Palo Alto University

1975 - 2025
50 YEARS

We Are
PAU

Leadership Profile
Spring 2026

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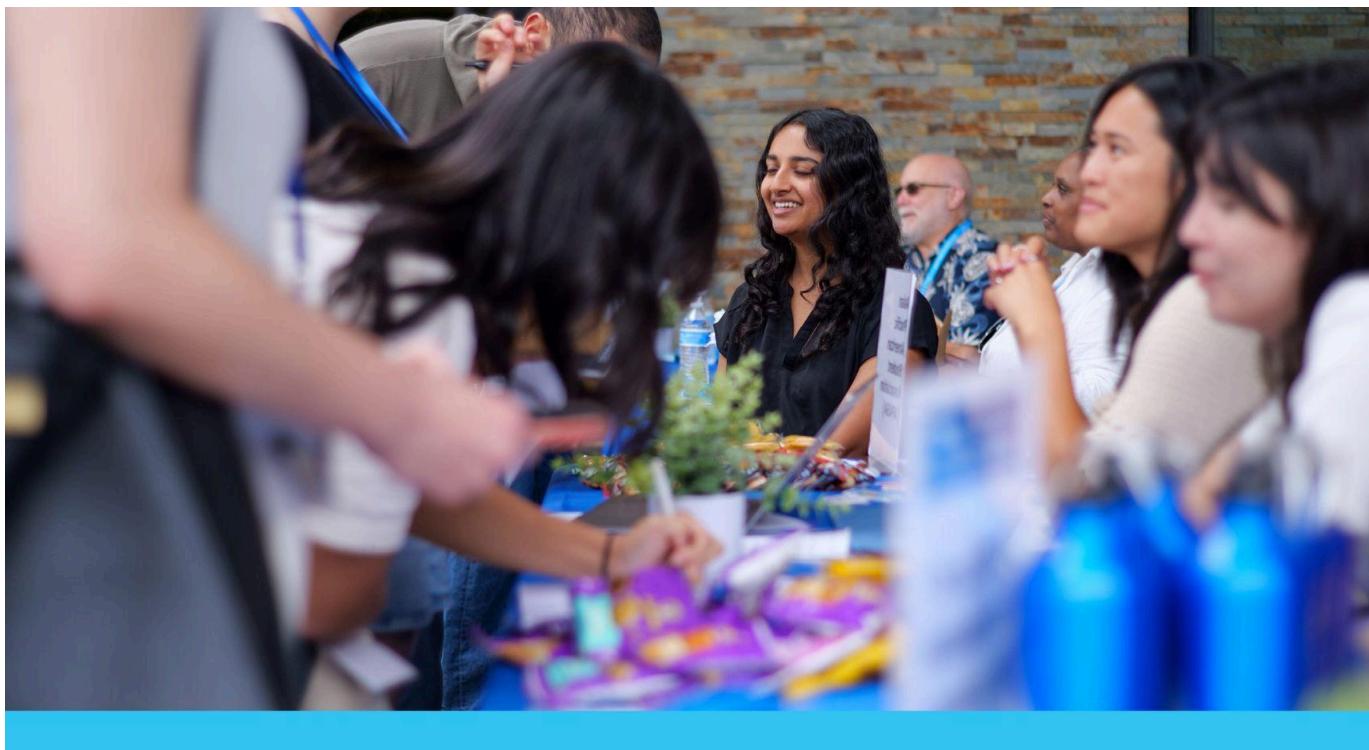
| Executive Summary

Palo Alto University (PAU) seeks an inaugural Vice President for Enrollment Management (VPEM) to provide strategic, data-driven leadership for enrollment growth, student persistence, and institutional sustainability at a pivotal moment in the university's evolution. Reporting directly to the President and serving as a member of the President's Cabinet, the VPEM will lead a newly established Division of Enrollment Management that brings together four critical and highly collaborative units: Admissions, Financial Aid, the Registrar, and Student Success.

The Vice President will be responsible for designing and executing a comprehensive enrollment strategy that leverages advanced analytics, digital systems, cutting-edge marketing practices, and financial aid optimization to strengthen recruitment, retention, and completion outcomes. This leader will bring clarity, discipline, and innovation to the full enrollment lifecycle, ensuring that enrollment decisions are informed by data, aligned with academic priorities, and responsive to market dynamics. Successful candidates will demonstrate a strong record of enrollment leadership, the ability to collaborate effectively across academic and administrative units, and a commitment to continuous improvement and operational excellence.

