

Palo Alto University



We Are
PAU

Leadership Profile
Fall 2024

WittKieffer



| Executive Summary

Palo Alto University seeks a highly experienced, entrepreneurial, and relationship-oriented leader committed to addressing pressing issues in today's diverse society through behavioral health education, research, and training to serve as its next President. Applications, inquiries, and nominations are welcomed and invited. The next President of Palo Alto University will follow the highly successful tenure of [Dr. Maureen O'Connor](#), retiring after her ninth year as PAU's third President.

Palo Alto University (PAU) is a private, non-profit institution located in the heart of Silicon Valley. For nearly five decades, PAU has been dedicated to equipping its graduates to meet the varying and critical needs of contemporary society. PAU offers a comprehensive range of programs including a +2-undergraduate degree, graduate master's and doctoral level degrees, and continuing education certificates and certifications, delivered through innovative online, hybrid, and residential modalities. Engaged faculty, recognized for their significant contributions to their fields, prepare students and practitioners through rigorous educational programs, cutting-edge research opportunities, and extensive hands-on clinical practice.

Palo Alto University is guided by core values of equity and inclusion, community, excellence and integrity, compassion, and innovation. These principles drive the University's efforts to establish and maintain institutional systems that promote culturally responsive training and foster a community dedicated to equitable practices and policies. Through its 2021-2026 strategic plan, 'Path to Inclusive Excellence,' PAU reaffirms its steadfast commitment to addressing challenges and opportunities through the lens of inclusive excellence.

Today, 20 undergraduate, 1,209 graduate students, and more than 4,200 alumni are proud members of the PAU community. The University offers a variety of programs in psychology, counseling, and social work, both independently and in partnership with other world-class institutions and mission-driven organizations. These programs are designed to deepen students' understanding of the human condition and to develop in-demand clinical, research, and interpersonal skills. The University employs 51 faculty and 112 staff, supported by an operating budget of \$41 million. The University has two main campuses in Silicon Valley, located in Palo Alto and Mountain View, and proudly considers its remote programs, students, and faculty as integral members of its community.

The next President will join PAU at a pivotal moment as the University enters its 50th anniversary. The University will look to the President for vision and leadership to advance its strategic plan, diversify the University's revenue streams, enhance engagement and visibility for the University, shape a robust advancement plan, and bring creative solutions to the campus footprint.

Qualified candidates should possess an astute understanding of higher education trends, particularly those relevant to smaller, private non-profit institutions. They should have demonstrated progressive leadership experience in an organization of comparable size and scale, along with a deep appreciation for the evolving challenges in the expanding fields of education, research, and practice at PAU. The ideal candidate will be a compelling communicator who resonates with PAU's mission and values, with a strong commitment to preparing students to address pressing and emerging issues that equitably meet the needs of the ever-changing human condition. A proven track record of advancing diverse, equitable, and inclusive learning environments is essential.

The new President should be capable of developing and implementing scalable growth strategies that diversify revenue streams by building on current operations, nurturing new partnerships, leveraging technological innovations, and capitalizing on macro trends in higher education to enhance access, reach, and affordability for PAU students. Candidates must also possess the enthusiasm and experience to raise philanthropic funds and cultivate strong relationships with alumni, businesses, service providers, local governments, and the broader Silicon Valley community, taking advantage of the opportunities available in this vibrant, entrepreneurial, and innovative region and beyond. A record of transparent and servant leadership rooted in integrity and values aligned with PAU's mission is crucial.

An earned doctorate or terminal degree is desired. There is an openness to nontraditional candidates who, through previous experience and leadership in transformational undertakings and commitment to excellence in higher education, would garner the respect of the campus and broader communities.





| Opportunities and Expectations for Leadership

Support PAU's Path to Inclusive Excellence:

In 2021, the University's Board of Trustees approved its five-year strategic plan blueprint, PAU's Path to Inclusive Excellence. This comprehensive blueprint includes the University's vision, mission, and strategic pillars grounded in an inclusive excellence framework. Developed through an energetic and inclusive process, and undergoing a refresh to reflect university updates, this plan, which addresses strategic and operational priorities in the foundational areas of Academic Excellence, Student Success, Operational Excellence, Awareness, and Financial Strength, invites the new President to embrace and advance its objectives. The plan is intentionally designed to ensure broad and inclusive access, foster respect and appreciation for individual differences, create a climate of belonging, and champion excellence in academic offerings and service to all PAU constituents. As an evergreen document, the next President will help shape the plan as initiatives evolve.

Expand and Diversify Revenue Generation:

Within the fluid higher education environment, the next President of PAU will continue a focus on revenue generation and diversification as well as margin improvement, ensuring a future where the University and its people thrive well into the future. Bringing an entrepreneurial spirit as well as business acumen, the President will build upon recent successes as they continue to identify areas for programmatic growth, invest in current and future opportunities for revenue diversification, and advance a strategic enrollment management plan that strengthens margins. Such an approach will produce expanded resources to support the development and retention of the University's highly skilled faculty, staff, and administration, decrease financial burdens on students, and expand student supports that yield high persistence and completion rates.

Accelerate Community Visibility and Strategic Engagement:

As a gifted speaker and collaborator, the new President will enhance engagement and visibility for the University, both within Silicon Valley and beyond. The President will have a public presence and reputation that motivates existing external partners to strengthen their relationships with PAU and inspires new partners to align with the University's strategic direction and expand its impact. Through strategic engagement, the President will elevate the University's visibility, enhancing its brand nationwide, and increasing awareness of its programmatic offerings and the caliber of its faculty.

Create a Robust Advancement Plan:

The next President will enjoy the opportunity to build upon a full-scale advancement plan, including new, aspirational philanthropic, foundation, and corporate giving strategies. The President will arrive as an accomplished fundraiser with an interest in accelerating the growth of a culture of giving and provide leadership in the expansion of the necessary organizational structure to support that culture. By building out the advancement organization, the next President has the opportunity to make significant positive impact on the financial health of the institution and the opportunities it affords to faculty, students, and staff.

Facilitate Innovative Solutions to Our Campus Presence:

PAU's next President will have the opportunity to work with the Board of Trustees and campus leadership to reimagine the University's physical footprint. Currently spread across two non-contiguous campuses, each with its own unique assets and maintenance challenges, the Board expects the President to continue the work of conducting a comprehensive analysis of the campus infrastructure in relation to programmatic needs and contemporary pedagogical trends. Post-pandemic considerations have introduced new perspectives on the costs and benefits of a physical campus, placing PAU at a pivotal moment to determine its future. This may involve exploring a variety of remote and residential solutions to best serve the University's students, faculty, and staff.

