE | | Found this either on each campus' website or talked to someone from that campus and tried our best to compile it comprehensively. | Currently operating with 6.25 FTE (planned: 9 FTE). Based on CU system ratios, UCCS would need ~13 FTE to align with system average — even fully staffed at 9 FTE, UCCS is roughly 4 positions below the CU system norm. |

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| Office of the Registrar | National Average: 18 | 17 | | | |
| Orientation and New Student Outreach | 3 and student staff | 1 FTE | | Peer comparators | Lack strong comparators based on known peer comparators |
| Residence Life and Housing | 1 RA to 30 residents in residence halls, 1 RA to 50 residents in apartments. 1 pro staff to 500-1000 residents with 8-12 RA | Currently 45 RAs with a projected 34 for fall 2026; Housing FTE support the RAs 8 FTE and 1 Grad Student Employee | 1 pro staff to 500–1,000 residents; 8 FTE + 1 Graduate Student Employee. | CAS, NASPAC/ACPA, ACUHO-I, and NACAS | Apartment RDs can have as many as 2000 residents, but RA staff size remains 8-12 RAs. This is in line with effective group size and ability to maintain 1 to 1 relationships through regular meetings with direct reports. At this point, our front line staff ratios are in line, with the possible exception that we will likely have one RD with 12-15 RAs. |
| Student Employment (SE) | Handles ALL aspects of hiring/etc. for 1300-1800 students with 3 FTE (HR comparison handles 1500 staff/faculty) | 3 FTE and 6 student employees | 1 staff : 500 student employees | | |
| Student Life (SL) and Leadership | Student Life and Leadership Programs Student Government Association — 3 FTE Fraternity & Sorority Life — 1.0 FTE Community Service / Civic Engagement — 3–4 FTE Clubs & Organizations — 2–3 FTE Student Leadership Programs — 1–2 FTE Student Activities — 4–5 FTE Engagement / Welcome Leaders — 2–3 FTE Student Media — 3 FTE Fundraising (Student Life-specific) — 1–2 FTE Administrative / Program Support — 1–2 FTE Total Estimated Professional Staffing — 21–28 FTE | 8FTE | Varies by Program | Peer Institutional Data and informed by CAS (Council for the Advancement of Standards) functional expectations. | Student Life and Leadership oversees a broad portfolio of over 10 programs including student engagement functions, 200+ clubs and organizations, Greek Life, campus activities (200+ events annually), student government, leadership, student media, community service, and fundraising, while also managing multiple student fees and funding sources. |
| UCSlead | Included within Student Life and Leadership due to their integrated and collaborative functional structure. | | | | |
| Veteran and Military Affairs (VMA) | CU Boulder 8 staff / 1,843 benefit students 1:230 CU Denver 3 staff / 1,131 benefit students 1:377 Colorado State University 6 staff / 1,710 benefit students 1:285 CSU Pueblo 3 staff / 414 benefit students 1:138 Pikes Peak State College 19 staff / 2,564 benefit students 1:134 | 6 FTE/2604 students using benefits. | Currently 434:1 | Peer Institutional Data | |
| Wellness Program – Wellness Promotions | Spurce reports the median health promotion & wellness staffing at higher ed institutions is 0.25 FTE per 1000 students = 2.75 FTE for 11,000 students | 2.5 FTE | | ACHA national data base | There is no nationally recognized benchmark for health promotion staffing ratios, because there is so much variation between institutions in the scope of duties. |