PAU is a private, nonprofit university located in the heart of Silicon Valley. For five decades, the University has focused on addressing pressing and emerging issues in mental and behavioral health, preparing practitioners and scholars to meet the needs of a rapidly changing society. PAU offers undergraduate, master's, doctoral, and professional programs delivered through innovative online, hybrid, and residential modalities. Faculty are recognized for their

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contributions to research, teaching, and clinical practice, and students benefit from rigorous academic preparation paired with applied, hands-on learning experiences.

The University's strategic direction emphasizes institutional effectiveness, financial sustainability, and student success, supported by thoughtful use of technology and evidence-based decision-making. PAU's 2021–2026 *Path to Inclusive Excellence* Strategic Plan underscores the importance of aligning mission, performance, and long-term viability through integrated planning and execution.

Today, PAU enrolls approximately 1,200 graduate students and a small cohort of undergraduate students, with a global alumni network exceeding 4,200 professionals. The University offers a range of degree and professional certificate programs in psychology, counseling, social work, and related behavioral health disciplines. Through a consortium agreement with Stanford University's Department of Psychiatry and Behavioral Sciences, the PAU–Stanford PsyD Consortium provides a distinctive pathway for students pursuing advanced clinical psychological practice. PAU employs approximately 51 faculty and 112 staff and operates with an annual budget of approximately $41 million across its Palo Alto and Mountain View campuses.

This is a consequential moment for PAU following the appointment of President Farouk Dey, whose leadership brings a forward-looking, workforce-informed, and technology-enabled perspective to higher education. The Vice President for Enrollment Management will be a central strategic partner to the President and Cabinet, charged with strengthening enrollment performance, modernizing enrollment infrastructure, improving student progression and completion, and aligning enrollment strategy with PAU's academic portfolio and financial model.

The VPEM will be expected to unify Admissions, Financial Aid, the Registrar, and Student Success into a coordinated, high-performing division; deploy data and predictive analytics to guide decision-making; refine pricing and financial aid strategies; and enhance the student experience from initial inquiry through graduation. This role calls for a leader who understands the complexities of graduate and professional enrollment, appreciates the distinctive context of behavioral health education, and can guide the university's enrollment enterprise with strategic insight, operational rigor, and collaborative leadership.

The Role of the Vice President for Enrollment Management

Palo Alto University (PAU) is a private, nonprofit university located in the heart of Silicon Valley. For fifty years, PAU has been dedicated to advancing mental and behavioral health through rigorous education, applied research, and high-impact clinical training. The University offers undergraduate, master's, doctoral, and professional programs delivered through innovative online, hybrid, and residential modalities, serving a primarily graduate and professional student population.

The Vice President for Enrollment Management (VPEM) serves as the University's senior leader responsible for shaping and executing a comprehensive, data-driven enrollment strategy that supports PAU's academic mission, student success priorities, and long-term financial

sustainability. Reporting directly to the President and serving as a member of the President's Cabinet, the VPEM provides strategic leadership across the full enrollment lifecycle, from inquiry and recruitment through retention, progression, and completion.

The VPEM leads a newly established Division of Enrollment Management that integrates four highly interdependent and mission-critical units: Admissions, Financial Aid, the Registrar, and Student Success. This structure reflects PAU's commitment to a coordinated, student-centered enrollment enterprise in which recruitment, affordability, registration, and persistence are aligned through shared strategy, data, and accountability.

As the University's chief enrollment strategist, the VPEM is responsible for assessing market demand, enrollment trends, and program performance to inform enrollment planning, pricing, and portfolio decisions. Working in close partnership with academic leadership, the VPEM evaluates demand for existing and emerging programs, monitors enrollment mix and modality trends, and aligns enrollment goals with academic capacity and workforce needs in behavioral and mental health fields.

A core responsibility of the VPEM is the effective use of data, analytics, and digital systems to drive enrollment performance and student outcomes. The Vice President oversees enrollment forecasting, funnel analysis, predictive modeling for retention and completion, and the development of dashboards and decision-support tools that enable timely, evidence-based action. This includes close collaboration with institutional research, finance, marketing, and information technology to ensure data integrity, system integration, and shared understanding of performance indicators.