Leverage Technology-Driven Innovation for Impact and Differentiation:

The new President must be acutely aware of the transformative impact of technology on higher education, especially within the field of behavioral health, including emerging trends in generative AI and mental health technology. By capitalizing on the strengths, expertise, and interests of PAU's faculty, students, leaders, and the Board, the President can position PAU as a pioneer in utilizing technology to enhance teaching, drive research, and explore innovative revenue streams.



Provide Inclusive Campus Leadership:

The President will be a strong, visible, and engaged leader on campus who can bring both an in-person and remote community together around a shared, long-term, and strategic vision for the institution that distinguishes itself across the landscape of higher education. They will bring a record of innovation and will emphasize collaboration, consultation, shared governance, and data-informed decision making that accounts for multiple perspectives. Exceptional communication and a commitment to transparency will be hallmarks of their leadership, as will their ability to identify and develop talent while inspiring excellence in fulfilling the University's mission. The President will excel in recruiting, supporting, and retaining strong leaders, fostering effective leadership teams, and holding them accountable to achieving organizational goals.



| Professional Qualifications and Personal Qualities

As the face of Palo Alto University, the President will not only resonate with and advocate for the University's distinctive identity and culture, but also embody these values in their daily interactions. In doing so, they will uphold the institution's record of transforming the lives of its students, fostering a sense of pride and connection within the community.

The successful candidate will possess the following professional qualifications and qualities, sharing alignment with the Path to Inclusive Excellence strategic plan:

- A strong understanding of the dynamics of the higher education landscape, including knowledge of changing college financial models and enrollment trends.
- A demonstrated record of collaboration and commitment to shared governance. Exceptional communication and listening skills, energy, and genuine desire to be a visible leader on campus, virtually, and in the community.
- An established track record in recruiting, developing, engaging, and supporting diverse and high-quality faculty, staff, and students, implementing equitable practices, and creating an inclusive environment where they can flourish.
- A deep interest in and commitment to leading an institution with a specialized mission to address mental health, behavioral health and wellness, and the well-being of individuals, families, and communities.
- Dedication to advancing equity and inclusion, and a record of accomplishment and impact in this area.
- Strong experience with complex business and financial operations, creativity, and resourcefulness in identifying ways to generate new revenue streams.
- Demonstrated ability to enthusiastically engage audiences and make a compelling case for philanthropic support.
- Demonstrated exceptional community and public relations skills.
- An innovative and entrepreneurial spirit to further advance the institution's relationship with Northern California's Silicon Valley, the greater San Francisco Bay area, and regions beyond.
- Experience in leading a hybrid work environment - someone who can be creative in both the remote and residential growth of the University.
- Experience working and partnering with local, state, and/or federal government agencies.
- Experience in supporting and motivating the campus community to stay ahead of emerging trends, especially with respect to integrating technology into teaching, research, and practice applications.
- A leader with integrity, courage, sound judgment, confidence, and empathy. A leader with a high level of emotional intelligence that promotes a sense of trust, optimism, and an openness to new ideas – a demonstrated commitment to the health and well-being of those within the campus and broader community.

| About Palo Alto University

Overview

Palo Alto University (PAU) is a private, non-profit institution located in the heart of Silicon Valley. For nearly five decades, PAU has been dedicated to addressing pressing and emerging issues in behavioral health, equipping practitioners to meet the diverse needs of contemporary society. PAU offers a comprehensive range of undergraduate, master's, doctoral, and professional training programs delivered through innovative online, hybrid, and residential modalities. Engaged faculty, recognized for their significant contributions to their fields, prepare practitioners and students through rigorous educational programs, cutting-edge research opportunities, and extensive hands-on clinical practice. When you put all of this together, PAU creates a legacy of confident, competent, and compassionate professionals who are at the forefront of behavioral health, making a difference in their communities.

History

PAU boasts a rich heritage of providing high quality teaching, research, and clinical training, originating with doctoral training in psychology in 1975 as the Pacific Graduate School of Psychology (PGSP), and subsequently expanding to include mental health counseling and social work at all levels of education. In 2009, recognizing its expanded scope and vision, the institution was reincorporated as Palo Alto University, marking a new era of growth and academic diversification.

PAU's commitment to academic excellence is evidenced by its longstanding accreditations. The institution has maintained continuous accreditation by the WASC Senior College and University Commission (WSCUC) since 1986, a testament to its sustained quality and rigor. Further underscoring its premier status in the field, PAU's doctoral programs in Psychology hold esteemed accreditation from the [American Psychological Association \(APA\)](#), while its Master's in Counseling program is accredited by the [Council for Accreditation of Counseling & Related Educational Programs \(CACREP\)](#). Additionally, the Master's in Social Work program is seeking accreditation from the [Council on Social Work Education \(CSWE\)](#) and the [Commission on Teacher Credentialing \(CTC\)](#).



Vision

A world in which insight into human behavior improves well-being and contributes to just and inclusive communities.

Mission

Through education, research, service, and training, PAU prepares its students to address pressing and emerging issues that equitably meet the needs of the ever-changing human condition.

| PAU's Values Defined

Values

PAU's values have been reaffirmed through lived experience, group discussions, surveys, and focus groups. The five values described below express PAU as an organization that understands its distinctive culture that supports a world in which insight into human behavior improves well-being and contributes to just and inclusive communities.

Equity & Inclusion

PAU respects the dignity of each person, embraces respectful discussion that honors the unique contributions of every individual, and works together to actively create a diverse and inclusive community that provides a warm and welcoming atmosphere for teaching, learning, and working together as valued colleagues.

Community

PAU works together as a unified community of students, faculty, staff, alumni, board members, and volunteers committed to fulfilling PAU's vision and mission and supporting one another in mutual success. PAU prizes teamwork, transparency, shared governance, and collaboration above all and finds satisfaction in celebrating accomplishments as a university community.

Excellence & Integrity

PAU acts with integrity in all matters, striving always to advance the field through a commitment to the highest levels of ethical, academic rigor, and professional excellence. Excellence and integrity require steadfast commitment to evidence-based research, teaching, and practice. PAU resolves to do its best in every pursuit undertaken individually or collectively, exceeding standards, offering and receiving support, training, and professional development with a spirit of collaboration and maintaining a clear institutional focus on PAU's areas of recognized strength.

Compassion

PAU acts first with compassion, encouraging individuals to lean into their collective humanity as they consider interactions and connections at PAU and with populations they serve and support. PAU aims to begin every interaction with recognition of the individual, not the problem, to be resolved or the issue to be tackled. PAU fosters a culture where individuals strive to collaborate and care for one another with kindness and understanding. PAU believes that caring for oneself ensures the capacity to care for others.

