



# Annual Report

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*2023-24*

Palo Alto University



# Table of Contents

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1. Mental Health
2. By the Numbers
3. Strategic Plan
4. Living Our Values

# Compassion in Action

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*2023-24*



# By the Numbers

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*2023-24*

# BY THE NUMBERS

## DEGREE PROGRAMS

**1** BACHELORS

**2** MASTER'S

**2** DOCTORAL

## ENROLLMENT

**1,209**

STUDENTS IN DEGREE PROGRAMS

**3,778**

PROFESSIONALS IN CAPS

**393**

PAU FACULTY, STUDENTS, STAFF IN CAPS

2023-24



2023-24



## OUTCOMES

**319**

DEGREES AWARDED

**12**

CERTIFICATES AWARDED

**1,048**

CE BADGES AWARDED

## UNIVERSITY BUDGET

**\$39,599,959**

## GRANTS & RESEARCH FUNDS

**\$664,407**

## FULL TIME FACULTY

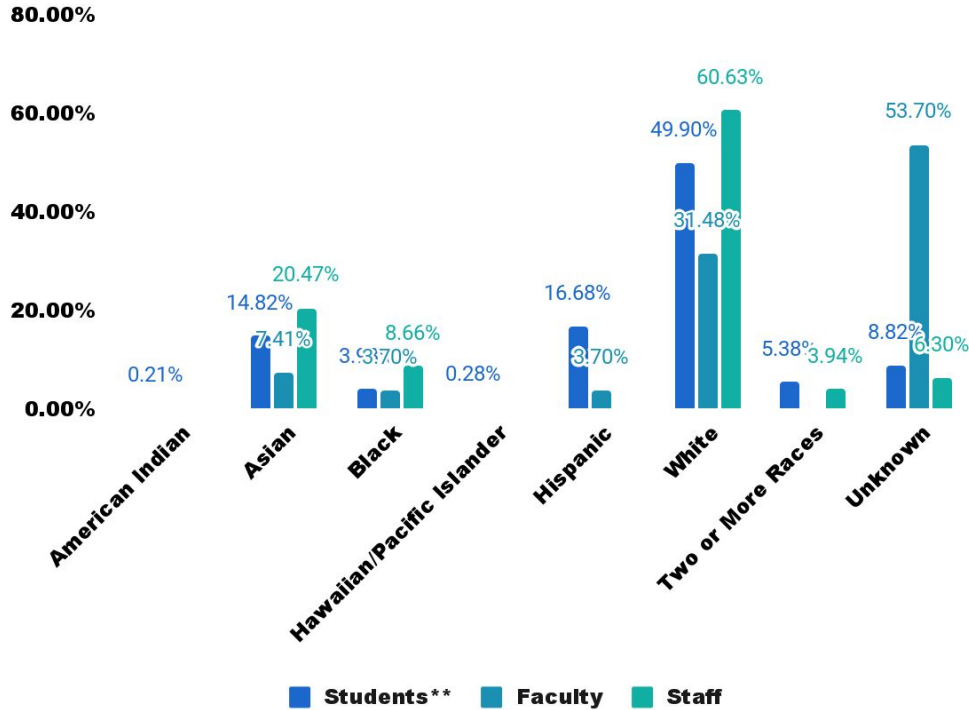
**54**

## TOTAL STAFF

**127**

# BY THE NUMBERS

## % of Total Population (23-24)



FEMALE IDENTIFYING STUDENTS

82%

FIRST GENERATION STUDENTS\*

50%

INTERNATIONAL STUDENTS

9%

MILITARY CONNECTED STUDENTS

3%

\*\*Some individuals reported themselves in more than one category to best reflect intersection racial and ethnic identities, resulting in percentages over 100%.

# Strategic Plan

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*Path to Inclusive Excellence*



Academic  
Excellence



Student  
Success



Operational  
Excellence



Awareness



Financial  
Strength



# 2023–24 University Goals

## PILLAR 1

- Develop a definition for and operational metrics of “academic excellence” for PAU.
- Develop new and innovative academic programs (both degree and certificate), curricula, and training.
- Reexamine processes and opportunities for clinical training at all levels that value and manifest inclusive excellence.

## PILLAR 2

- Develop a definition for and operational metrics of “student success” for PAU.
- Enhance and strengthen the student success programming.
- Strategically allocate financial resources to promote student success.

## PILLAR 3

- Implement a new performance management system for staff.
- Refine annual state of the university report and produce quarterly dashboards for the Board and Cabinet across all pillars.
- Finalize needs assessment of major university technology systems (ERP, CRM, etc.) and begin implementation of recommendations.

## PILLAR 4

- Increase community visibility through engagement events and other strategies, with attention to reaching prospective students.
- Establish steering committee, working committees, charges, and timelines for 50th anniversary.

## PILLAR 5

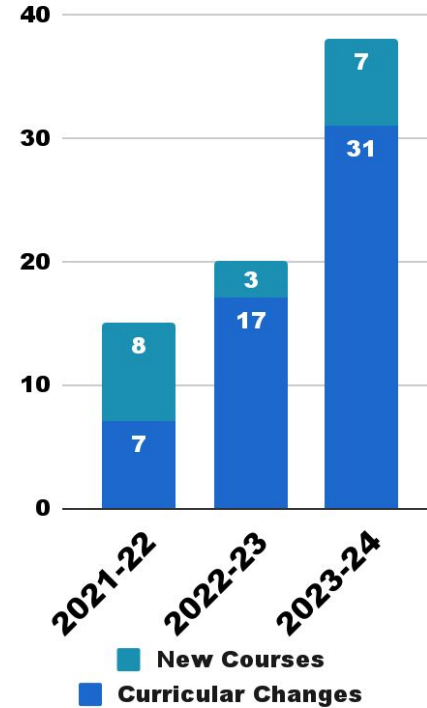
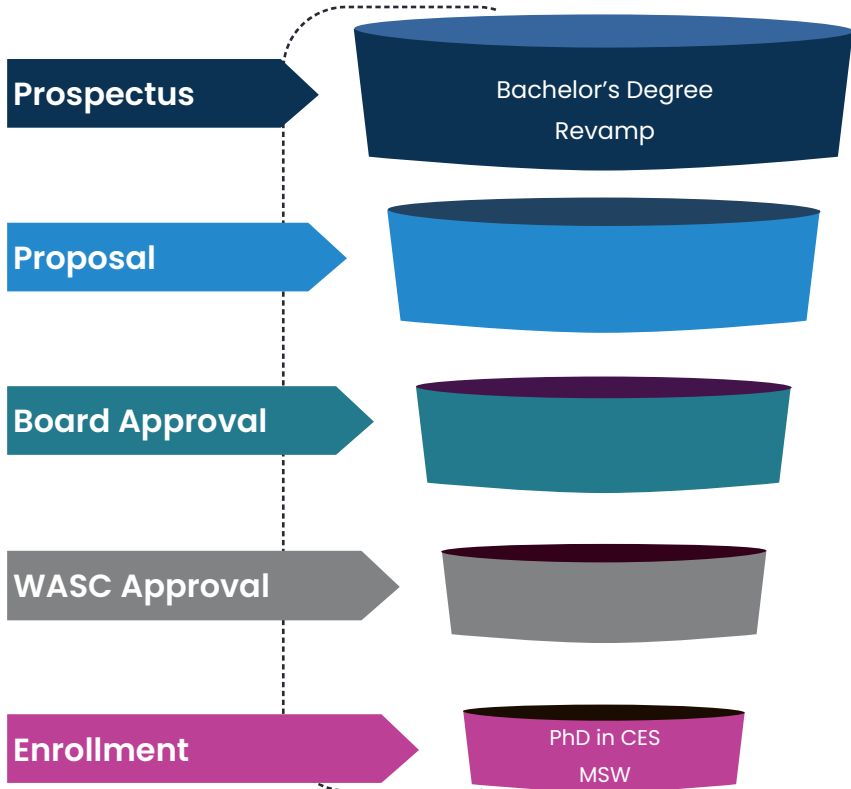
- Develop framework for three-year budgeting cycle, and finalize operational budgeting categories.
- Integrate a new CFO/VP of Business Affairs into PAU culture and leadership.

# Pillar 1

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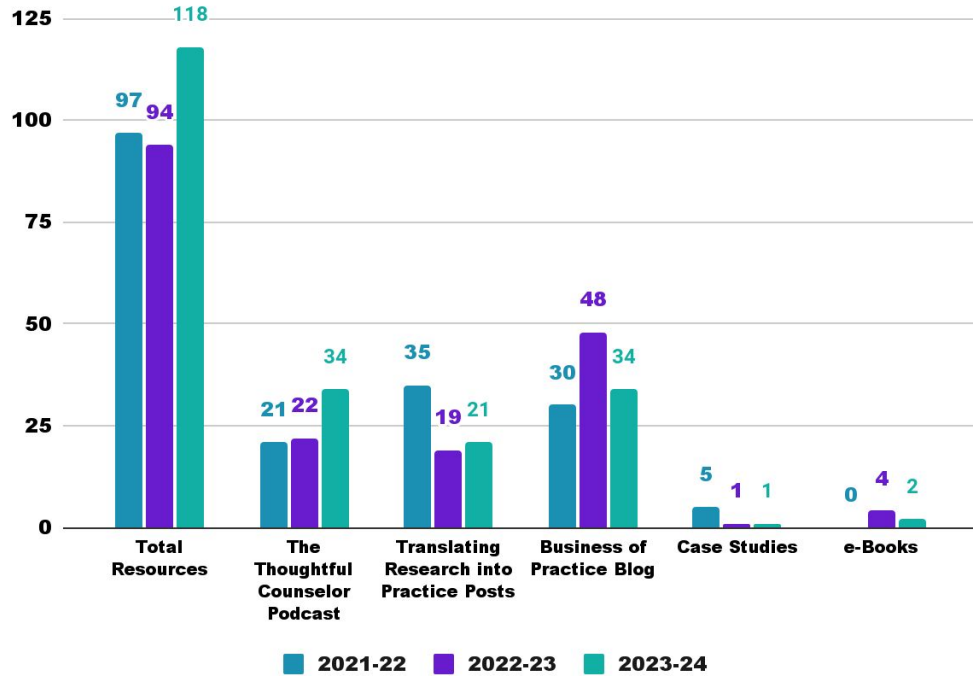
*Academic Excellence*

# PROGRAM & CURRICULUM UPDATES

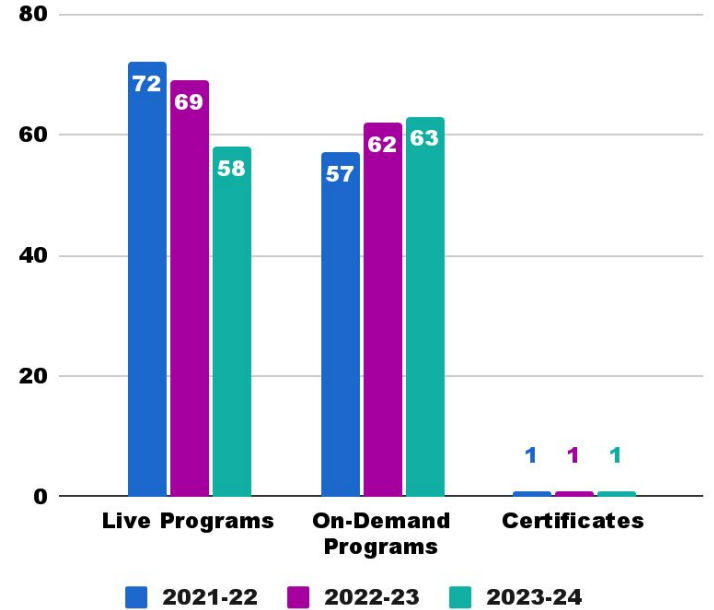


# CAPS PROGRAMMING

## CAPS Resources



## New Programming



# FACULTY NATIONAL & REGIONAL LEADERSHIP

## **Susan Branco**

By Laws Committee Member and Chair (July 2021), Association for Multicultural Counseling and Development, American Counseling Association.

Founding Board Member, Alianza of Colombian Adoptees (ACA).

Member, Reparative Justice Multidisciplinary Participatory Action Research Initiative, in collaboration with University of California, Los Angeles, and Universidad de los Andes, Colombia

## **Kelly Coker**

ACES Product Development Committee. CACREP Review Team

## **Amanda Fanniff**

American Psychology-Law Society Appointed Representative to Forensic Psychology Specialty Board, Council of Specialties in Professional Psychology

## **Rowena Gomez**

Past President. APA Division 20 Adult Development and Aging

## **Nancy Haug**

Leader, Applying ACT to Addictions Special Interest Group, ACBS. Member-at-Large for Practice, APA Division 50

## **Rachel Jacoby**

Co-Chair Association for Assessment and Research (AARC) Conference Committee

Past-President Association for Child and Adolescent Counseling

Competencies Co-Chair Association for Child and Adolescent Counseling



## **Jamie Kent**

BAPIC Steering Committee

## **Janice Kuo**

DSMB Chair

## **Margaret Lamar**

President, Association for Counselor Education and Supervision

## **Jorge Lopez**

Association for Multicultural Counseling and Development (AMCD)- Western Division Co-Representative.