The VPEM provides strategic oversight of Admissions, ensuring that recruitment strategies, outreach efforts, and admissions operations are aligned with PAU's mission, market position, and enrollment goals. This includes leveraging advanced digital marketing, CRM systems, and enrollment technologies to expand reach, improve yield, and enhance the prospective student experience, particularly in competitive graduate and professional markets.

Through leadership of Financial Aid, the VPEM oversees the strategic use of institutional aid, scholarships, and pricing strategies to balance access, enrollment growth, and net tuition revenue. The Vice President works closely with finance leadership to model financial aid scenarios, optimize discounting strategies, and ensure compliance with all regulatory requirements, while maintaining transparency and clarity for students.

Oversight of the Registrar function ensures the integrity of academic records, registration processes, degree audits, and academic policies that support timely progression and completion. The VPEM collaborates with academic and student success leaders to align registration systems and policies with enrollment strategy and student pathways.

Through leadership of Student Success, the VPEM is responsible for strengthening retention, persistence, and completion outcomes. This includes coordinating advising, onboarding, early alert systems, and intervention strategies that are informed by data and aligned with program-level expectations. The Vice President fosters collaboration across academic

departments and student-facing units to ensure a cohesive and proactive approach to student support.

As a Cabinet member, the VPEM is a key strategic partner to the President and fellow senior leaders, contributing to institution-wide planning, resource allocation, and performance management. The Vice President works closely with the Chief Financial Officer, academic leadership, marketing, institutional research, and technology partners to ensure enrollment strategy is fully integrated into the University's broader strategic and financial framework.

This role calls for a leader who brings deep expertise in graduate and professional enrollment management, strong analytical and technological fluency, and the ability to lead through collaboration and influence. The successful candidate will combine strategic vision with operational discipline, enabling PAU to strengthen enrollment performance, improve student outcomes, and sustain its distinctive mission in an increasingly competitive higher education landscape.
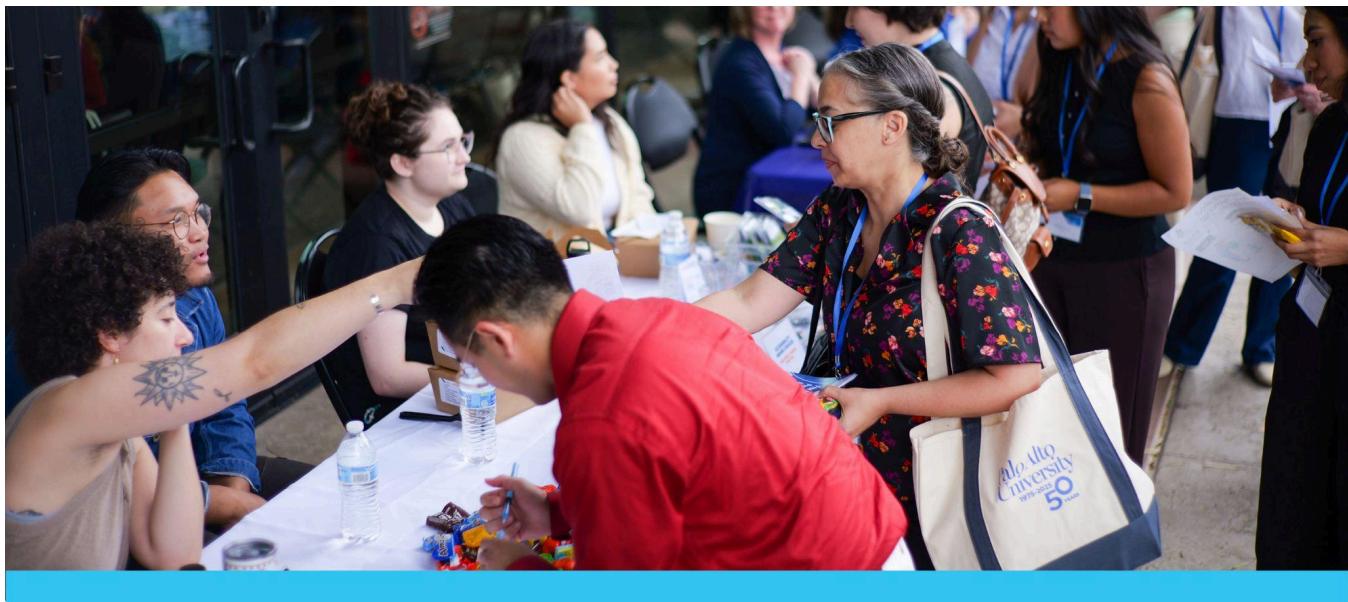
|Opportunities and Expectations for Leadership