Innovation

PAU seeks to find and create new pathways for learning, knowledge development, understanding, and solutions that propel discovery and foster innovation for advancing the field and the well-being of the populations served by the University community. PAU encourages individuals to listen and learn from others to develop new concepts and ideas collaboratively. PAU embraces the use of technology as an effective and efficient tool to advance the University's mission.

In the Community

PAU has cultivated a wide network of strategic partnerships that amplify its impact and expand opportunities for its students and faculty. These collaborations, including those with Stanford Medicine's Department of Psychiatry and Behavioral Sciences, the Department of Veterans Affairs, and other prominent mental health care organizations, position PAU at the forefront of interdisciplinary research and practice in behavioral health.

Central to PAU's community engagement is the Mountain View campus, home to innovative [training clinics](#) that serve a dual mission: While providing accessible, low-cost mental health services to the community, they also offer PAU graduate students invaluable supervised clinical training experiences, bridging the gap between academic theory and real-world practice.

The Gronowski Center

The Gronowski Center is a community mental health clinic operated by Palo Alto University. Established in 1988 to provide low-cost, evidence-based psychological services for the underserved within the PAU community, the Center holds true to this vision and has remained committed to the psychological well-being of the community's residents for the last 36 years.

The Gronowski Center provides counseling and psychotherapy services to adults, children, adolescents, older adults, couples, and families. It provides support in the following areas: Anxiety, Depression, Anger, Stress Management, Trauma-related Distress, Parenting Issues, Grief & Bereavement, Family Conflict, Couple & Relationship Problems, Children and Adolescents with Emotional & Behavioral Issues, Social Anxiety, and Dual Diagnoses. The treatment is evidenced-based and provided in a clinical setting by doctoral-level students supervised by licensed clinical psychologists.

The Sexual and Gender Identities Clinic

The Sexual and Gender Identities Clinic (SGIC) was founded in 2009 as a specialty clinic within the Gronowski Center. It offers affordable and affirming psychological services for individuals who identify as lesbian, gay, bisexual, transgender, and/or queer (LGBTQ+), as well as those questioning their sexual orientation or gender identity. The SGIC offers specialized counseling to address issues related to LGBTQ+ identities, as well as counseling for other life issues in an affirmative space. Examples of client concerns addressed at SGIC include: Resolving confusion or conflict about sexual or gender identity; Developing/maintaining healthy relationships; Managing "coming out"; Depression, anxiety, and other mental health concerns; Body image concerns; Aging as an LGBTQ+ person; and Recovering from trauma, bullying, or discrimination.

The SGIC provides student clinicians with a training experience focused on improving their cultural competence and humility in working with LGBTQ+ clients. Students in the SGIC take a course in LGBTQ+ Issues in Psychotherapy, complete a series of SGIC intensive trainings throughout their training year, and discuss their clinical work in individual and group supervision.

La Clínica Latina

As part of PAU's mission as an emerging Hispanic Serving Institution (HSI), they provide mental health services in Spanish at La Clínica Latina to better serve the Latinx community in the Bay Area. This specialty clinic is located within the Gronowski Center and provides mental health

services to the community under the supervision of licensed psychologists. La Clínica Latina offers psychotherapy for adults, couples, adolescents, children, seniors, and families.

Students from their Master’s in Counseling and Ph.D. in Psychology programs, under the supervision of licensed therapists and clinical psychologists, offer services for a variety of psychological and emotional issues, including depression, anxiety, couples’ therapy, parenting and child behavior, LGBTQ+ stress, trauma, grief counseling, social anxiety, and other personality disorders and psychoses – all in Spanish.

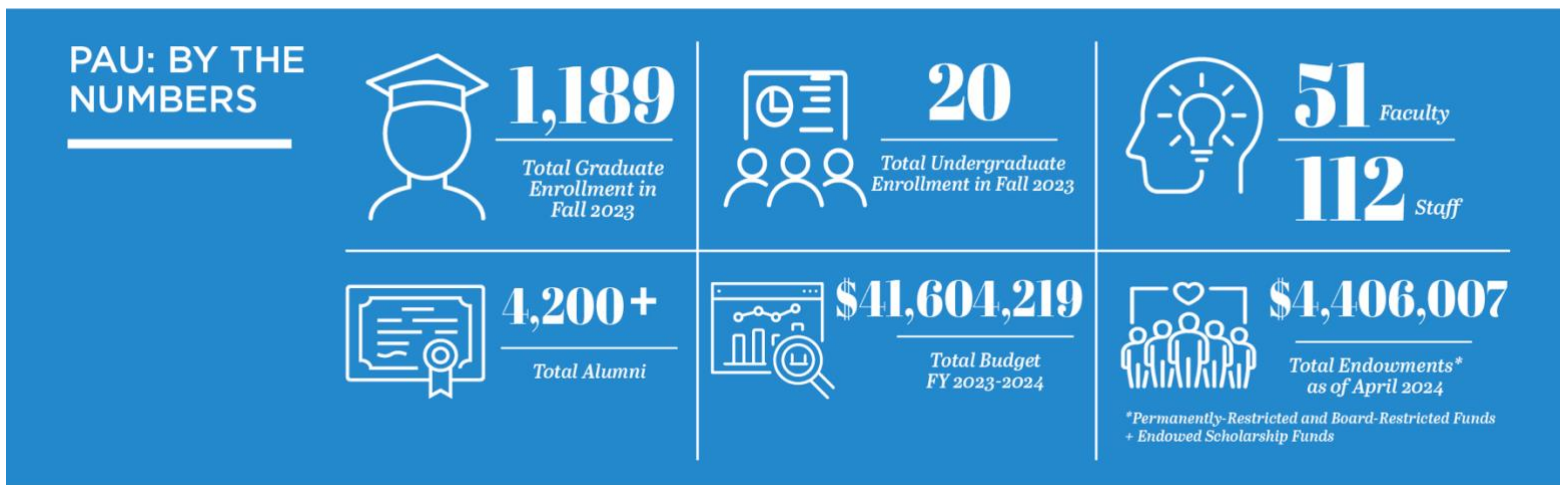
The eClinic

PAU’s eClinic is a full, online clinic offering tele-mental health services to students, adults, and older adults in California. All counselors are advanced graduate students of Palo Alto University working under the supervision of licensed therapists and psychologists in California. The eClinic trains students to deliver services through Face-to-Face Only (video), Face-to-Face Augmented by Digital Tools, Guided Self-Help Tools, and Automated Self-Help Tools.