National Alliance of Mental Illness- Idaho

## **Elizabeth McConnell**

LGBTQ+ Working Group, APA Division 44 Task Force on Consensual Non-Monogamy

## **Megan Speciale**

Co-Chair, Association of Counselor Education and Supervision Leadership Academy

## **Sherya Vaishnav**

President Elect Elect WACES

## **Donya Wallace**

Chair, Leadership and Advocacy Committee, Association for Counselor Educators and Supervisors

## NATIONAL & REGIONAL AWARDS

### Matthew Cordova

Patrick H. DeLeon Outstanding Paper in Psychological Services  
(for Murphy et al., 2022)

### Rachel Jacoby

Association for Child and Adolescent Counseling - Distinguished  
Service and Professional Leadership

Association for Child and Adolescent Counseling - Ohio Chapter  
Outstanding Supervisor

### McConnell, Elizabeth

Western Psychological Association - Enrico E. Jones Award for  
Research in Psychotherapy and Clinical Psychology

### Patel, Sita

APA Award - Leadership (committee)

### Schulte, Tilman

National Institute of Aging (NIA) - R01 AG081144 (PI) National  
Institute of Neurological Disorders and Stroke (NINDS), R21  
NS13210101 (Sub PI)

### Vaishnav, Shreya

Association of Multicultural Counseling and Development -  
Emerging Leader Award

Western Association of Counselor Education and Supervision -  
Professional Service Award

### Yalch, Matthew

International Society for Traumatic Stress Studies - Chaim and  
Bela Danieli Young Professional Award

# FACULTY AWARDS



## FACULTY DISTINCTION AWARDS

### Excellence in Teaching or Mentoring Award

Elisabet Revilla

### Excellence in Service (Faculty Senate)

Kelly Coker

### Excellence in Research (Faculty Senate)

Matthew Yalch

### Contingent Faculty (Faculty Senate)

Aaron Henderson

### Provost Award of Excellence in External Grants and Contracts

Bronze (>\$250,000): Mikael Rubin - \$335,000,  
Rowena Gomez - \$303,205

### PAU Pillar Pioneers

Charlotte Beard - Menstrual Dignity Project, Karen  
Roller & Darlene Chen - Bilingual Certification, Rose  
Wong - MSW Program

### Retirement Honors

Lisa Brown, Professor, Psychology

# FACULTY ACCOMPLISHMENTS

## TENURE & PROMOTION

### Dr. Rayna Hirst

Promotion to Full Professor, Psychology

### Dr. Chi Li

Tenure and Promotion to Associate Professor,  
Counseling

### Dr. Sita Patel

Promotion to Full Professor, Psychology

### Dr. Teceta Tormala

Promotion to Full Professor, Psychology



## EXTERNAL GRANTS & CONTRACTS

### Rowena Gomez

Sub, NIH, L.E.A.R.N. (Longevity, Equity, and Aging Research Network)

### Kuo, Janice

R34 research grant Y2 of 3, National Institutes of Health (NIH), Pilot Effectiveness trial of Cognitive Processing Therapy Augmented with Suicide Risk management for Individuals with Comorbid PTSD and BPD

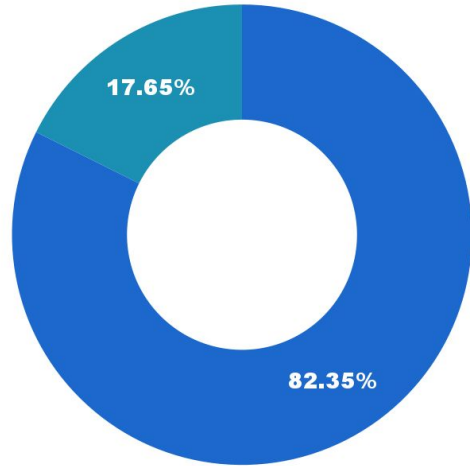
### Mikael Rubin

Prime, NIMH, Testing the role of attentional and audio vocal mechanisms in a new internet-based intervention for social anxiety: iExposure

### Kimberly Balsam

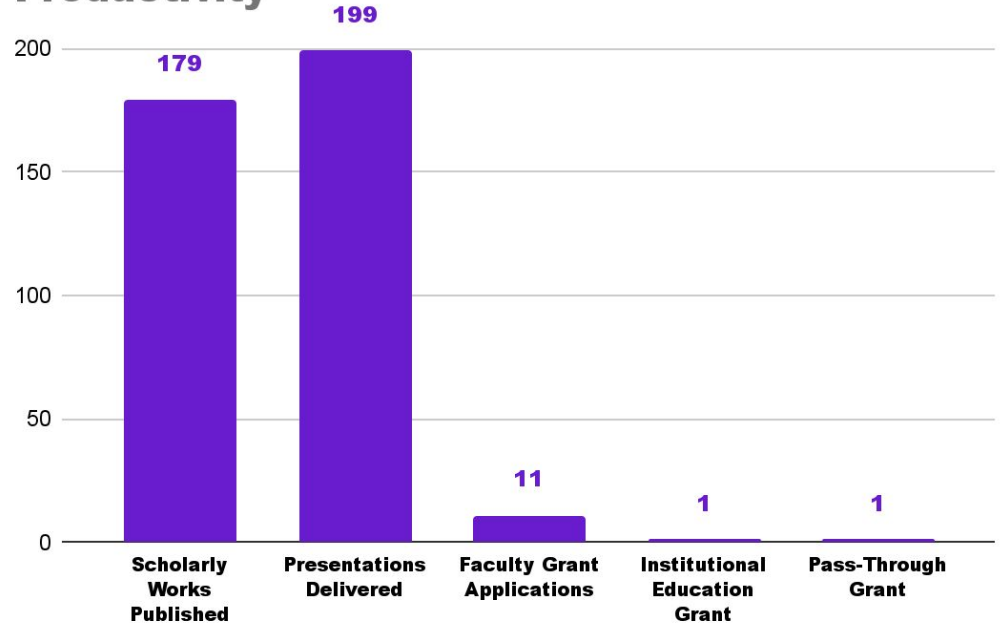
SCC Contract. County of Santa Clara, Palo Alto University - LGBTQ+ Academy

# FACULTY DISTINCTION



- Faculty with Research/Scholarship Expectations
- Faculty with Research/Scholarship Expectations

## Productivity





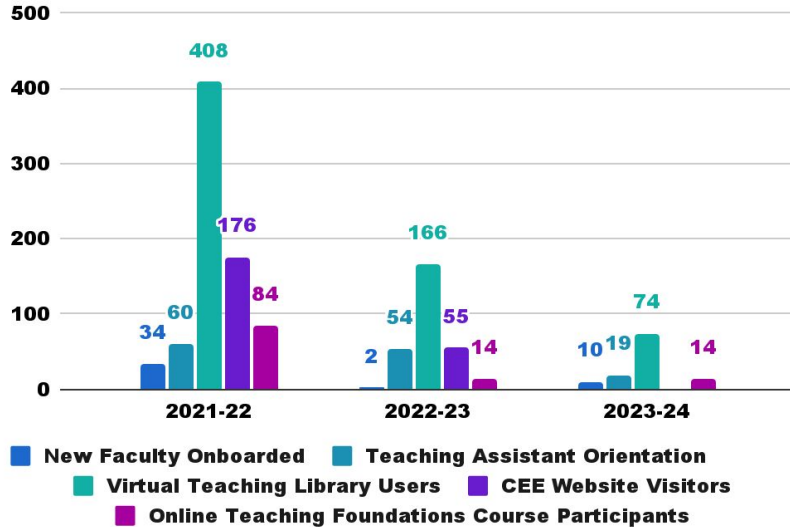
# FACULTY RESEARCH SNAPSHOT:

## Capturing the Ripples of Compassion

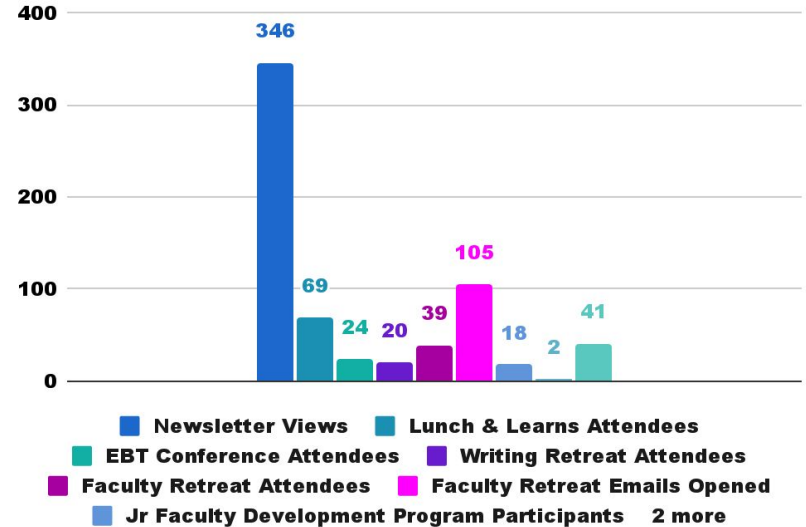
Faculty	Type	Title	Outlet
Barrera, Alinne	Journal Article	A decolonized mental health framework for black women and birthing people.	Journal of Lesbian Studies
Beard, Charlotte	Presentation	Menstrual Dignity on Campus	Inclusive Excellence Symposium
Branco, Susan	Journal Article	Actionable Advocacy: Application of the Socially Just and Culturally Responsive Counseling Leadership Model	Journal of Counselor Preparation and Supervision
Branco, Susan	Journal Article	Grief Counseling Skills: Supporting Students in a Virtual Residency	Journal of Technology in Counselor Education and Supervision
Branco, Susan	Presentation	Rompiendo Barreras: Integrative Behavioral Healthcare Access for Latinx/e Immigrants.	Bridging the Gap Symposium: Empowering Voices and Expanding Access
Roller, Karen	Poster Presentation	Supporting limited-resource Spanish-speaking families in the midst of COVID-19 through online Child Parent Relationship Therapy groups.	Association for Assessment and Research in Counseling National Conference
Wade, Wendy M	Presentation	Invisible stigma, trauma and cultural complications in adult children of addiction	Recovery Leadership Summit
Wade, Wendy M	Presentation	Counseling children of parents with addiction: What to know and how to heal	Bridging the Gap: Eliminating Mental Health Disparities Workshop
Wong, Rose	Presentation	Culturally Adapted Depression Assessment for Chinese Americans: How to Reduce Mental Health Disparities and Improve Access to Care	Ohana Center of Excellence on Behavioral Health