The Vice President for Enrollment Management of Palo Alto University will serve as a key leader during a pivotal moment in the institution's history

The Vice President for Enrollment Management (VPEM) serves as the University's senior leader for enrollment strategy, student progression, and completion. Reporting directly to the President and serving as a member of the President's Cabinet, the VPEM provides vision, direction, and executive oversight for PAU's newly established Division of Enrollment Management, which integrates four core and highly interdependent units:

- Admissions
- Financial Aid
- Registrar
- Student Success

The VPEM is responsible for developing and executing a comprehensive, integrated enrollment strategy that leverages data, analytics, technology, and market insight to drive recruitment, retention, and degree completion. This strategy must be closely aligned with PAU's academic priorities, financial model, and long-term institutional goals. The successful candidate will bring a deep understanding of graduate and professional enrollment markets, evolving learner demographics, and the competitive landscape for mental and behavioral health programs.

The VPEM is expected to use sophisticated enrollment analytics and financial modeling to guide decision-making related to enrollment forecasting, pricing, financial aid optimization, and net tuition revenue. This includes establishing clear performance metrics across the enrollment lifecycle, implementing predictive tools to identify risks and opportunities, and ensuring timely, transparent reporting to the President and Cabinet.

A key expectation of this role is the ability to unify Admissions, Financial Aid, the Registrar, and Student Success into a cohesive, high-performing operation with shared goals, aligned workflows, and clear accountability. The VPEM will foster strong collaboration across these units and with academic leadership, marketing, finance, institutional research, and technology partners to ensure that enrollment strategies are executable, scalable, and responsive to institutional needs.

The VPEM must demonstrate exceptional communication skills, sound judgment, and the ability to lead through influence and collaboration. This role requires political and organizational savvy, comfort navigating complexity, and the capacity to make informed decisions in a fast-paced and evolving environment. Regular in-person presence on campus is expected, along with active engagement with faculty, staff, students, and senior leadership. The Vice President and the enrollment management team will be accountable for building and sustaining strong, well-matched student cohorts; improving yield, retention, and completion outcomes; enhancing the academic profile of entering classes; and strengthening PAU's visibility and reputation among prospective students, peer institutions, and the mental and behavioral health professions.

Key Responsibilities

Strategic Leadership

- Develop and implement a comprehensive, multi-year enrollment strategy aligned with PAU's mission, academic priorities, market position, and long-term financial goals.
- Provide unified leadership for the Division of Enrollment Management by overseeing and integrating Admissions, Financial Aid, the Registrar, and Student Success into a cohesive, high-performing operation with shared objectives and clear accountability.
- Serve as a member of the President's Cabinet and a strategic advisor to the President on enrollment trends, competitive positioning, market dynamics, pricing and aid strategy, and institutional forecasting.
- Establish a culture of operational excellence grounded in data, transparency, accountability, and continuous improvement across all enrollment functions.
- Ensure enrollment strategies are student-centered and outcomes-focused, supporting access, persistence, progression, and successful degree completion across undergraduate, graduate, doctoral, and professional programs.
- Align enrollment planning with academic program capacity, modality mix, and workforce demand in mental and behavioral health fields through close collaboration with academic leadership.
- Monitor national and regional enrollment trends, demographic shifts, regulatory changes, and best practices in graduate and professional education to inform strategy and anticipate emerging risks and opportunities.

Data, Analytics, and Forecasting

- Use advanced analytics, predictive modeling, and market intelligence to inform enrollment planning, goal setting, and continuous performance improvement across the full enrollment lifecycle.
- Develop, maintain, and refine enrollment forecasting models that support institutional planning, net tuition revenue analysis, retention and completion strategies, and scholarship and financial aid optimization.
- Leverage CRM, Student Information System, and business intelligence platforms to analyze funnel behavior, segment prospective and current student populations, and generate timely, actionable insights for decision-making.
- Establish and monitor key performance indicators for recruitment, yield, persistence, progression, and completion, ensuring consistent measurement and accountability across enrollment functions.
- Partner closely with Institutional Research, Finance, Marketing, and Digital Transformation teams to ensure data accuracy, system integration, aligned reporting structures, and the development of executive dashboards and decision-support tools.
- Translate complex data into clear, actionable recommendations for the President, Cabinet, and academic leadership, supporting evidence-based decisions and scenario planning.