Research Labs and Centers

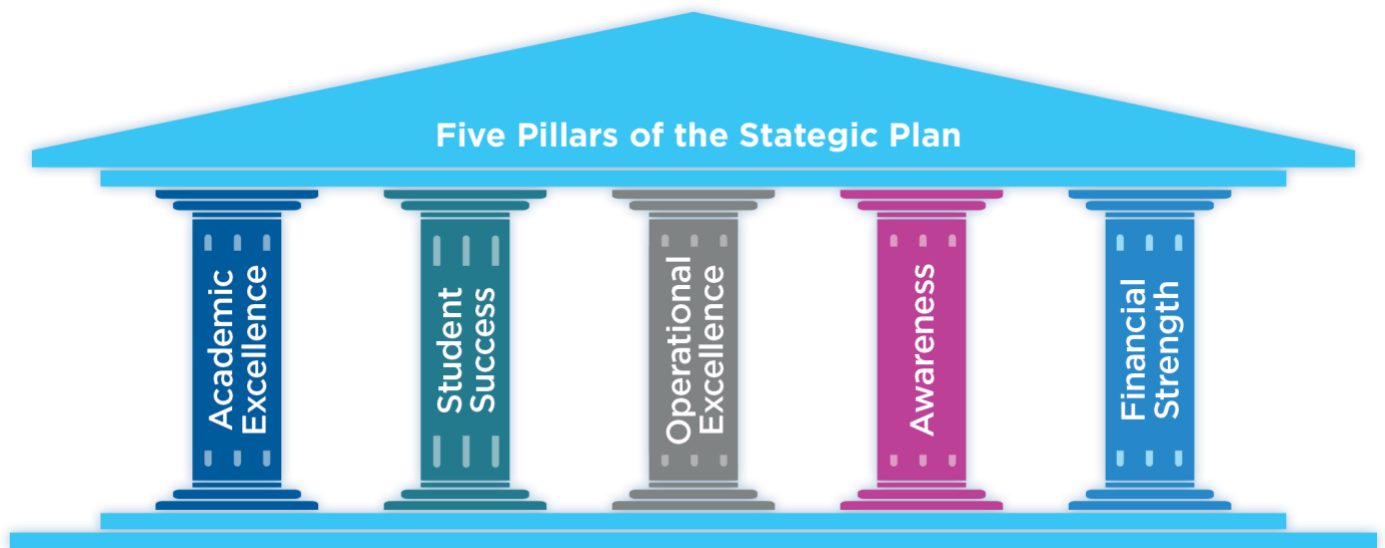
PAU's commitment to cutting-edge research is exemplified by its several specialized [research labs and centers](#). These labs and centers, focusing on critical areas such as child mental health, evidence-based care for LGBTQ+ clients, excellence in diversity and community care, and internet-based global healthcare, not only contribute to the advancement of knowledge in these fields, but also provide unique opportunities for faculty research and student involvement.

These partnerships and initiatives represent significant assets as platforms for further expanding PAU's influence, enhancing its research profile, and deepening its community impact. The next President will have the opportunity to leverage and grow these relationships, forging new collaborations that align with PAU's mission and strategic goals.



| PAU's Path to Inclusive Excellence Strategic Plan

In developing the [Path to Inclusive Excellent Strategic Plan](#), PAU addressed solutions to challenges with a resolute commitment to viewing them through the lens of inclusive excellence. To achieve these goals, PAU asked questions regarding how best to ensure broad and inclusive access, foster respect and appreciation for individual differences, cultivate a climate of belonging, and champion excellence in academic offerings and service to all PAU constituents.



Strategic Pillar 1: Academic Excellence

Prioritize academic excellence as the cornerstone for PAU distinctiveness.

Strategic Pillar 2: Student Success

Enhance the PAU culture for student-centered excellence.

Strategic Pillar 3: Operational Excellence

Invest in operational excellence for innovation and high performance.

Strategic Pillar 4: Awareness

Enhance PAU's regional and national identity and reputation.

Strategic Pillar 5: Financial Strength

Expand resources to support PAU's Vision, Mission, and Values.

| Diversity, Equity, Inclusion & Belonging (DEIB) at PAU

PAU has demonstrated a steadfast commitment to fostering a diverse, equitable, and inclusive learning environment across all facets of university life. This commitment is reflected in numerous recent initiatives and accomplishments:

Academic Excellence and Innovation

- The Counseling Department is pioneering an elective course focused on Counseling Mandarin-Speaking Individuals as part of a larger Mandarin Chinese certification program that is in development. This positions PAU as potentially the first CACREP-accredited program to offer clinical training in Mandarin.
- La Clínica Latina, PAU's clinic offering Spanish-language services, has developed and implemented a comprehensive curriculum to equip students with skills for providing culturally responsive care to Latin clients.
- The Library has implemented a comprehensive DEIB strategy, guiding acquisitions decisions, and creating instructional assets focused on DEIB principles.

Professional Development and Training

- Student Success implemented a mandatory two-year Title IX and DEIB training program for students, responding to feedback from the PAU Climate Survey.
- The Office of Accessible Education expanded its services, supporting approximately 147 students in the 2023-2024 academic year.
- The Writing Studio provided crucial academic support to the student body, serving over 195 students through one-on-one consultations since July 2023.

Institutional Leadership and Collaboration

- The Office of the Provost hosted the inaugural Inclusive Excellence Symposium, supported Asian American and Native Hawaiian Pacific Islander initiatives, and integrated DEIB into leadership discussions.
- The Assistant Provost chaired the DEIB Working Group, submitting recommendations to the President in winter 2024.
- Cross-divisional collaboration has been enhanced to support university affinity groups and maintain web pages highlighting the diversity of PAU as well as acknowledging the contributions of underrepresented groups.
- Development of the PAU Mini Mart to support all students who are experiencing food insecurities. We track students who “shop” and use that data to provide additional support and resources.

Operational Excellence

These initiatives demonstrate PAU's ongoing dedication to creating an inclusive learning and working environment that values diversity, promotes equity, and fosters a sense of belonging for all members of the University community.

For more information on inclusive excellence, visit: <https://www.paloalto.edu/diversity-equity-inclusion-belonging> and <https://www.paloalto.edu/office-provost/provost-initiatives/actions-of-inclusivity>

| Academic Programs and Departments

PAU's academic programs prioritize the student experience. PAU offers a variety of programs in behavioral health disciplines at the bachelor's, master's, and doctoral levels. These programs are designed to deepen students' understanding of the human condition and develop in-demand clinical, research, and interpersonal skills.

As a private, nonprofit university, PAU is committed to addressing pressing and emerging issues through research and training in behavioral health that equitably meet the needs of today's diverse society. Firmly rooted in this mission, PAU's degree programs prepare students to cultivate human well-being and promote inclusivity.

PAU has established its reputation as a leader in behavioral health education, specializing in this field for nearly half a century. This focus fosters a unique culture not found at institutions with broader academic offerings. PAU students are part of a culturally conscious community that mirrors today's society, promoting a deeper understanding and preparation to meet the needs of diverse populations. Through rigorous academic programs, research, and clinical practice opportunities, PAU equips students to make an immediate impact in the lives of those they serve. Students benefit from the personal guidance of dedicated faculty who are not only leaders in their fields but also excel as educators and mentors. PAU addresses the most pressing and emerging issues affecting communities today, creating a legacy of professionals who are confident, competent, and compassionate.