# CENTER FOR EDUCATIONAL EXCELLENCE (CEE)

## Engagement

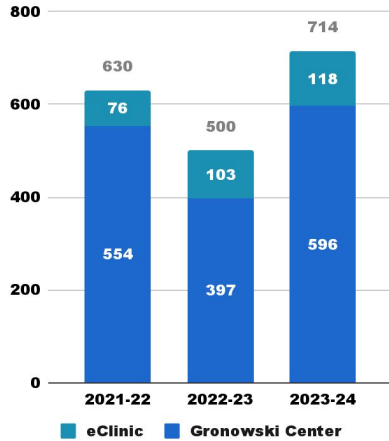


## 2023-24 Activities

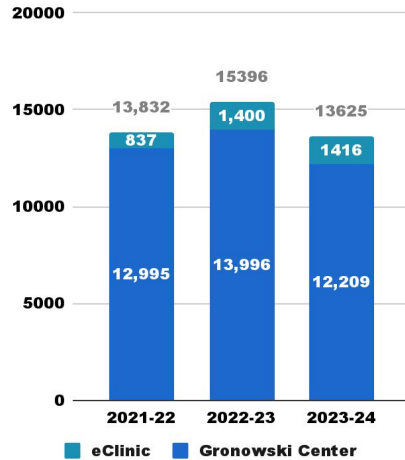


# CLINICAL TRAINING

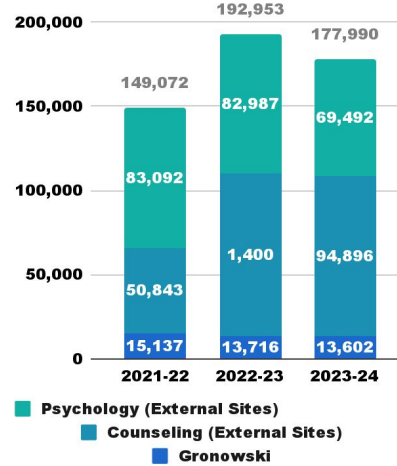
## Clients Served



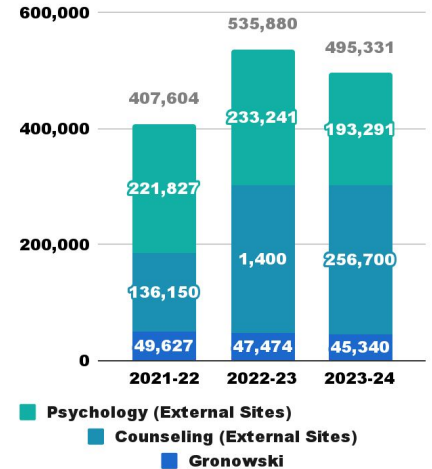
## Sessions or Visits

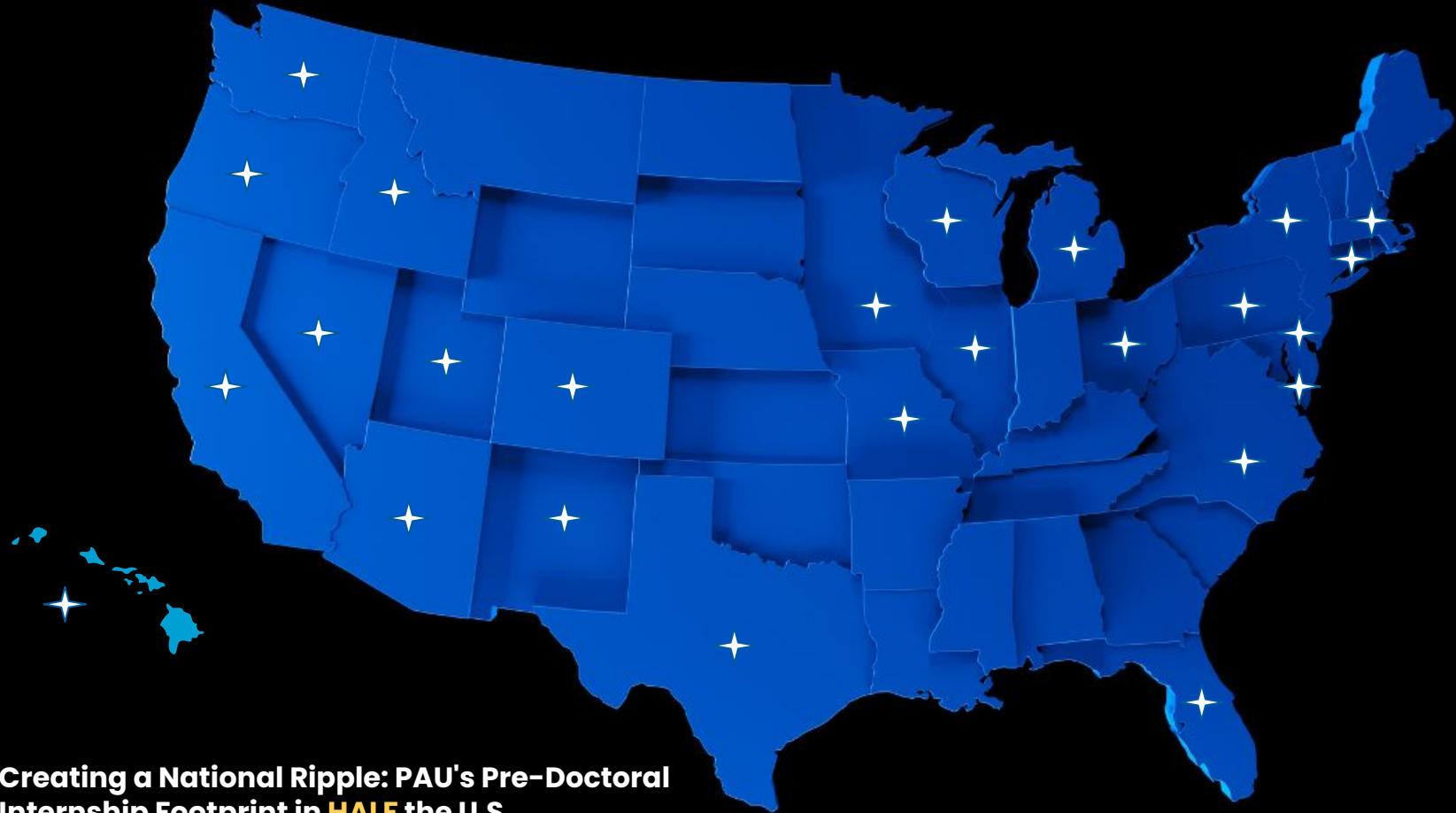


## Direct Clinical Hours



## Total Hours



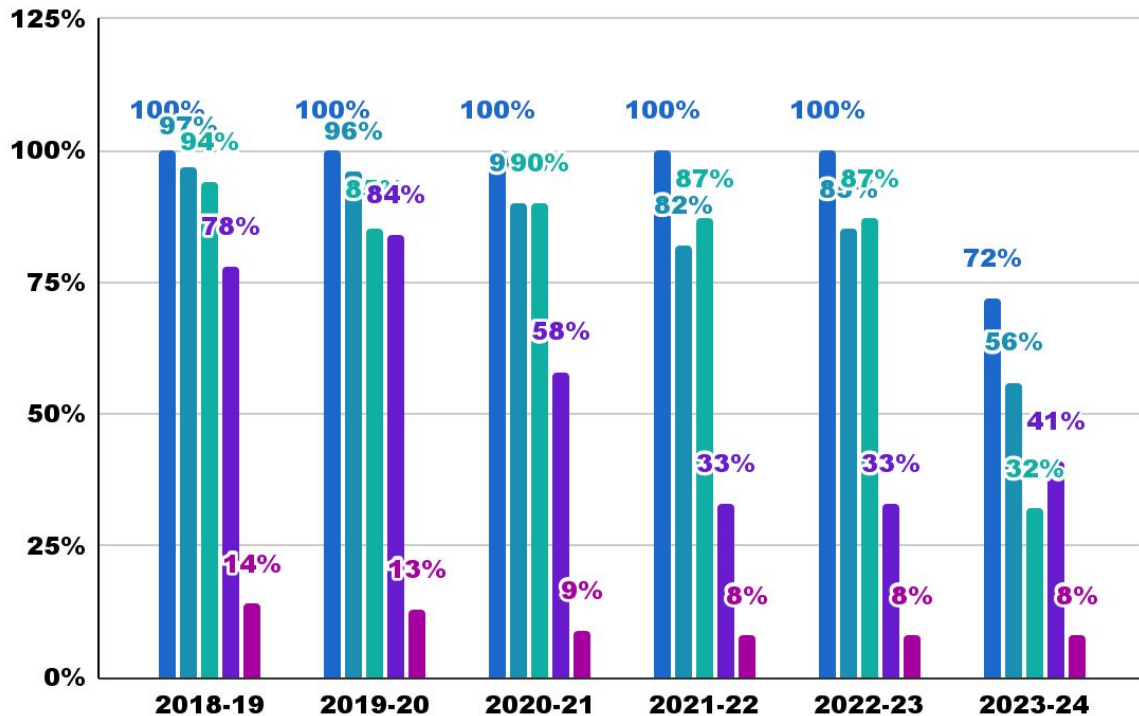


**Creating a National Ripple: PAU's Pre-Doctoral Internship Footprint in **HALF** the U.S.**

# ADMITTANCE RATE

Completed Applications

- 29 **BS**
- 501 **MA**
- 226 **MS**
- 646 **PhD**
- 762 **PsyD**



# PILLAR 1: ACADEMIC EXCELLENCE

## GOALS & OUTCOMES

### **Develop a definition for and operational metrics of “academic excellence” for PAU.**

- The Academic and Student Affairs Committee brought forward to the Board a definition of Academic Excellence as it pertains to PAU and the associated metrics used to measure it.
- The Board approved the definition and associated metrics.

### **Develop new and innovative academic programs (both degree and certificate), curricula, and training.**

- The Board of Trustees approved the proposal to establish a Masters in Social Work program.
- Almost 2X as many new courses and curriculum updates to move through the Curriculum Committee.
- Collaboration on the integration of certificates into the degree program curriculum.
- The undergraduate program underwent a significant restructuring, becoming its own department under the leadership of Dr. Will Snow.

### **Reexamine processes and opportunities for clinical training at all levels that value and manifest inclusive excellence.**

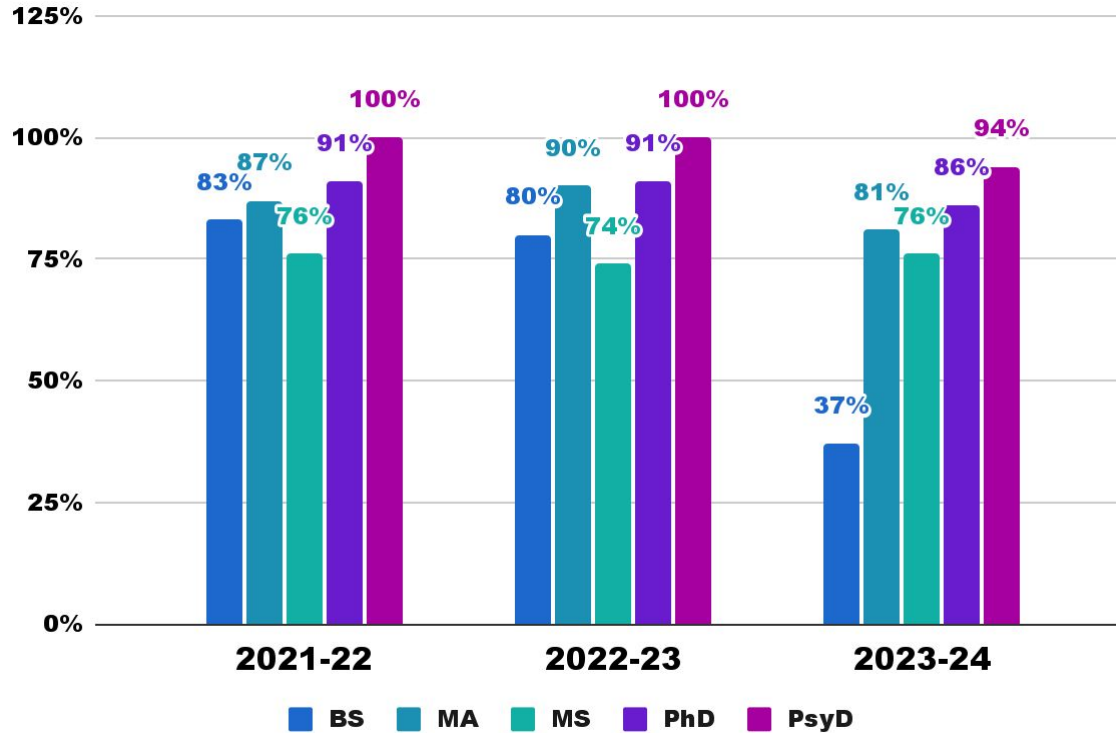
- The Gronowski Center transitioned to TheraNes for streamlined clinic operations, improved client care, and enhanced training experiences for students.
- Clínica Latina recruited 3 advanced PAU practicum student therapists, significantly increasing the center's capacity to serve more clients, particularly those with complex needs.
- Clínica Latina has created opportunities for MA students to intern in the clinic.
- Our telehealth clinic has expanded its reach, providing an estimated \$400,000 worth of pro bono mental health care services to the community.
- The eClinic has engaged in developing a system to begin charging clients for services, which will help ensure the clinic's long-term sustainability.

# Pillar 2

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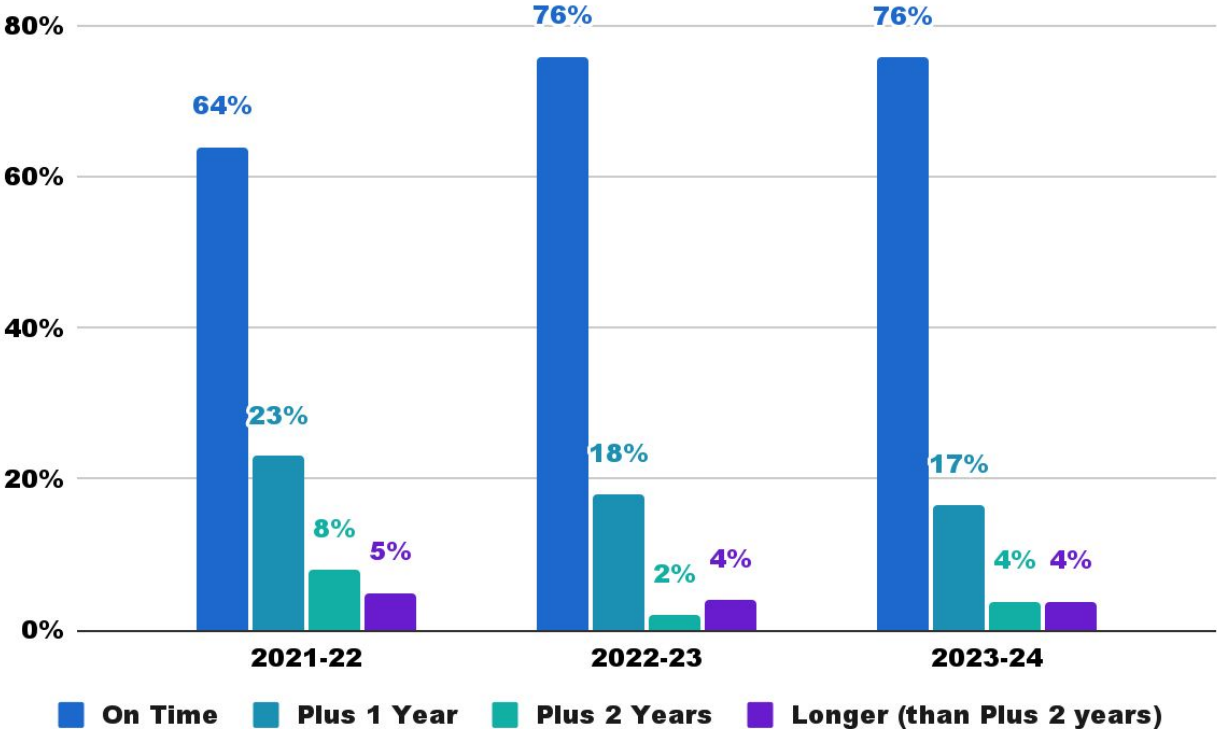
*Student Success*