Recruitment, Admissions, Brand Management, and Market Development

- Provide strategic leadership for undergraduate, graduate, doctoral, and professional program recruitment, with particular emphasis on sustainable growth in graduate and professional enrollment aligned with PAU's academic strengths and market opportunities.
- Develop and execute targeted, data-informed recruitment and communication strategies that expand reach, improve conversion and yield, and strengthen PAU's brand positioning in competitive behavioral and mental health education markets.
- Partner closely with Marketing and Communications to align enrollment goals with brand strategy, digital marketing initiatives, content development, and lead-generation efforts across multiple channels.
- Build and sustain partnerships with academic programs, community colleges, school districts, professional associations, healthcare organizations, and employer networks to strengthen recruitment pipelines and market visibility.
- Monitor market demand, competitor activity, and program differentiation to inform outreach strategies, messaging, and program positioning.
- Ensure admissions policies, practices, and review processes uphold high academic standards, reflect PAU's mission, and support thoughtful evaluation of student readiness and program fit.
- Oversee continuous improvement of the prospective student experience through streamlined communications, responsive customer service, and clear pathways from inquiry to enrollment.

Financial Aid Strategy and Pricing

- Provide strategic oversight of financial aid, scholarships, and institutional discounting to support enrollment goals, improve yield and retention, and balance access with long-term financial sustainability.
- Develop and implement data-informed financial aid and pricing strategies, including scholarship optimization and aid modeling, in close collaboration with Finance and enrollment leadership.
- Ensure full compliance with all federal and state financial aid regulations, accreditation requirements, and institutional policies, while maintaining transparent and student-centered processes.
- Strengthen student financial counseling and communications to support informed decision-making, financial literacy, and persistence from enrollment through degree completion.
- Monitor the impact of financial aid policies on enrollment behavior, student success, and net tuition revenue, using analytics to adjust strategies as needed.
- Partner with academic leadership and Student Success to align financial aid practices with student progression and completion goals.

Student Experience, Retention, and Customer Service

- Lead university-wide efforts to improve student retention, persistence, progression, and degree completion in close collaboration with Academic Affairs, Student Success, and academic programs.
- Use data, analytics, and early alert systems to identify risk indicators, barriers to student progression, and opportunities for timely intervention.
- Support the development and continuous improvement of high-touch advising, coaching, onboarding, and student support strategies that promote engagement and academic momentum.
- Ensure strong alignment between recruitment messaging, admissions communications, onboarding practices, and the lived student experience, reinforcing trust, clarity, and institutional credibility.
- Champion a service-oriented, student-centered approach across enrollment functions that prioritizes responsiveness, clarity, and consistency in all student interactions.
- Monitor student satisfaction, service metrics, and outcomes data to inform improvements in processes, communications, and support structures.

Operational Excellence

- Strengthen operations, systems, and workflows across Admissions, Financial Aid, the Registrar, and Student Success to ensure consistency, efficiency, and a high-quality experience for prospective and current students.
- Provide oversight of CRM, Student Information System, and related enrollment technologies, including governance, data standards, system integrations, and digital strategies that support accuracy, scalability, and actionable insight generation.
- Ensure compliance with institutional policies, external regulations, and accreditation requirements related to enrollment, financial aid, records management, and student data.
- Lead continuous process improvement initiatives that streamline operations, reduce friction, and enhance service quality across the enrollment lifecycle.
- Implement and reinforce enrollment management best practices that improve responsiveness, transparency, and coordination among enrollment units.
- Partner with Information Technology, Institutional Research, and Finance to ensure systems reliability, data integrity, and alignment between technology investments and enrollment priorities.

Team Leadership and Collaboration

- Build, develop, and mentor a highly skilled, high-performing leadership team across Admissions, Financial Aid, the Registrar, and Student Success, fostering professional growth, accountability, and shared purpose.
- Establish clear expectations, performance goals, and development pathways for enrollment staff, supporting retention of talent and succession planning within the division.
- Foster strong, productive partnerships with Academic Affairs, Finance and Operations, Institutional Research, Marketing and Communications, Information Technology, and

other key stakeholders to ensure alignment between enrollment strategy and institutional priorities.