Counseling

The Counseling Department develops effective clinical mental health counselors, leaders, educators, supervisors, and innovators. The Department's diverse faculty excel in clinical practice, research, advocacy, and counselor education. They prioritize fostering an inclusive learning community while delivering excellent education and supervision. The Department addresses social privilege and oppression, conducts high-level research, and provides science-based services to the global counseling community. The Counseling Department currently houses two advanced degree programs:

Master's of Arts in Clinical Mental Health Counseling

This is one of PAU's largest programs and prepares students for the successful completion of professional counselor licensing exams and certification, equipping them to enter the workforce as highly skilled, culturally responsive practitioners. Students may attend online or through a hybrid format. The program has several residency weeks every year where students come together to learn clinical skills in person from dedicated Counseling faculty.

PhD in Counselor Education and Supervision

As of fall 2024, this new doctoral program forges a new generation of counseling leaders. Ph.D. students play an active role in advancing the counseling profession by training new counselors and supervisors, researching effective clinical interventions, and providing influential leadership in organizations.

Psychology

The Psychology Department features a distinguished, globally diverse faculty with varied clinical and research specialties. They champion evidence-based practices and engage in significant clinical research. The Department is anchored by core faculty at PAU's main campus, complemented by associated faculty who split time between teaching and other institutions like the VA Palo Alto Health Care System. Adjunct faculty provide additional expertise in specialized areas, ensuring comprehensive coverage across the field. The Psychology Department houses three advanced degrees, two in-house, and one in-partnership with Stanford University.

Master's of Science in Psychology

PAU offers a fully virtual master's program in psychology to prepare students for careers in teaching, research, and related business and nonprofit fields. With a choice of four tracks, including an industry-leading concentration in Technology and Mental Health, students select the coursework that best prepares them for their future goals. Since this degree is offered part-time and delivered entirely online, program costs are kept low, and students have added flexibility and can complete the program without relocating to California. The program has an in-person intensive where students come to campus throughout Spring Break for clinical coursework.

PhD in Clinical Psychology

This was PAU's original program and is a five-year, full-time doctoral program offered through a traditional on-campus learning experience. Accredited by the American Psychological Association, PAU uses a practitioner-scientist training model to cover all aspects of psychological theory, research, and practice. Students have access to a number of labs, research centers, and practicum sites to specialize their journey through the program to diverse populations and subfields.

PAU-Stanford PsyD Consortium

Through a consortium agreement with Stanford Medicine's [**Department of Psychiatry and Behavioral Sciences**](#), this program is for students interested in building a career in direct clinical psychological services. The curriculum focuses on evidence-based clinical psychology and covers topics in research, ethical standards, intervention, and assessment.

Launched in 2002 and accredited since 2006, the PAU-Stanford PsyD Consortium uses a practitioner-scholar program with a generalist education in clinical psychology, emphasizing evidenced-based practice. Coursework and practicum placements build upon applied experiences and advance coursework over a four-year training period followed by a 5th year devoted to an APA-accredited doctoral internship.

Social Work

The Social Work Department is focused on addressing California's behavioral health workforce shortage. The Department aims to prepare students for work with diverse and vulnerable populations. Supported by a \$1.5M grant, the Department has designed and built PAU's new Master's of Social Work program with input from expert faculty and community advisors.

Master's of Social Work

Starting in spring 2025, this new program, offered fully online, is designed to prepare social workers in culturally informed behavioral health practice, with two tracks: Practice with Children and Youth in School and Community Settings and Practice with Adults in Public Behavioral Health Settings. The program prepares graduates for clinical practice and leadership roles in California's public behavioral health system. The innovative curriculum is designed for practice

with California's diverse and underserved populations as well as to align closely with California licensure prerequisites. This full-time, two-year program features synchronous online classes and several 3-day immersion residencies.

Undergraduate Studies

PAU has recently transitioned its small undergraduate psychology +2-degree program to a newly established Department of Undergraduate Studies and the bachelor's level academic offerings are currently undergoing substantial revision and innovation. The Department of Psychology had, for a number of years, offered two psychology programs for transfer students. Those programs blended psychology with social issues or business concepts, preparing students for diverse careers or a continuation of their studies via graduate programs at PAU and beyond. The new Department of Undergraduate Studies will continue to offer flexible learning options, guaranteed class placement, and individualized support for developing practical skills and knowledge, equipping graduates for a broader set of career paths or further education.

Bachelor of Science in Psychology and Social Action

This degree serves students with a passion for community advocacy and outreach. Students dive into a rigorous curriculum covering psychology, sociology, anthropology, philosophy, and economics. To put their knowledge into practice, students complete a nine-month internship to gain real-world experience. Graduates can find roles at nonprofits and community agencies or prepare for graduate programs in psychology.

Bachelor of Science in Business Psychology

Ideal for transfer students, this program offers an interdisciplinary education, blending strategic business practices with the study of psychology and social sciences. Students develop a keen understanding of human behavior, motivation, and group processes and learn how to apply that knowledge in professional settings, preparing them for careers in sales and marketing, human resources, and management.



| CONCEPT, PAU'S Continuing & Professional Studies Department

PAU's Continuing & Professional Studies department delivers advanced training for mental health professionals looking to enhance or expand their practice and earn CE credits, with programs customized to their individual learning styles. With over 550 curated self-paced training programs, and content delivered by skilled practitioners and experts, PAU's continuing education programs are accessible and individualized to fit every schedule to serve practitioners globally.

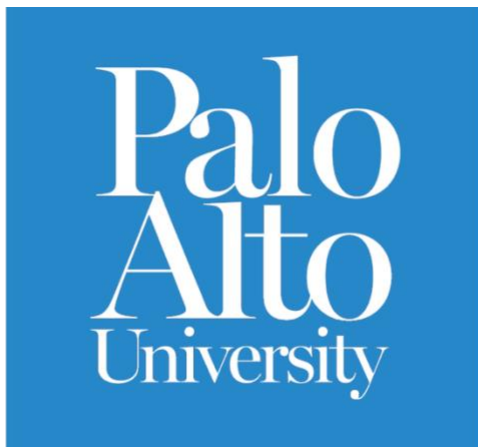
| Library & Academic Technology

The Omar Seddiqui Research Library is dedicated to supporting education and training within PAU and partnering with libraries globally to share information. In today's world, that means providing users and affiliates with what they need in a timely manner, regardless of location. In collaboration with the Library, Academic Technology provides services and technology related to teaching, learning, and research, such as support for course design in the Canvas Learning Management System (LMS), the development of video content, and support with classroom technology and lecture recording.

| Faculty Success

PAU believes that a thriving faculty is the cornerstone of transformative education, innovative scholarship, and impactful service. The support extends to every aspect of their professional journey, from teaching and research to service and leadership. Through their dedicated Department of Faculty Success, PAU is here to support faculty in achieving their professional and personal goals, embodying the University mission, and making a lasting difference in the PAU community. The Department of Faculty Success includes the [Center for Educational Excellence](#) (CEE) and Research Administration. Whether faculty need assistance with securing grant funding, enhancing their teaching practices, or navigating the tenure and promotion process, Faculty Success helps advocate for them and celebrate their achievements.