# FIRST YEAR RETENTION



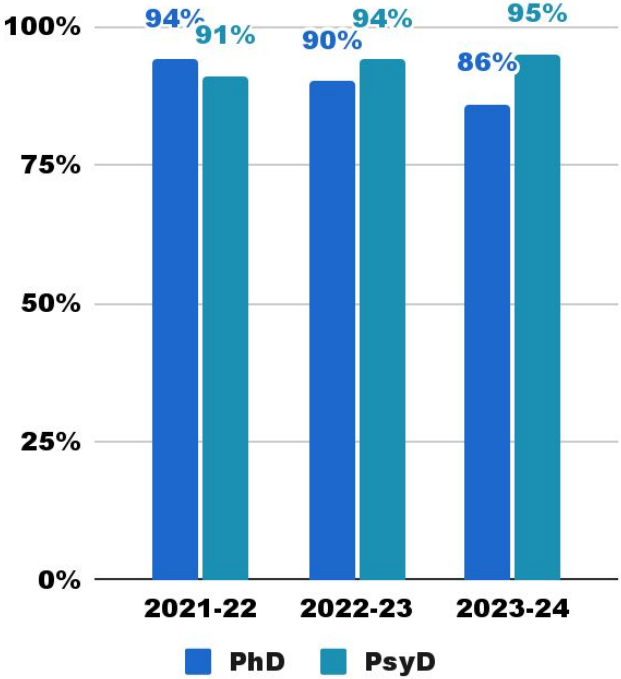


# TIME TO COMPLETION

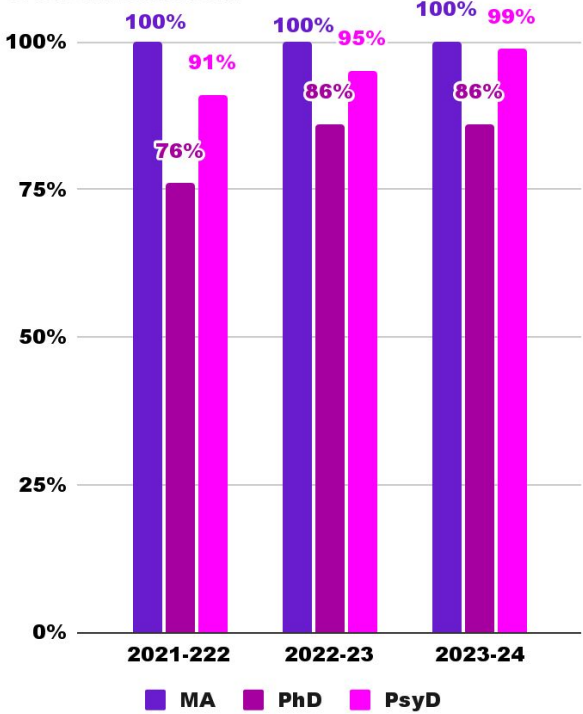


# LICENSURE & CERTIFICATION EXAMS

## Licensure



## Certification



# STUDENT AWARDS & ACCOMPLISHMENTS

## DISSERTATION AWARDS

**Randi Brown** - Murray Tondow Outstanding Dissertation

**Danielle Esses** - Cheryl Koopman Outstanding Dissertation

## OUTSTANDING STUDENT AWARDS

**Maria Hanano, Kelly Knox, Maya Wong**

## TEACHING ASSISTANT OF THE YEAR

**Matthew Legaspi, Cyrus Manian**

## STUDENT ORGANIZATION OF THE YEAR

**Asian Pacific American Student Association (APASA),  
Student Veteran Organization (SVO)**



## EXCELLENCE IN CLINICAL WORK

**Adela Cajic, Tia Lee, Courtney Sinclair, Meg Wallace**

## EXCELLENCE IN PROMOTING DIVERSITY, EQUITY, INCLUSION, & BELONGING

**Ayushi Agrawal, Shannah Finkel, Eman Hassouneh,  
Rachel Wong**

## EXCELLENCE IN RESEARCH

**Christine Hujing, Annemarie Jagielo, Jennifer Johnson,  
Jonathan Kogan, Irene Thomas**

## EXCELLENCE IN SERVICE

**Shirin Aghakhani, Andie Leslie**

# STUDENT DISSERTATION SNAPSHOT: Capturing the Ripples of Compassion

- Mind the Gap: Pain Self-Efficacy and **Self-Compassion** Are Important for the Health Care Transition in Adolescents and Young Adults With Chronic Pain; Brown, Kimberly
- Exploring Treatment Mechanisms in Dialectical Behavior Therapy for the Treatment of Binge Eating: Mindfulness and **Self-Compassion**, Vogel, Emily
- Emotion Regulation and Mood Symptoms in Perinatal Women: Exploring the Mediating Role of **Self-Compassion**, Avalos-Fuentes, Natalie

# PILLAR 2: STUDENT SUCCESS GOALS & OUTCOMES

## **Develop a definition for and operational metrics of “student success” for PAU.**

- The Academic and Student Affairs Committee brought forward to the Board a definition of Student Success as it pertains to PAU and the associated metrics used to measure it.
- The Board approved the definition and associated metrics.

## **Enhance and strengthen the student success programming.**

- Standardized the unregistered student process to enhance our ability to identify and support at-risk students early.
- Expanded the food pantry.
- Launch of the Writing Studio.

## **Strategically allocate financial resources to promote student success.**

- Established an enrollment management Financial Aid sub-committee to consider how we review and package student funds.

# Pillar 3

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*Operational Excellence*

# STAFF AWARDS & ACCOMPLISHMENTS

## STAFF AWARDS

**Facilities Team** - Outstanding Innovation in Advancing the University's Strategic Plan

**Lori Thomas** - Strive for Success Award

**Chloe Corcoran** - PAU Pride Community Engagement Award

**Janessa Chin** - Innovation in Equity and Inclusion

**Scott Hines** - The Compassion Award



## NEW STAFF

**Tanushree Aggarwal** - Clinic Supervisor

**Kenny Amornkul** - IT Helpdesk Manager

**Myra Arefin** - Clinic Manager

**Quintin Bailey** - Clinic Assistant Manager

**Kathryn Baugher** - Interim Admissions Director

**Katherine Christensen** - Assessment

**Natalie Cuccia** - Clinic Manager

**Darcy Ford** - Administrative Assistant

**Adrian Garza** - Assistant Director of Financial Aid

**Jeanine Hawk** - Chief Financial Officer

**Krystle Herbert** - eClinic Assistant Director/Supervisor

**Sharon Humphrey** - Co-Director of the Mental Health Clinic

**Coralea Lowe** - Clinic Manager

**Stephanie Montes** - Senior Human Resources Generalist

**Lisa Mufson** - Clinic Supervisor

**Dana A. Pettaway** - Executive Assistant & Customer Service Manager

**Carolina Rader** - Clinic Manager

**George James Ramos** - Assistant Director of Clinical Training

**Troy Robinson** - Director of Communications & Engagement

**Cristal P. Sanchez** - Grants Administrator

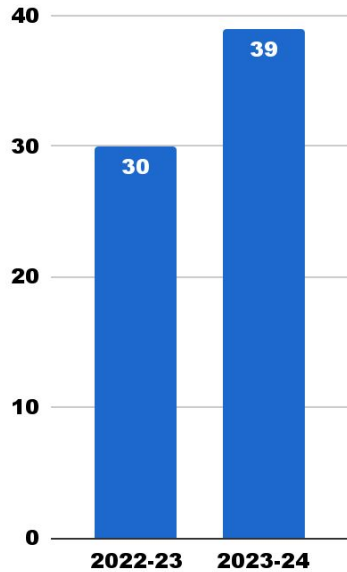
**Teresa D. Scott** - Clinic Supervisor

**Amy M. Sikes** - Director of Financial Aid

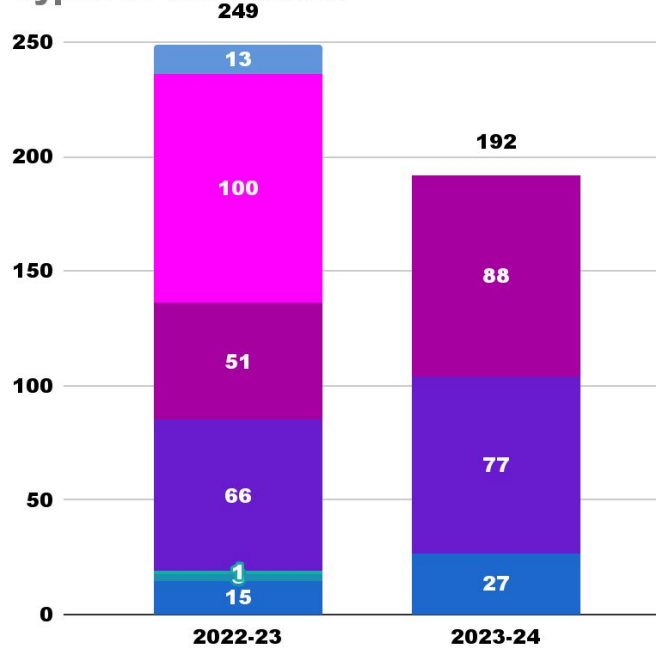
**Salina Harrigan Thornton** - Field Director of Social Work

# EMPLOYEE TRAINING ACADEMIC IMPRESSIONS

## Employees Engaged

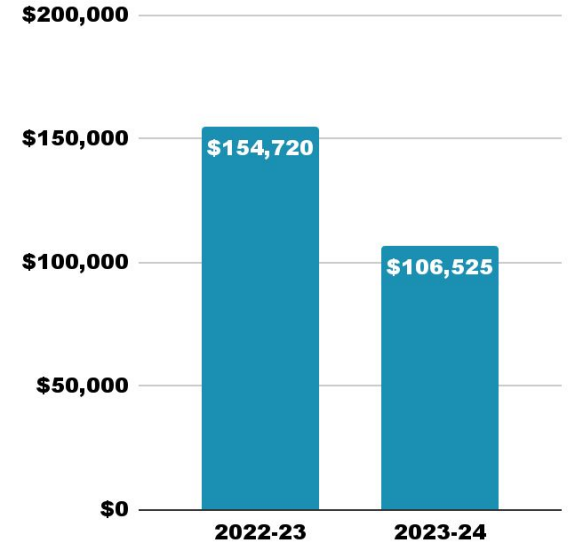


## Types of Resources



Webcast Virtual Event Live Events Course  
Blog Assessment Article

## Value of Resources





# STRATEGIC INITIATIVE GRANTS

## ACADEMIC EXCELLENCE

**Chatbot Lab Tech Support:** Eduardo Bunge, Donna Sheperis, and Blanca Pineda

**Psychological Test Technician Project – Curriculum Grant:** Rayna Hirst and Marion Minor

**Enhancing the Study of Interpersonal Dynamics in Simulated Clinical Interviews using Eye-Tracking Technology:** Shreya Vaishnav and Mikael Rubin

**Advancing Equity, Belonging, and Opportunities for AANHPI Community:** Darlene Chen, Carlie Belmodis, Shreya Vaishnav, Lina La, and Janessa Rozal Chin

## STUDENT SUCCESS

**PAU Age Inclusion Follow-Up Study:** Rowena Gomez, Stephanie Storms, and Mary Haesloop

**First Generation Peer Mentorship Program (FGPMP):** Ana Castrillo, Mary Anderson, Alaina Dunn, Robert Randolph, and Nora Marquez

**PAU Mini Market Pop-Up Calendar:** Chanel A. Ortiz and Ana Castrillo

**Self-Compassion for Counseling and Psychology Graduate Students: Evaluating the Impact of Post-Admission Groups for Retention:** Regina Moro and Susan Branco

## OPERATIONAL EXCELLENCE

**Profile Enhancement Initiative: Elevating Engagement and Efficiency:** Melanie Morrison, Carlie Belmodis, Jammela Ali, Amber Watkins, Lori Thomas, and Jodette Yohana

**Development of Licensure Search Tool:** Jeff Harr, Patricia Zapf, Kelly Coker, and Genevieve Arnaut

## AWARENESS

**Promoting Black Excellence and Awareness:** Jammela Ali, Erika Lambert-Shelton, and Lnet Smith



\$96,029  
AWARDED

# PAU BOARD – 2024 COHORT OF NEW TRUSTEES



**DR. JESSICA DIVENTO DZUBAN**

Global Issue Policy Lead for Mental  
Health - TikTok



**MARY YANG**

Board Member - Sunnova Energy  
International and at CyberArk

# PILLAR 3: OPERATIONAL EXCELLENCE

## GOALS & OUTCOMES

### **Implement a new performance management system for staff.**

- In the Fall, university staff participated in a revamped performance management process.
- In the Spring, the people operations team launched the implementation of a performance management platform - Lattice.