- Collaborate closely with academic program leaders to support enrollment planning, program positioning, and student success initiatives.
- Serve as a visible and engaged member of the University Cabinet, contributing to institution-wide strategy, decision-making, and operational effectiveness.
- Represent Palo Alto University at professional conferences, community events, industry forums, and national enrollment and higher education networks, strengthening PAU's visibility and engagement in the field.

Market Trends, Regulations, and Continues Improvement

- Maintain deep awareness of national, regional, and global trends in enrollment management, graduate and professional education, behavioral and mental health workforce demand, and higher education finance.
- Monitor demographic shifts, regulatory changes, competitive dynamics, and emerging delivery models to inform enrollment strategy and institutional planning.
- Stay current with best practices in enrollment management, digital recruitment, financial aid optimization, customer relationship management, and student success innovation.
- Use market research, benchmarking, and performance data to continuously assess and refine enrollment strategies, structures, and processes.
- Lead a culture of continuous improvement by encouraging experimentation, assessing outcomes, and scaling effective practices across enrollment functions.
- Bring forward-looking insights and recommendations to the President, Cabinet, and campus leadership to help PAU anticipate change, manage risk, and capitalize on emerging opportunities.

First-Year Priorities

Establish a Unified Enrollment Strategy

- Conduct a comprehensive assessment of enrollment performance, market position, pricing and aid strategy, and student progression across all programs.
- Develop and launch a multi-year enrollment plan aligned with PAU's academic portfolio, financial goals, and workforce demand in mental and behavioral health.
- Clarify enrollment goals, metrics, and accountability across Admissions, Financial Aid, the Registrar, and Student Success.

Strengthen Enrollment Infrastructure

- Evaluate and improve the use of CRM, SIS, and related systems to ensure data accuracy, integration, and usability.
- Implement or refine enrollment dashboards and reporting structures for real-time monitoring of recruitment, yield, retention, and completion.
- Introduce or enhance forecasting and predictive models to inform planning, financial aid strategy, and intervention efforts.

Improve Recruitment and Yield Performance

- Refine recruitment strategies, messaging, and marketing partnerships to improve lead quality, conversion, and yield, particularly in graduate and professional programs.
- Strengthen relationships with academic programs to align recruitment priorities with capacity, modality, and market demand.
- Improve the prospective student experience through clearer communications, streamlined processes, and responsive service.

Optimize Financial Aid and Pricing Strategy

- Assess the effectiveness of current financial aid and discounting practices in relation to enrollment goals and net tuition revenue.
- Implement data-informed adjustments to aid strategies that support enrollment growth, affordability, and financial sustainability.
- Strengthen student financial counseling and communications to support informed enrollment and persistence decisions.

Advance Retention and Student Success

- Partner with Academic Affairs to identify key barriers to persistence and completion.
- Launch or refine early alert systems and targeted interventions informed by data and program-level insights.
- Improve alignment between recruitment promises, onboarding practices, and the student experience.

Build and Align the Enrollment Management Team

- Assess organizational structure, roles, and workflows across the enrollment division.
- Build trust, clarify expectations, and foster collaboration across teams and with campus partners.
- Establish a culture of continuous improvement, accountability, and service excellence.

| Professional Qualifications and Personal Qualities

As the chief enrollment officer of Palo Alto University, the Vice President for Enrollment Management plays a pivotal role in advancing the University's mission through strategic enrollment leadership, operational excellence, and cross-campus collaboration. Leading the Division of Enrollment Management, the VPEM is responsible for aligning recruitment, financial aid, registration, and student success into a cohesive, high-performing enterprise that supports enrollment growth, student persistence, and long-term institutional sustainability.

This role calls for a seasoned enrollment and student success leader with a deep understanding of graduate and professional education, strong analytical and financial acumen, and a demonstrated ability to leverage data, technology, and market intelligence to drive results. The successful candidate will bring a forward-looking perspective on enrollment management, including expertise in enrollment analytics, pricing and financial aid strategy, digital recruitment, and student lifecycle management.

The Vice President must be an effective collaborator and communicator, capable of building trust and alignment across Admissions, Financial Aid, the Registrar, Student Success, academic leadership, Finance, Marketing, Institutional Research, and Information Technology. This leader will be comfortable operating in a complex organizational environment, balancing strategic vision with operational discipline, and translating institutional priorities into executable plans.

Given PAU's focus on mental and behavioral health education, the ideal candidate will appreciate the distinctive dynamics of professional and clinical programs, including cohort-based models, licensure pathways, and workforce-driven demand. Experience leading enrollment efforts in graduate-focused or health-related academic environments is strongly preferred.