For more information on faculty success, visit: <https://www.paloaltou.edu/office-provost/faculty-success>



| Accreditation

PAU is a front-runner in behavioral health education, continuously pursuing academic excellence and equipping students as competent practitioners, researchers, and leaders in the behavioral health field.

Since 1986, PAU has been accredited by the **Western Association of Schools and Colleges Senior College and University Commission (WSCUC)**, ensuring that PAU's academic programs provide students with a comprehensive, viable education and establishing PAU as a trustworthy institution.

PAU's doctoral programs in psychology are accredited by the **American Psychological Association (APA)** to maintain the quality of education and clinical training.

Lastly, to ensure PAU properly prepares students training to become counselors to serve the needs of individuals and their communities, the master's program in counseling is accredited by **Council for the Accreditation of Counseling and Related Educational Programs (CACREP)**, and the new CES program is in the process of seeking CACREP accreditation which it can only do once students have begun the program.

For more information on accreditation, visit: <https://www.paloalto.edu/about/licensing-and-accreditation>



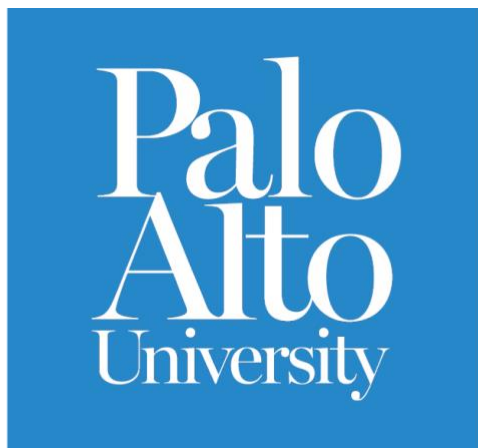
| Student Life & Success

Whether enrolled in on-campus or online programs, students are encouraged to get involved. Actively participating in student life enhances learning, creates friendships, and builds professional relationships. The Department of Student Success supports students on their journey inside and outside of the classroom at PAU. Student Success supports include the Office of Accessible Education, which works with students with disabilities to secure reasonable accommodation; Military and Veteran Students as well as International Student Success; Student Activities and Support; the Writing Studio; and the Office of Financial Aid. The Department of Student Success assists any student needing academic or tutoring support through one-on-one or group sessions on such topics as time management, effective test taking, etc.

Mental Health Support

While PAU does not have a counseling center on campus for students, it does have several mental health support options. Some services available include: Through TimelyCare/TimelyMD, a leading telehealth company specializing in higher education, all students have access to:

- **24/7 virtual access** to medical and mental health care from anywhere in the United States – at no cost. Any PAU student has access to a licensed provider via a smartphone or any web-enabled device. Licensed providers are available to offer medical and mental health support via phone or secure video visits.
- **Medical** – On-demand virtual access to a medical provider that can treat a wide range of common illnesses like cold and flu, sinus infection, allergies, and more.
- **Scheduled Medical** – Appointment-based options to speak with a medical provider.
- **TalkNow** – 24/7, on-demand access to a mental health professional to talk about anything, at any time.
- **Scheduled Counseling** – Speak to a licensed counselor (up to 12 visits per year).
- **Group Sessions** – Weekly Guided Meditation and Yoga Group Sessions, plus specialized discussions throughout the year.
- **Session Sync**: Session Sync is a telehealth platform that provides clinicians across 43 states. It is free to search, and care is provided exclusively by licensed psychologists with secure messaging, online booking, and is HIPAA compliant.
- **E-Clinic**: The PAU eClinic is a fully online clinic offering mental health services. Due to potential conflicts of interest, this service is only available to undergraduate students at PAU.



Student News Digest and Social Media

The Student News Digest (SND) newsletter and PAU Social Media channels serve as the main channels of communication to students aside from email. The SND is sent to students through their PAU email address on a monthly basis, and includes information on important events, seminars, and announcements for students. PAU also shares information about pertinent training opportunities, upcoming campus events, and engages with students online via the University's official social media channels.

Student Employment

A student's work experience at PAU can be fun and rewarding. It also provides students an opportunity to explore career choices and gain critical skills to improve marketability for professional employment. There are a variety of student employment positions including student assistant and teacher's assistant. All available PAU student employment opportunities are posted on PAU's Student Job Board.

Student Clubs and Organizations

As a smaller institution, PAU has a tight-knit ecosystem of student organizations. There are interest-based organizations, affinity groups, organizations aligned with various academic interests, and honors societies. PAU holds an annual Student Organization Fair, typically in October, for all students to learn more about each organization before joining. Some of the PAU's most active clubs and organizations include:

[Asian Pacific American Student Association \(APASA\)](#)

[Association of Neuropsychology Students in Training \(ANST\)](#)

[Association of Traumatic Stress Studies \(ATSS\)](#)

[Chi Sigma Iota: Counseling Honor Society \(CSI\)](#)

[Coalition for Disability Advocacy and Education \(CDAE\)](#)

[\(G\)SAPS - \(Graduate\) Student Association for Psychedelic Studies](#)

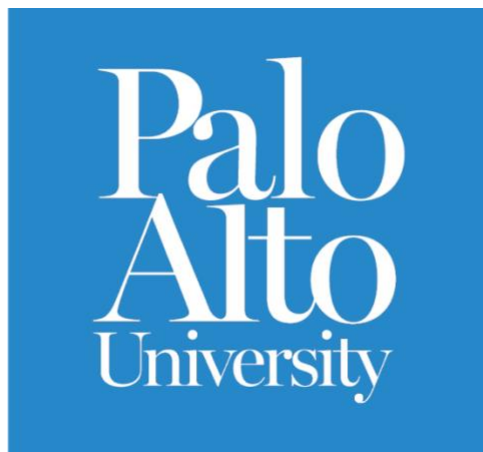
[Palo Alto University Latino Student Organization \(PULSO\)](#)

[Psychological Association for Gender Expression and Sexuality \(PAGES\)](#)

[Psi Chi: Psychology Honor Society \(PHS\)](#)

[Student Veteran Organization \(SVO\)](#)

[Union of International Students \(UNITS\)](#)



| Leadership Team

The new President will work alongside a strong, stable, and collaborative university leadership team.