### **Refine annual state of the university report and produce quarterly dashboards for the Board and Cabinet across all pillars.**

- Revised the annual report and state of the university presentation materials, refining the metrics reported for further clarity and understanding.
- Developed and refined the metrics for seven dashboards tailored to each board committee and their areas of responsibility and oversight.

### **Finalize needs assessment of major university technology systems (ERP, CRM, etc.) and begin implementation of recommendations.**

- Launched the implementation of upgrading our university information system to Jenzabar's J1-Web version and moved forward with moving the local environment to a Jenzabar supported SaaS environment.
- Hired a Virtual Chief Information Security Officer (vCISO) to support the planning and execution of an effective cybersecurity strategy.
- Developed 14 new cybersecurity related policies and reviewed them with both the Finance & Infrastructure Committees. Subject to BOT approval at the fall meeting.
- Developed and implemented single-use Personnel Action Form for all employee-related transactions.

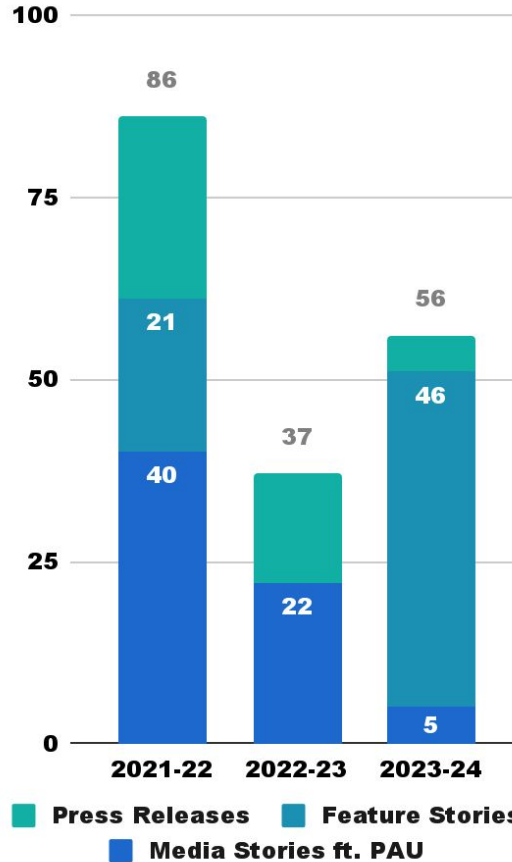
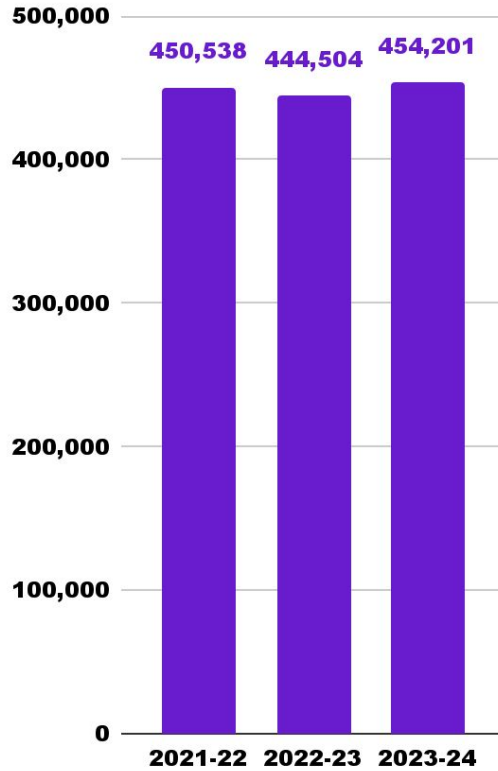
# Pillar 4

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*Awareness*

# MARKETING

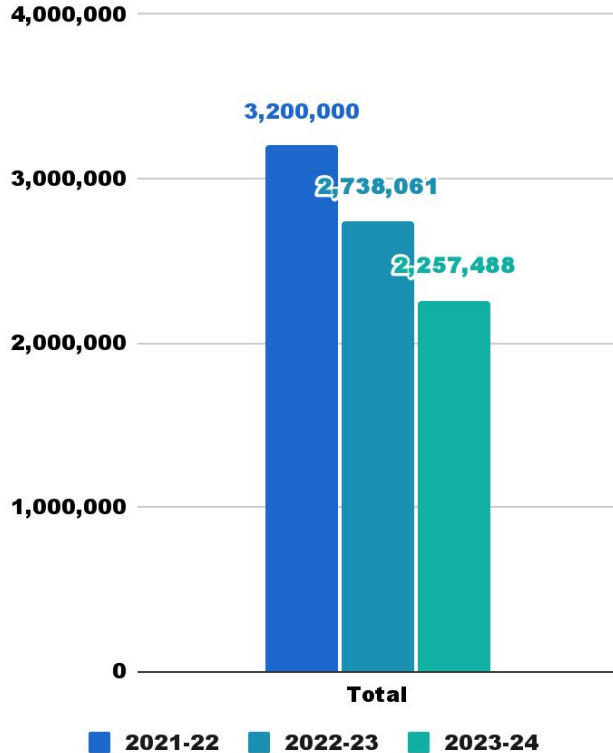
## Total Website Sessions



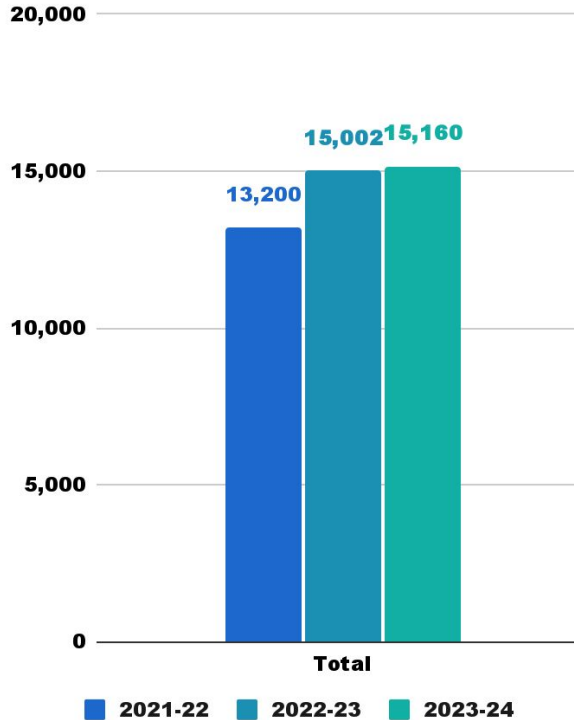
# SOCIAL MEDIA



## Impressions

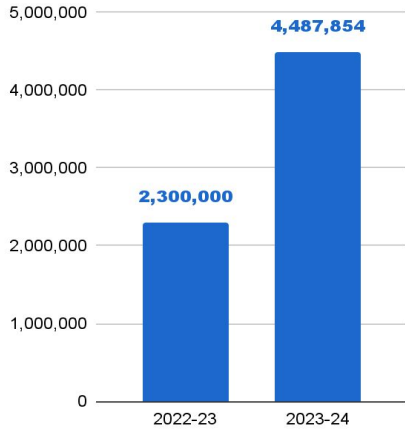


## Followers

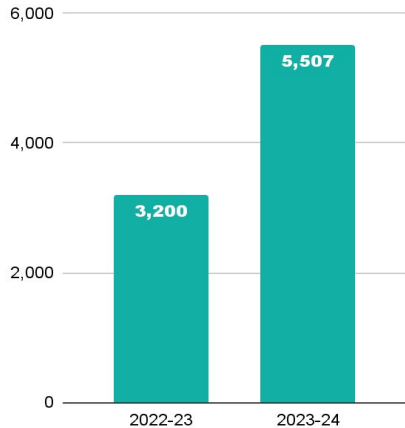


# ACADEMIC PROGRAMS LEAD GENERATION

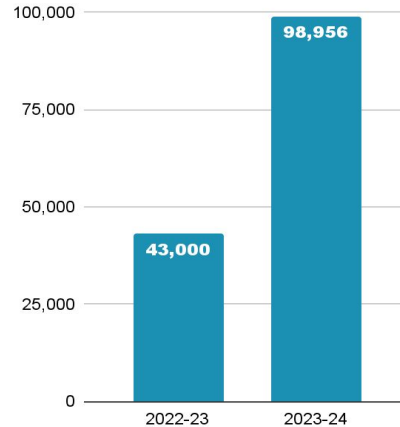
**Paid Media Impressions**



**Inquiries**



**Paid Media Click Through Rate**



**COST PER INQUIRY**

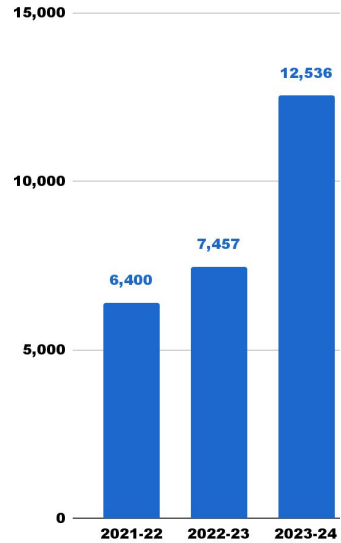
**\$29**

**WEBSITE SESSIONS**

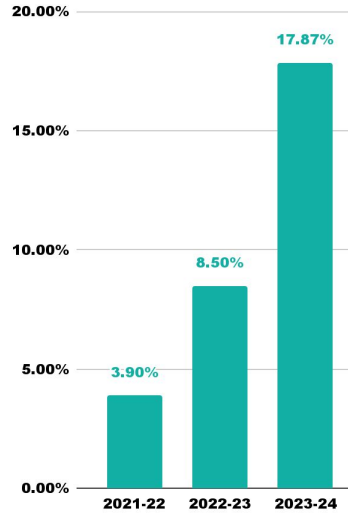
**243,776**

# CAPS MARKETING

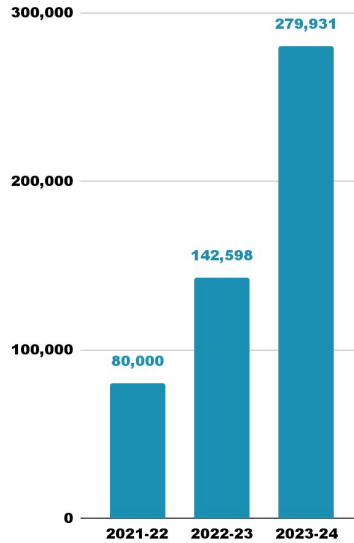
## Social Media Followers



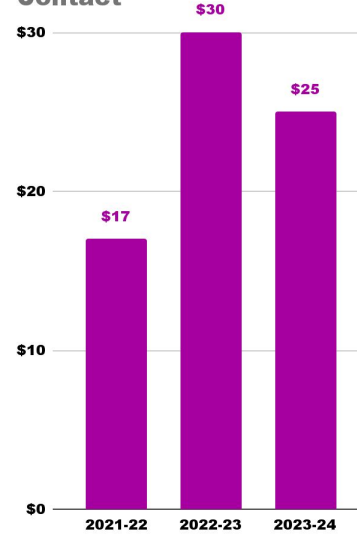
## Organic Social Media Engagement



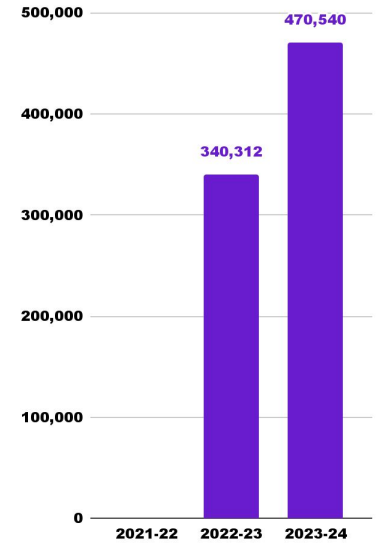
## Blog Entrances



## Avg. Cost per New Contact

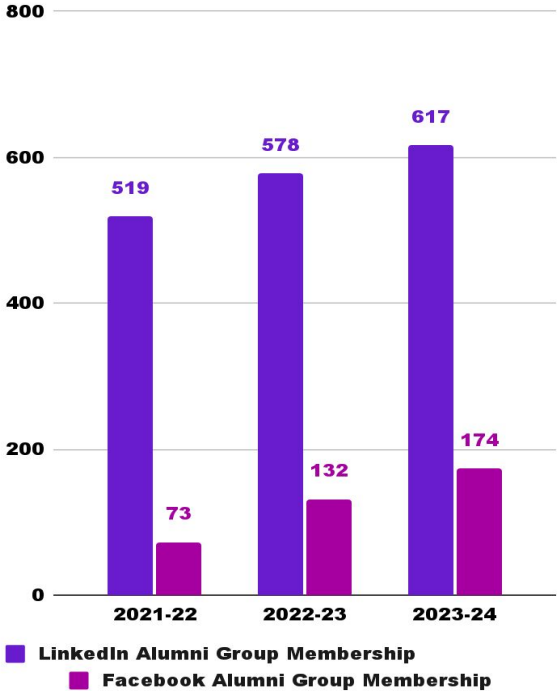
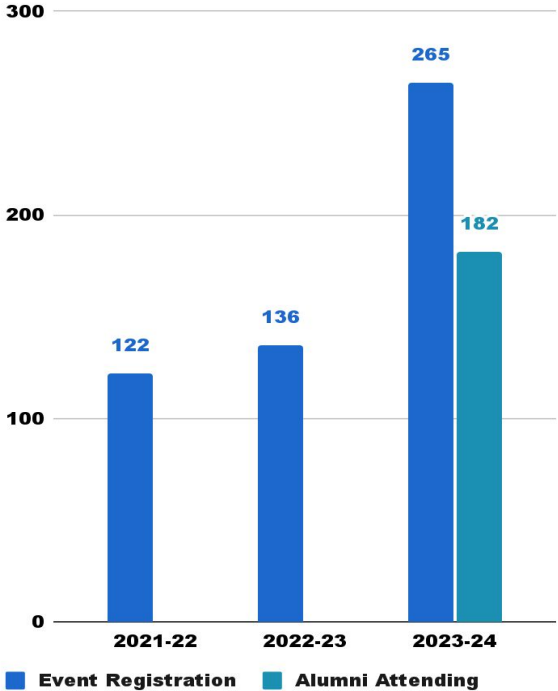


## Annual Sessions





# ALUMNI ENGAGEMENT



# PAU NEWS SNAPSHOT: Capturing the Ripples of Compassion

## New PAU Alum Juan Gonzalez Inspires with Incredible Perseverance



Juan Gonzalez graduated with a PhD in Clinical Psychology with a neuropsychology emphasis this spring and is committed to offering services in Spanish so that native speakers feel better understood. "I love what I do. The smile a patient has when they finally see a Spanish-speaking provider is the most rewarding part of the experience. They finally have someone they can speak to directly, who understands their culture and where they are coming from," says

Gonzalez, whose first language is Spanish. "In the area of neuropsychology, the Latinx population is underserved. I'm very passionate about bilingual work." [Read more.](#)

## SERVING/ADVOCATING FOR MARGINALIZED POPULATIONS



## Meet Faculty Member Tameeka Hunter, PhD

With 17 years experience in higher education disability services and a PhD in Counselor Education, Dr. Hunter is well-positioned to expand the body of knowledge that exists on the resilience of marginalized populations living with disabilities and chronic illnesses. [Learn more.](#)

## Meet Counseling Faculty Member Susan Branco, PhD



New faculty member Susan Branco, PhD, has a profound understanding of the mental health needs of adopted children, particularly those whose race or ethnicity is different than their adoptive parents. As a transracial adoptee from Colombia, Dr. Branco was raised by supportive and caring white parents in a primarily homogenous community outside of Philadelphia. Today, as an Associate Professor in the Counseling Department, Dr. Branco advocates for increased adoption-related research, training within counselor education, and improved mental health outcomes for transracially-

adopted persons. [Learn more.](#)

## Dr. Wendy Wade is a Champion for Children of Addiction

For four decades, faculty member [Wendy Wade, PhD](#), has been involved with the field of addiction studies, specifically with children of addiction. Here at PAU, she is positioned to educate and inspire the next generation of counselors working with the vulnerable, young individuals affected by parental substance abuse. [Learn more.](#)



# PAU NEWS SNAPSHOT: Capturing the Ripples of Compassion

## Alum Roxanne Upah-Crenshaw, PhD, Works to Make Profession More Diverse



Roxanne Upah-Crenshaw, PhD, graduated from the [PhD in Clinical Psychology program](#). She is tackling the systemic biases and racism within the psychology profession, starting with the EPPP, with which all licensed psychologists will be familiar. She currently works for the Greater Los Angeles VA Healthcare System as a staff psychologist, which is where she heard her first call to action. [Learn more.](#)

## EXPANDING OUR PROFESSIONS' OUTREACH

### PAU Faculty Build Bridges with Counseling Program in Zhuhai, China



Szu-yu (Darlene) Chen, PhD and Donna Sheperis, PhD were recently invited by the Mayor of Redwood City, Jeff Gee, to represent Palo Alto University on a diplomatic delegation to China for a week of educational, business, and cultural exchange. They visited Beijing Normal University at Zhuhai and are exploring potential partnership opportunities! [Learn more about their trip here.](#)

## Building PAU's Social Work Program to Address California's Workforce Shortage



Rose Wong, PhD, has joined the faculty at Palo Alto University to help establish a culturally-informed Master of Social Work (MSW) program, one that addresses California's significant behavioral health workforce shortage, specifically in the state's Central Valley, Central Coast, and greater Bay Area region. Professor Rose Wong, PhD, is a multilingual academic, experienced in international development, psychology, and social welfare. [Read more.](#)

# PAU NEWS SNAPSHOT: Capturing the Ripples of Compassion

BRINGING EXPERTISE TO THE  
GREATER COMMUNITY

Dr. Sita Patel Featured on CBS News Bay Area



PAU Associate Professor of Psychology [Sita Patel, PhD](#), participated in a live, in-studio interview with CBS News Bay Area anchor Elizabeth Cook which focused on the critical shortage of mental health professionals in the United States and California. PAU, with its 50-year specialization in behavioral health, has been contributing to bridging this gap by training psychologists and counselors with culturally-informed practices.

Read more [here](#) and watch the interview [here](#)!



## Raising Awareness for Suicide Prevention in September

September is National Suicide Prevention Month. Professor Joyce Chu spoke about "The Cultural Theory and Model of Suicide" on The S Word podcast. [Listen here.](#)

# PILLAR 4: AWARENESS

## GOALS & OUTCOMES

### **Increase community visibility through engagement events and other strategies, with attention to reaching prospective students.**

- Established the Division of Business Innovation and Strategic Advancement, expanding the responsibilities of the Growth and Marketing teams for CAPS to the broader scope of the university admissions process.
- Hired a Director of Communications and Engagement.
- Established a Government Relations function, participating in educational advocacy work and building relationships with local government.
- Hosted or co-hosted several community events geared toward engagement with various constituent groups.

### **Establish steering committee, working committees, charges, and timelines for 50th anniversary.**

- President Maureen O'Connor and Vice Chair of the Board Karen Scussel named as co-chairs of the 50th Anniversary Planning Committee
- Established and launched the steering committee and the four working groups of Academic Programming, Fundraising, Logistics, and Visibility.
- Each working group built strategy documents outlining key milestones, deliverables, and timelines and began execution toward those deliverables.

# Pillar 5

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*Financial Strength*



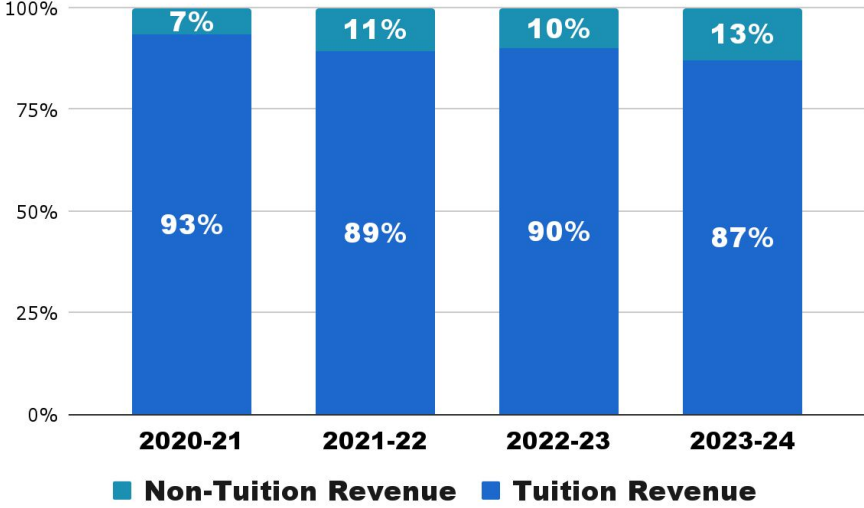
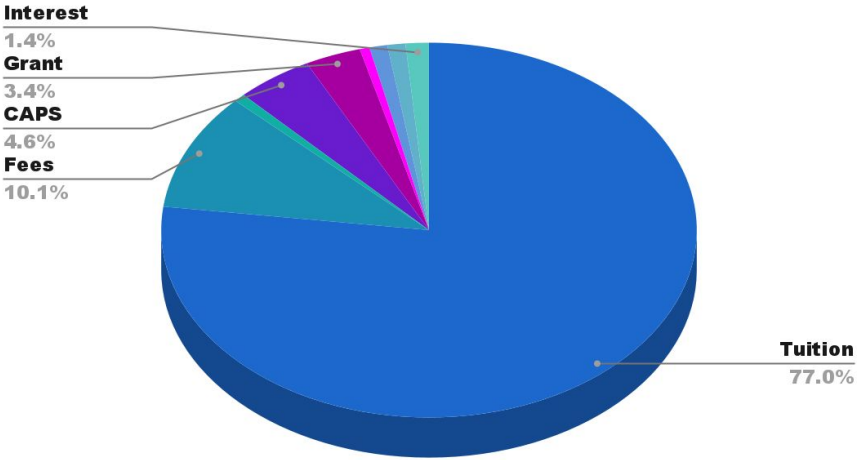
## BUDGET SUMMARY

	<b>FY 23-24 BUDGET</b>	<b>FY 23-24 ACTUALS</b>
Revenue (Net)	\$39,599,959	\$39,559,473
Expense	\$39,584,193	\$39,382,720
<b>Net Contribution</b>	<b>\$15,766</b>	<b>\$176,763</b>



# TOTAL REVENUE

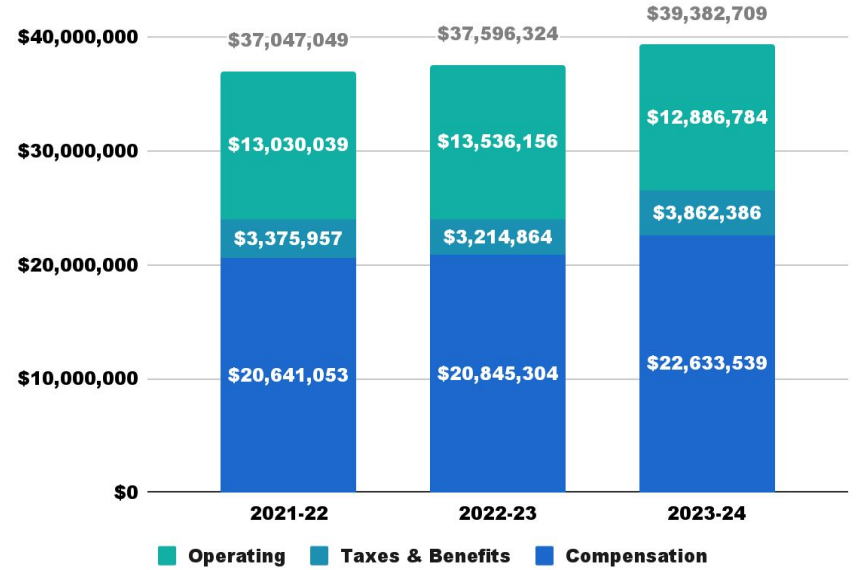
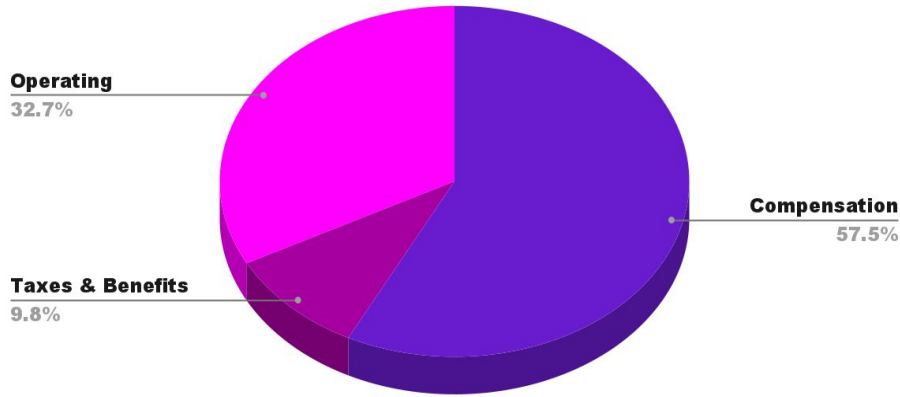
### 2023-24 Revenue by Source