Erika R. N. Cameron, Ph.D., NCC, ACS, Provost & Vice President, Academic & Student Affairs



Erika R. N. Cameron, Ph.D., came to PAU from the University of San Diego where she served in progressive administrative and leadership capacities since 2009. She earned her Ph.D. in Counselor Education from the University of Missouri, St. Louis. She holds a master's degree in Guidance and Counseling from the University of Hawaii and her bachelor's degree in Graphic Design from Bradley University where she was a Division I volleyball player. She has written and co-authored a book, book chapters, and articles on Multiculturalism and Social Justice in Counseling, Counselor Professional Development, and Individual Psychology. She was the 2020 recipient of the Association for Counselor Education and Supervision's Counseling Vision and Innovation Award. Dr. Cameron's research interests have focused on multicultural counseling competence development of counselors through short-term study abroad. Dr. Cameron describes her scholarship as inherently and purposefully multidisciplinary in the fields of mental health counseling and therapy, consisting of three primary interrelated themes: multicultural competence, crisis and trauma, and professional development. Dr. Cameron regularly presents at state, regional, national, and international professional conferences and enjoys presenting with graduate students. In her clinical work, Dr. Cameron has worked as a school, career, and mental health counselor with a variety of clients but specializes in work with children who have experienced trauma and utilizing expressive therapeutic interventions in school counseling. She is an active member of the American Counseling Association, the Association for Counselor Education and Supervision, and the American School Counseling Association, and is the past President of the Western Association of Counselor Educators and Supervisors.

Patricia A. Zapf, Ph.D., Vice President, Business Innovation & Strategic Advancement



Patricia A. Zapf, Ph.D., is the Vice President for Business Innovation & Strategic Advancement at Palo Alto University (PAU). By connecting academia with the broader business and innovation ecosystem, the Division of Business Innovation & Strategic Advancement plays a crucial role in driving growth and innovation while fostering collaborations between the academic institution and external partners. Prior to her current role, Dr. Zapf served as the Vice President of Continuing and Professional Studies, after bringing her professional training company, CONCEPT, to Palo Alto University in 2018. Dr. Zapf founded CONCEPT Professional Training in 2009 with the mission of elevating the level of practice in psychology and related professions. Prior to coming to PAU, Dr. Zapf was a Professor of Psychology at John Jay College of Criminal Justice, City University of New York (CUNY) for 16 years, during which time she was instrumental in the development of a new doctoral program in clinical psychology with an emphasis in forensic psychology and served as the program's first Director of Clinical Training. Prior to her time at CUNY, she was on the Psychology and Law faculty at the University of Alabama. Dr. Zapf is a past President of the American Psychology-Law Society (AP-LS; Division 41 of the American Psychological Association). In 2006, she was named a Fellow of the American Psychological Association (APA) and a Distinguished Member of the

American Psychology-Law Society (AP-LS) in recognition of her outstanding contributions to the science and profession of forensic psychology. She currently serves on the Board of Directors for the International Association of Forensic Mental Health Services (IAFMHS), and as the book series editor for the International Perspectives on Forensic Mental Health series. She served as an associate editor for Law and Human Behavior for more than a decade and as the editor of the American Psychology-Law Society book series for 10 years. Dr. Zapf has published more than 10 books and manuals and over 100 peer-reviewed publications on topics related to forensic evaluation, criminal competencies, ethics, bias, and forensic psychology.

Jeanine R. Hawk, Ed.D., MBA, Chief Financial Officer & Vice President, Finance & Operations



Jeanine R. Hawk, Ed.D., has over 25 years of senior level administrative experience in non-profit and higher education organizations. She has held roles in senior leadership including as CFO, acting Chancellor, Vice Chancellor, and Vice President. She has considerable leadership experience in strategic planning, budget, accounting, IT, human resources, advancement, facilities operations, planning and development (including urban campus development), advocacy, dining, and event services. Her experience and commitment to supporting underserved populations within a social justice framework informs her perspective on resource allocation. In addition to her community college and university experience, Dr. Hawk has served as adjunct faculty at Napa Valley College, Holy Names University, and currently at UC Berkeley Extension. She has previously served as a K-12 board member, Puente mentor, and founding board member of the Josephine County Human Rights Alliance, which addressed anti-LGBTQ legislation and hate speech in Southern Oregon. Dr. Hawk received her bachelor's degree in Social Science from the University of California, Irvine, her master's in Business Administration from Southern Oregon University, and her doctorate in Higher Educational Leadership from San Francisco State University.

Melanie Morrison, MBA, Senior Director of Board & Presidential Operations



Melanie Morrison, MBA, brings over 10 years of experience in Higher Education to her role as Senior Director of Board and Presidential Operations at Palo Alto University (PAU). She provides strategic and operational support and manages special projects for the President's Office. Additionally, Ms. Morrison serves as the Secretary to the Board of Trustees. Melanie began working at PAU in 2011 in the Office of Academic Affairs as an Administrative Assistant. She later became the Executive Assistant to the Dean and then the Executive Assistant to the President. Ms. Morrison is an alum of the inaugural class of the B.S. in Business Psychology Program at PAU and received her master's in Business Administration from Notre Dame de Namur.