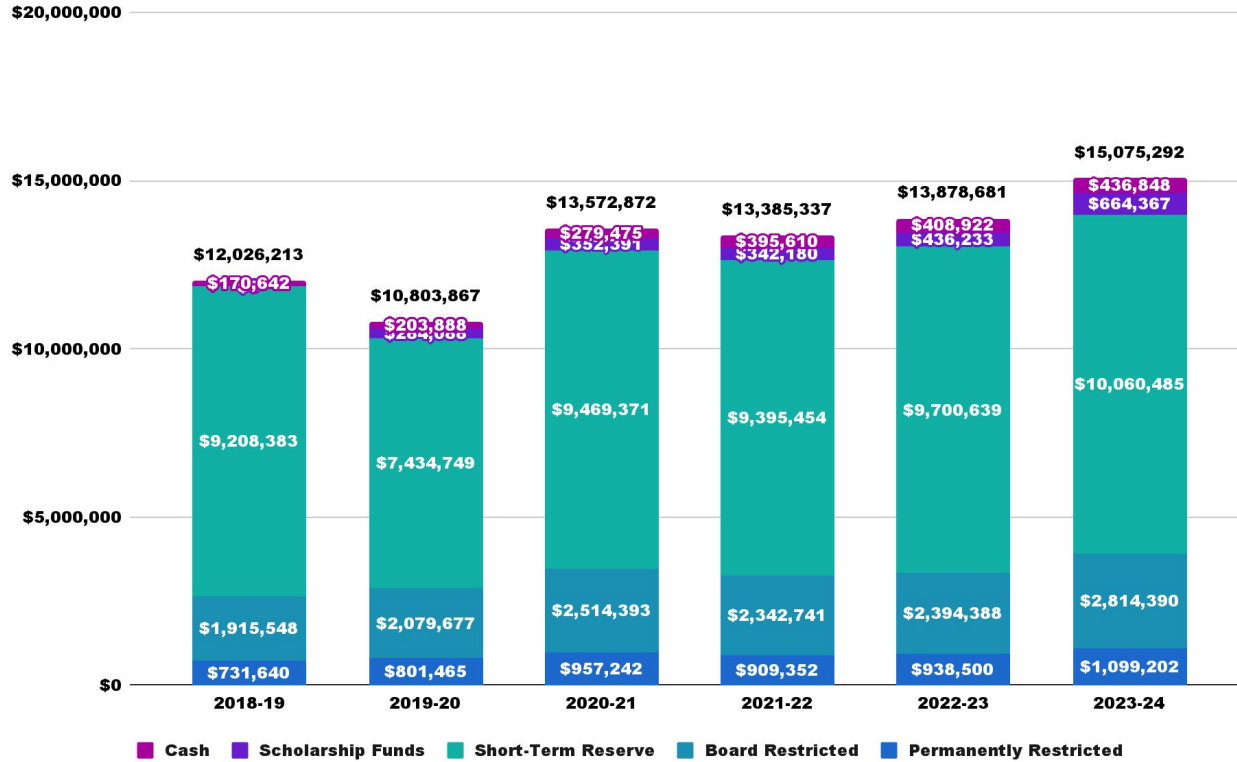


# EXPENSES

## 2023-24 Expenses



# INVESTMENTS



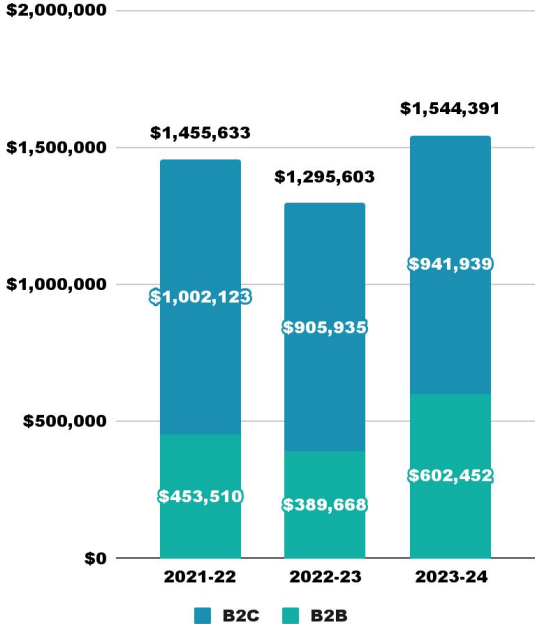
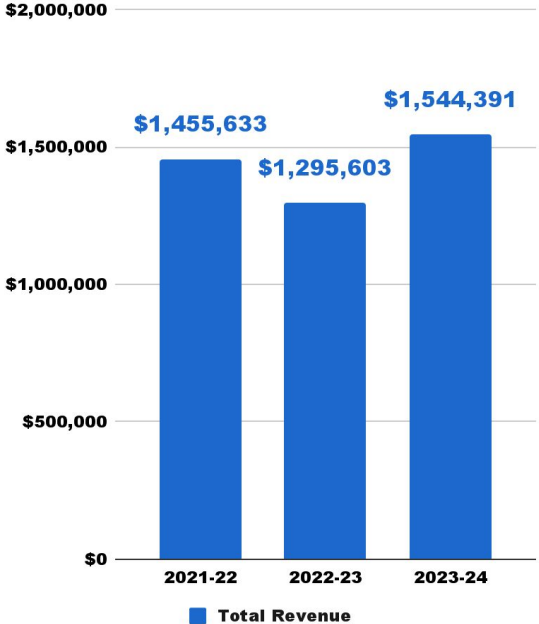
# ENDOWED SCHOLARSHIP FUNDS

- ◆ **Alena Malaika Asuma Otieno Memorial Scholarship Fund**
- ◆ **Anika Mehta Endowed Scholarship Fund**
- ◆ **Berton and Ingrid Keith Scholarship Fund**
- ◆ **Christine Blasey Ford Endowed Funds**
- ◆ **Duif, Bufo, and Scott Calvin Undergraduate Scholarship Fund**

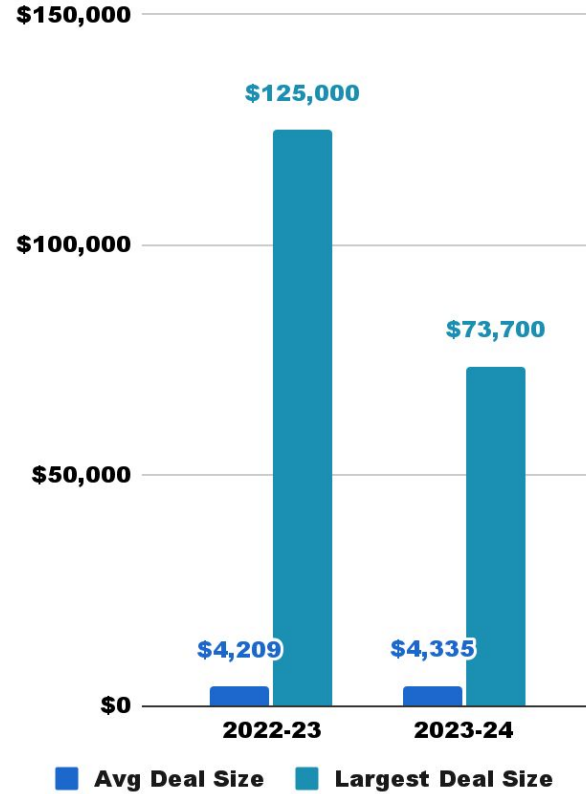
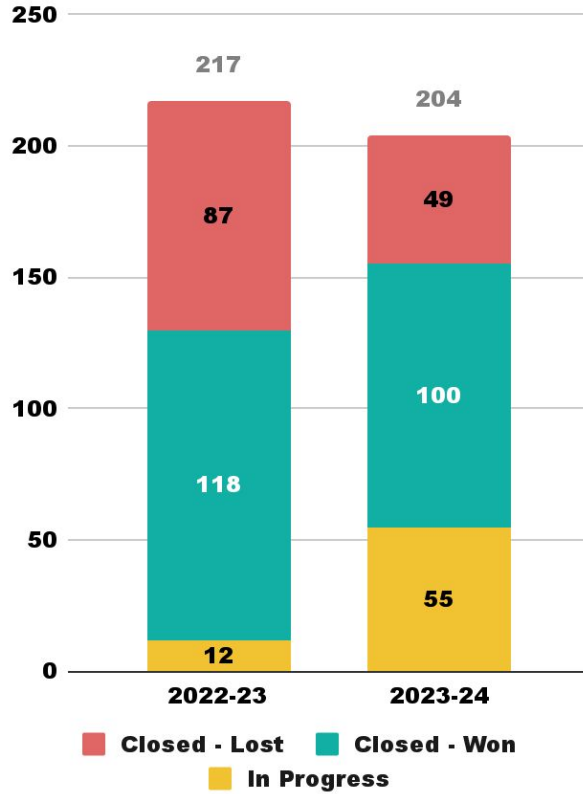


- ◆ **Kathryn Pryor Memorial Scholarship Fund**
- ◆ **Otieno Family Undergraduate Scholarship Fund**
- ◆ **Robin Welles Kostenbauder Scholarship Fund**
- ◆ **Ying Li Kostenbauder Endowed Scholarship Fund**

# CAPS FINANCES



# CAPS: B2B



# PILLAR 5: FINANCIAL STRENGTH GOALS & OUTCOMES

## **Develop framework for three-year budgeting cycle, and finalize operational budgeting categories.**

- Began implementation of upgrade to Adaptive Insights budgeting platform integrated to Jenzabar for real-time reporting.
- Presented a three-year budget projection to the Board in Summer 2024.
- Defined and clarified budget coding at the program or department level for the 23-24 budget year.

## **Integrate a new CFO/VP of Business Affairs into PAU culture and leadership.**

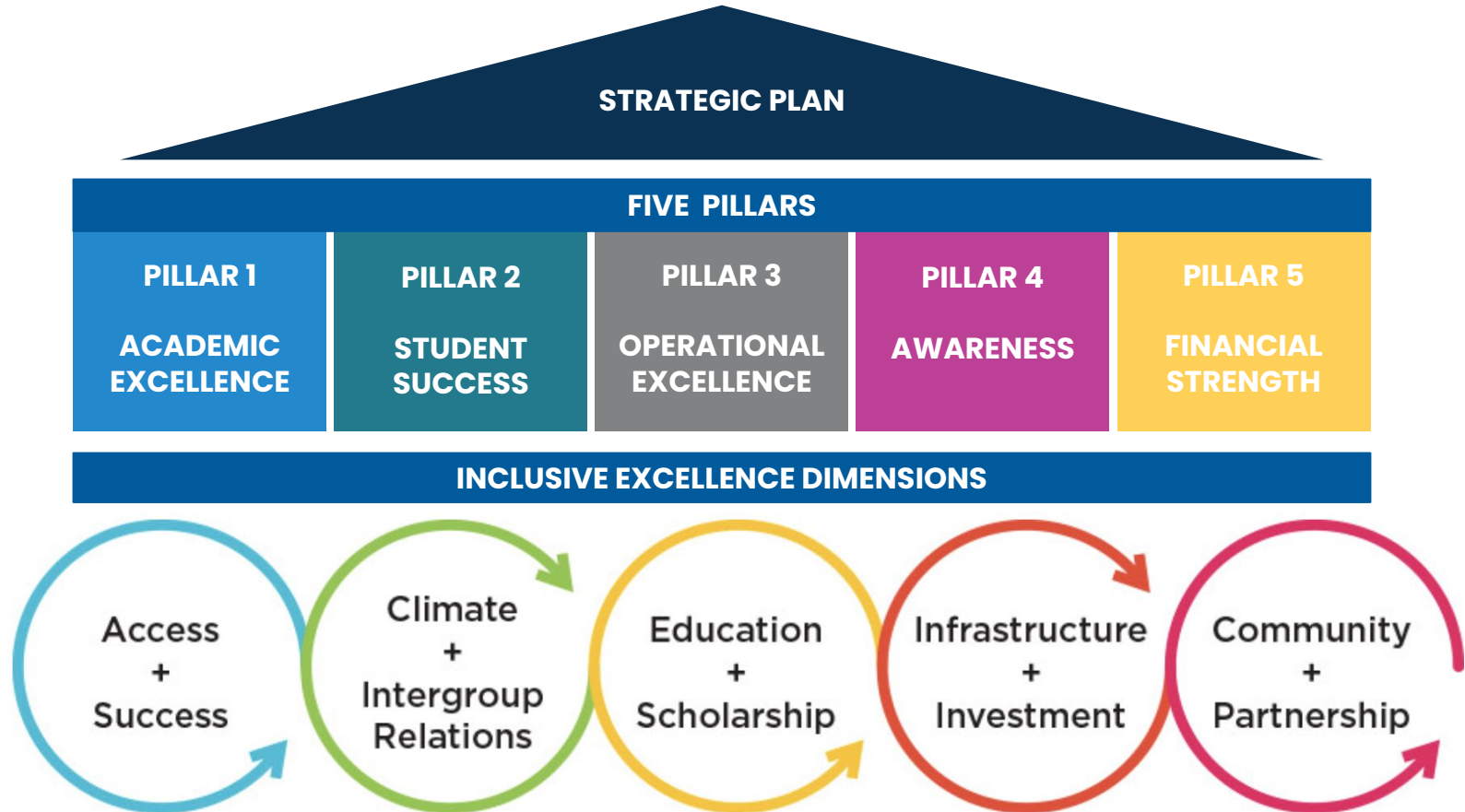
- Jeanine is here!
- Hosted a 2-day Cabinet Retreat in the Winter.
- Implemented monthly 3-hour strategy meetings with the Cabinet.