| Board of Trustees

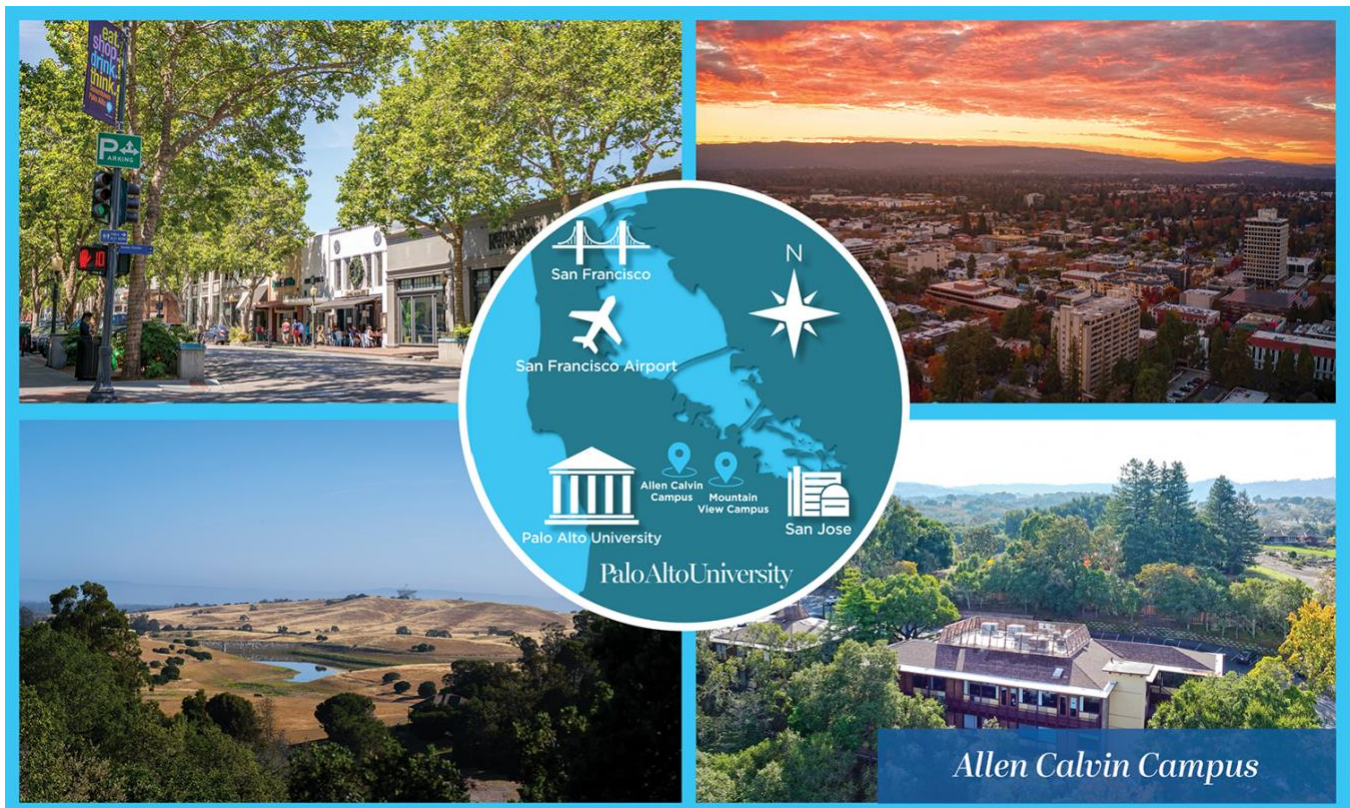
The President of Palo Alto University reports to a seasoned and [dedicated 26-member Board of Trustees](#). The Board includes alumni and highly visible professionals who are deeply committed to PAU's success. The Board is currently chaired by Dr. Daniele Levy, a PAU alumna and licensed clinical psychologist.

| Palo Alto, California

Known as the "Birthplace of Silicon Valley," Palo Alto is a dynamic city of about 66,000 residents that seamlessly blends cutting-edge technology with rich cultural heritage. Home to Palo Alto University, Stanford University, and numerous tech giants, the city offers a unique environment that fosters innovation and academic excellence. Major tech companies like HP and VMware, as well as a vibrant startup ecosystem, creates unparalleled opportunities for collaboration, research, and professional development in Palo Alto. This innovative atmosphere permeates the city, making it an ideal location for a forward-thinking educational institution.

Despite its modern, tech-focused image, Palo Alto boasts a diverse cultural scene. The downtown area, centered around University Avenue, features an eclectic mix of boutique shops, art galleries, and varied dining options. The city also maintains a strong commitment to the arts, with venues like the Palo Alto Art Center, offering world-class exhibitions. Palo Alto is also renowned for its natural beauty and commitment to sustainability. With over 4,000 acres of parkland and open space, the city provides ample opportunities for outdoor recreation. The Allen Calvin Campus of Palo Alto University is located next to the Pearson-Arastradero Preserve in the southern tip of Palo Alto, neighboring the quaint town of Portola Valley, CA.

The city's tree-lined streets, excellent public schools, low crime rates, and Mediterranean climate contribute to a high quality of life. Well-connected by public transportation and in close proximity to three international airports, Palo Alto offers easy access to the broader Bay Area. For an educational leader, Palo Alto provides an exceptional setting that combines intellectual rigor, technological innovation, cultural richness, and natural beauty. It's an ideal environment for nurturing the next generation of thought leaders while offering an outstanding quality of life for faculty, staff, and students alike.



| Mountain View, California

Mountain View, home to PAU's second campus, is a vibrant city of about 82,000 residents that epitomizes Silicon Valley's innovative spirit. Named for its views of the Santa Cruz Mountains, the city combines technological prowess with an exceptional quality of life. As a global tech hub, Mountain View hosts headquarters of industry giants like Google and Intuit. This concentration of leading tech companies, along with numerous startups, creates an atmosphere of innovation and entrepreneurship, offering unparalleled opportunities for collaboration and career development.

The city's downtown, centered on Castro Street and very close to PAU's campus, showcases Mountain View's multicultural character with diverse restaurants, unique shops, and entertainment venues. Mountain View boasts numerous parks and open spaces, promoting an active, outdoor lifestyle. The city is also committed to sustainability, implementing comprehensive plans to reduce carbon emissions, and promote green practices. Well-connected to the broader Bay Area through various transportation options, Mountain View offers easy access to three international airports, making it a convenient base for both local and global connections.

Similarly to Palo Alto, the city's Mediterranean climate, excellent schools, low crime rates, and diverse recreational opportunities contribute to its high quality of life. Its innovation ecosystem, supported by numerous co-working spaces, incubators, and tech meetups, creates an ideal environment for those interested in the intersection of technology and other disciplines. Mountain View's location in the heart of Silicon Valley offers students and faculty exceptional opportunities for learning, research, and professional development, making it an excellent place to nurture the next generation of behavioral health practitioners.





| Procedure for Candidacy

ALL APPLICATIONS, NOMINATIONS, AND INQUIRIES are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

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Review of candidate materials will begin immediately, and the position will remain open until filled. For optimal consideration, please submit materials by Wednesday, December 18, 2024. WittKieffer is assisting Palo Alto University in this search.

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Palo Alto University reasonably expects to pay within the range of: \$500,000 - \$650,000

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Nominations and inquiries can be directed to:

Melody Rose, Ph.D., Alejandra Gillette-Teran, and Bree Liddell

PAUPresident@wittkieffer.com

The University is an equal opportunity employer and is firmly committed to non-discrimination in its hiring and other employment practices and in the application of its personnel policies. In compliance with all applicable federal and state laws, except where a bona fide occupational qualification exists, employment decisions will be made irrespective of the staff member's race, color, religion, religious creed, ancestry, national origin, age (except for minors), sex, marital status, citizenship status, military service status, sexual orientation, medical condition (cancer-related or genetic condition), disability and/or any another status protected by law. When necessary, the University will reasonably accommodate individuals with disabilities, if the individual is otherwise qualified to safely perform all essential functions of the position and if it will be done without undue hardship to the University.

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