# Inclusive Excellence Framework

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*Foundation of our Strategic Plan*

# INCLUSIVE EXCELLENCE FRAMEWORK: SP Foundation





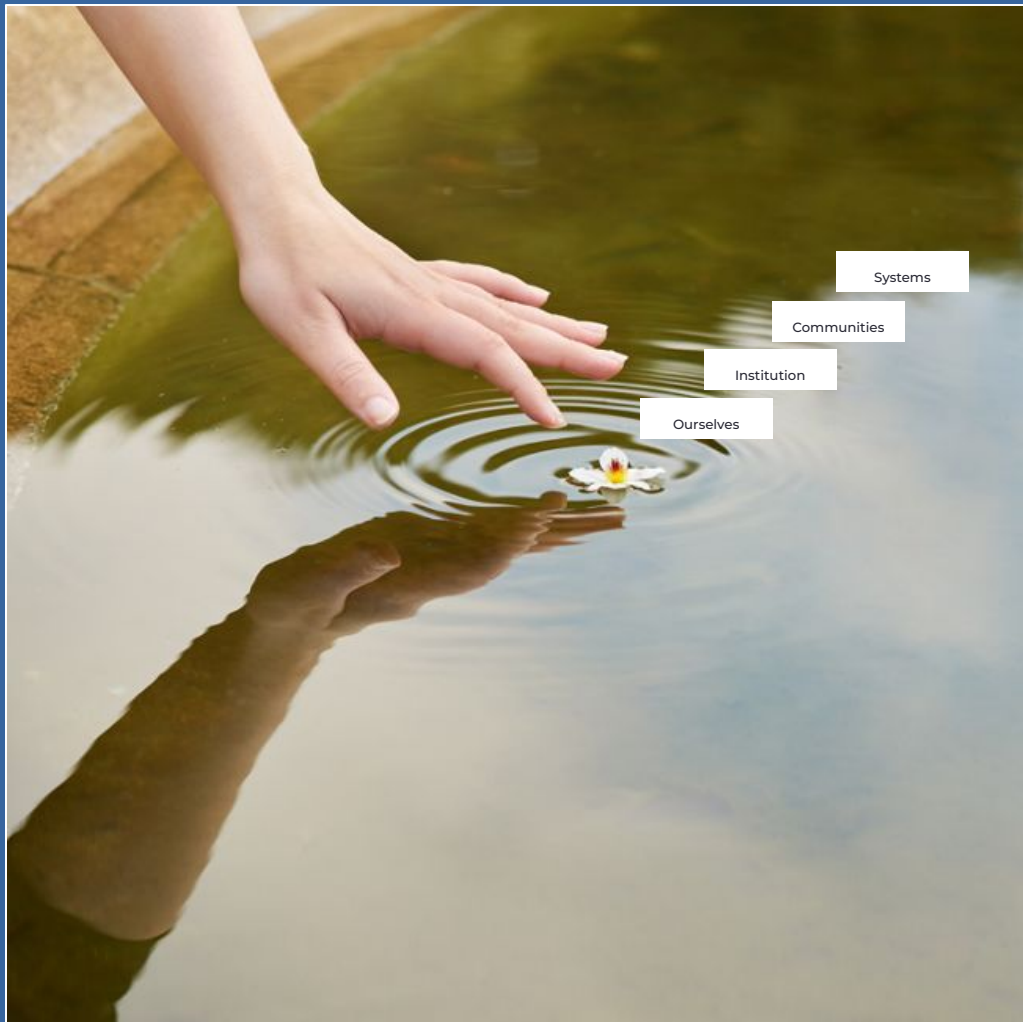
# INCLUSIVE EXCELLENCE SNAPSHOTS

- Inclusive Excellence Communications Matrix
- DEIB Working Group
- University Goal for 2024-25

# Living Our Values

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*2023-24*

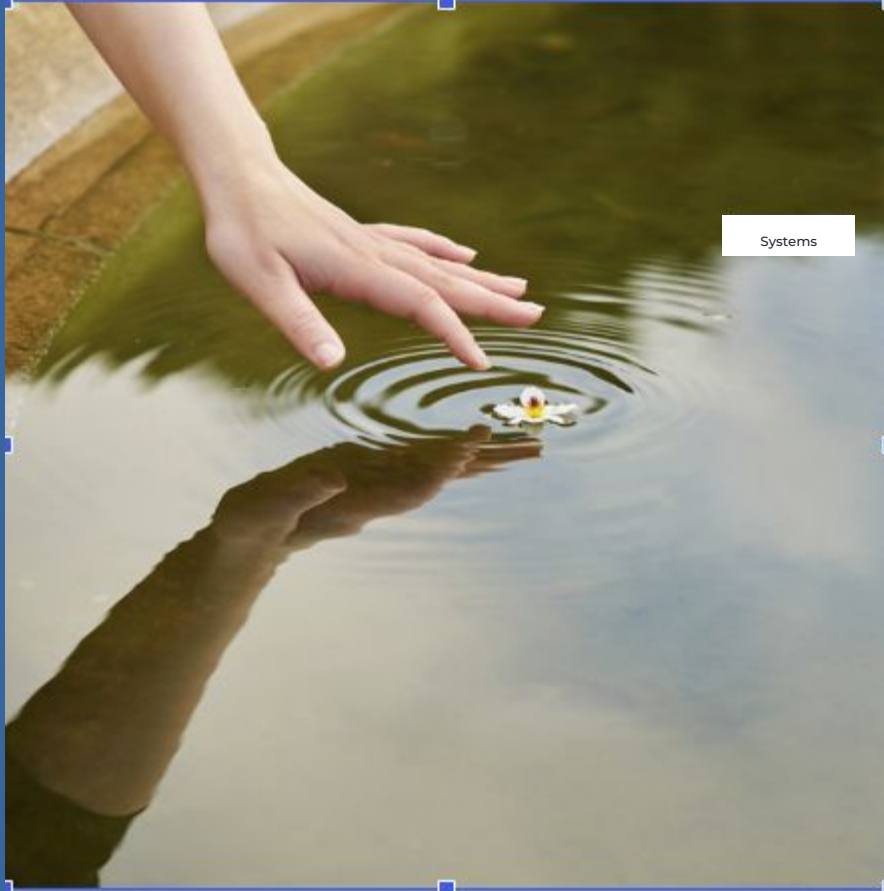


Systems

Communities

Institution

Ourselves



Systems



**PRESIDENTS' ALLIANCE** | **ON HIGHER EDUCATION AND IMMIGRATION**

Sign onto an **amicus brief** in support of the Deferred Action for Childhood Arrivals (DACA) program.

[Assembly Bill No. 282](#): Doctoral students in psychology will be eligible to take their licensure examinations as soon as the university certifies that they have completed their requisite academic coursework - ultimately helps workforce shortage

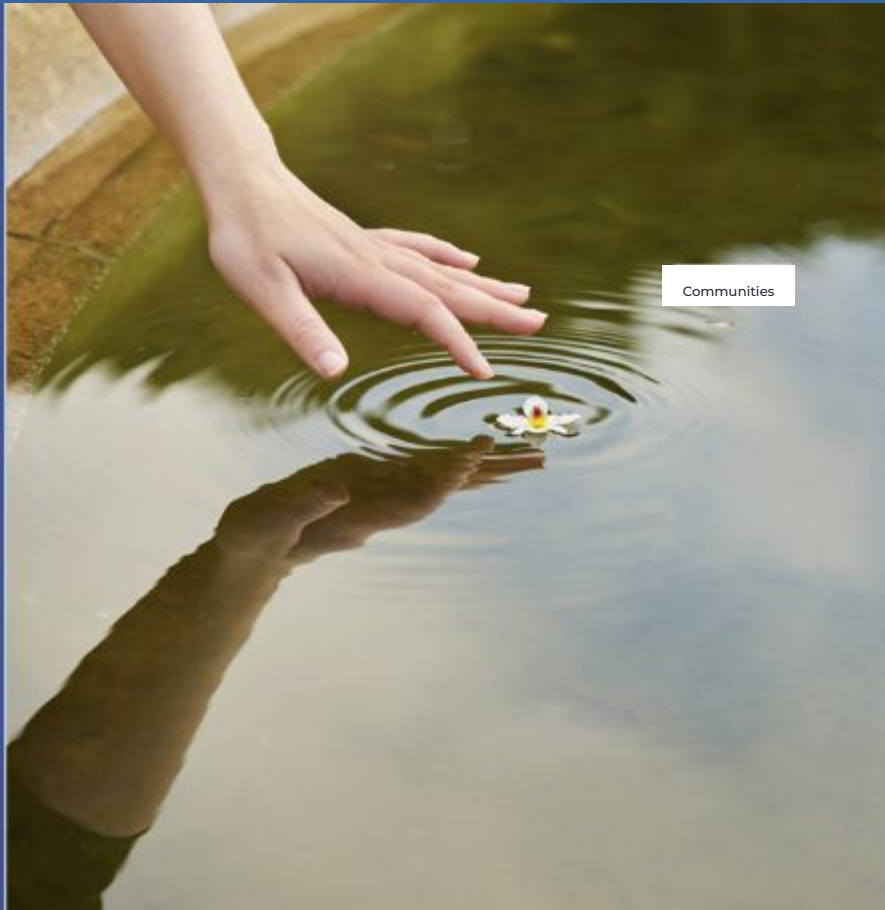
**AICCU**  
2024 DAY IN THE CAPITOL

February 27  
Sacramento, CA

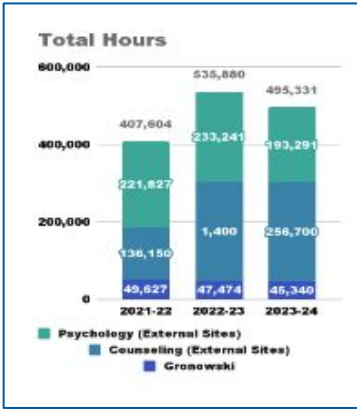
**Advocate for policy issues impacting independent higher education:**

- Basic needs support
- College affordability and accessibility
- Diversity, equity, and inclusion

I am Cal Grant



Communities



**Master of Social Work (MSW)**  
 Reach your potential in clinical social work serving California's diverse populations

FACULTY MENTORING  
 IN-PERSON INTERNSHIPS  
 IMMERSIVE CURRICULUM



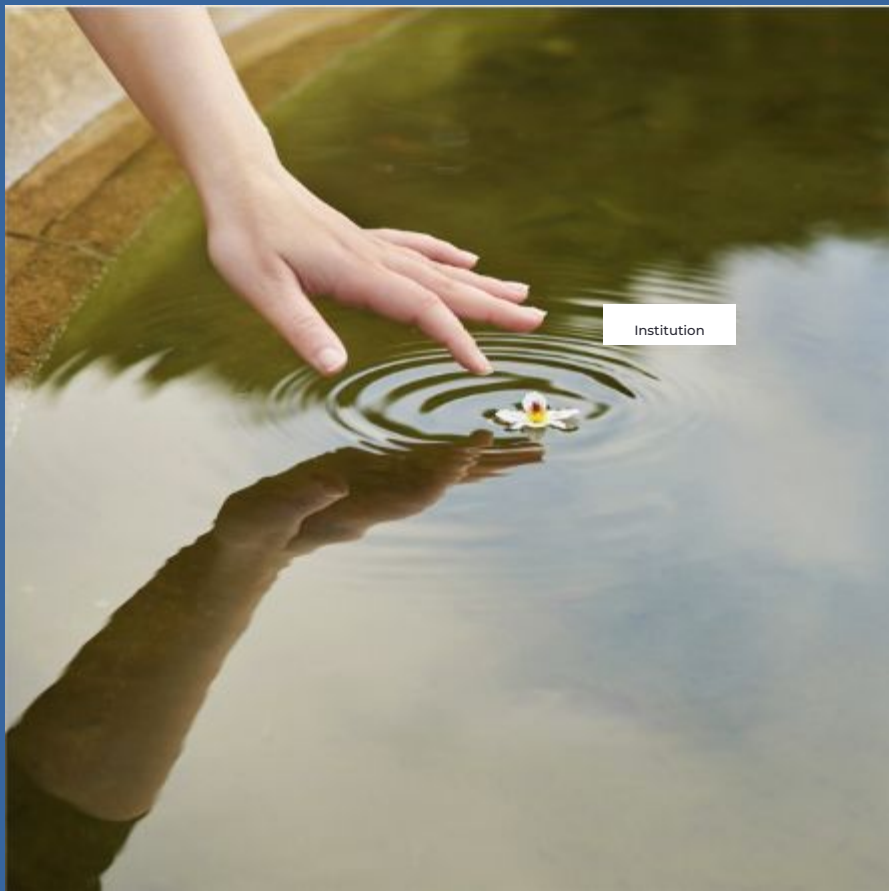
Free Parenting Workshop - Building and Boosting Resilience in Parenthood

Co-sponsored by Palo Alto University and El Camino Health

**Building and "BOOSTing" Resilience in Parenthood**  
 Balance, Openness, Outlook, Strengths, and Thrive (BOOST)

**CITY OF PALO ALTO**

Meet 2024 Commencement Speaker:  
 Maryam Jernigan-Noesi, PhD



Institution

# Strategic Initiative Grants

## 2023-2024 Strategic Initiative Grants

**PEOPLE OPERATIONS**  
(FKA HUMAN RESOURCES)

### Rebranding Human Resources:

We are excited to announce that HR is rebranding and transitioning to become the **People Operations** Team. This transition reflects our commitment to enhancing our services and aligning with modern organizational practices. As People Operations, we aim to redefine our approach to human resource management, emphasizing a more people-centric focus that encompasses not only traditional HR functions but also broader initiatives related to employee experience, well-being, and organizational culture.



Remembering and Honoring Kathryn Pryor,  
Alumna and PAU Board Member

April 11, 2024

**INCLUSIVE  
EXCELLENCE  
SYMPOSIUM**







Ourselves