The successful candidate will possess the following professional qualifications and attributes:

- A record of progressive leadership in enrollment management, admissions, or related student-facing functions, preferably in graduate or professional education.
- Demonstrated success developing and executing comprehensive enrollment strategies that improve recruitment, yield, retention, and completion.
- Strong facility with data analytics, enrollment forecasting, financial modeling, and the use of CRM, SIS, and business intelligence tools.
- Expertise in financial aid strategy, pricing, and net tuition revenue optimization.
- Experience partnering with marketing and communications teams to strengthen brand positioning, digital recruitment, and market development.
- A collaborative leadership style with the ability to work effectively across academic and administrative units.
- Sound judgment, operational rigor, and the ability to make timely, informed decisions in a dynamic environment.
- A commitment to student-centered service, transparency, and continuous improvement.
- A Master's degree is required; an advanced degree is preferred.

Candidates with experience outside of higher education with transferable skills and accomplishments relevant to customer acquisition are encouraged to apply.

The position is residential and requires full-time on campus presence. The Vice President for Enrollment Management will be a visible, engaged leader who brings energy, credibility, and strategic insight to one of the University's most critical functions. This is an opportunity to shape PAU's enrollment future at a moment of institutional momentum and to play a central role in advancing the University's mission and long-term success.

| About Palo Alto University

Overview

Palo Alto University (PAU) is a private, nonprofit university located in the heart of Silicon Valley with a singular focus on mental and behavioral health education. For five decades, PAU has been dedicated to addressing pressing and emerging challenges affecting individuals, organizations, and communities, preparing practitioners and scholars to meet the evolving needs of contemporary society. With an enrollment of approximately 1,200 graduate students and a small cohort of undergraduate students, the University offers a comprehensive portfolio of bachelor's, master's, doctoral, and professional programs delivered through innovative online, hybrid, and residential modalities.

PAU is distinguished by faculty who are nationally and internationally recognized for their contributions to research, teaching, and clinical practice. Through rigorous academic preparation, applied research, and extensive hands-on clinical training, PAU equips students with the knowledge, skills, and professional judgment required for meaningful impact in the behavioral health fields. Together, these elements define PAU's mission-driven approach to education and its legacy of preparing confident, competent, and compassionate professionals who make a difference in the communities they serve.

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).

Mission

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

| PAU's Values Defined

Values define an institution's culture in a way that is distinctive and customized. While many organizations share similar core values, it is the way that the value is lived out and experienced that truly embeds it within the organization's DNA. Values are not slogans, unrealistic aspirations, or ambitions – they are the authentic expression of an organization's culture at its best. Like all institutions, PAU doesn't always live out its values perfectly but works toward them daily.

Values provide the compass for navigating organizational norms, behavior, decisions, and activity; they are tangible expressions of what an organization strives to consistently achieve and express what the organization believes and how people within the organization behave. 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.

For more information, visit: www.paloaltou.edu/about/strategic-vision-statement.

| Equity & Inclusion | Community | Excellence & Integrity | Compassion | Innovation |

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 healthcare 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 Community Clinic

The Community Clinic is a community mental health clinic operated by Palo Alto University. Formally named the Gronowski Center, the Community Clinic was established in 1988 to provide low-cost, evidence-based psychological services for the underserved within the PAU community. The clinic 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 Community Clinic 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

evidence-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 Community Clinic. 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), Clínica Latina provides mental health services in Spanish to better serve the Latinx community in the Bay Area. This specialty clinic is located within the Community Clinic 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 within the Master's in Clinical Mental Health Counseling and PhD in Clinical Psychology program, 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 Vice President for Enrollment Management will have the opportunity to leverage and grow these relationships, forging new collaborations that align with PAU's mission and strategic goals.

PAU: BY THE NUMBERS

1,240 Students Enrolled in Degree Programs

54 Full-Time Faculty

8 Degree Programs
2 Bachelors
3 Masters
3 Doctoral

4,200+ Total Alumni

$410,823 Grants & Research Funding

463,135 Total Clinical Hours

| PAU's Path to Inclusive Excellence Strategic Plan

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 the five strategic pillars grounded in an inclusive excellence framework.

Five Pillars of the Stategic Plan

Academic Excellence · Student Success · Operational Excellence · Awareness · Financial Strength
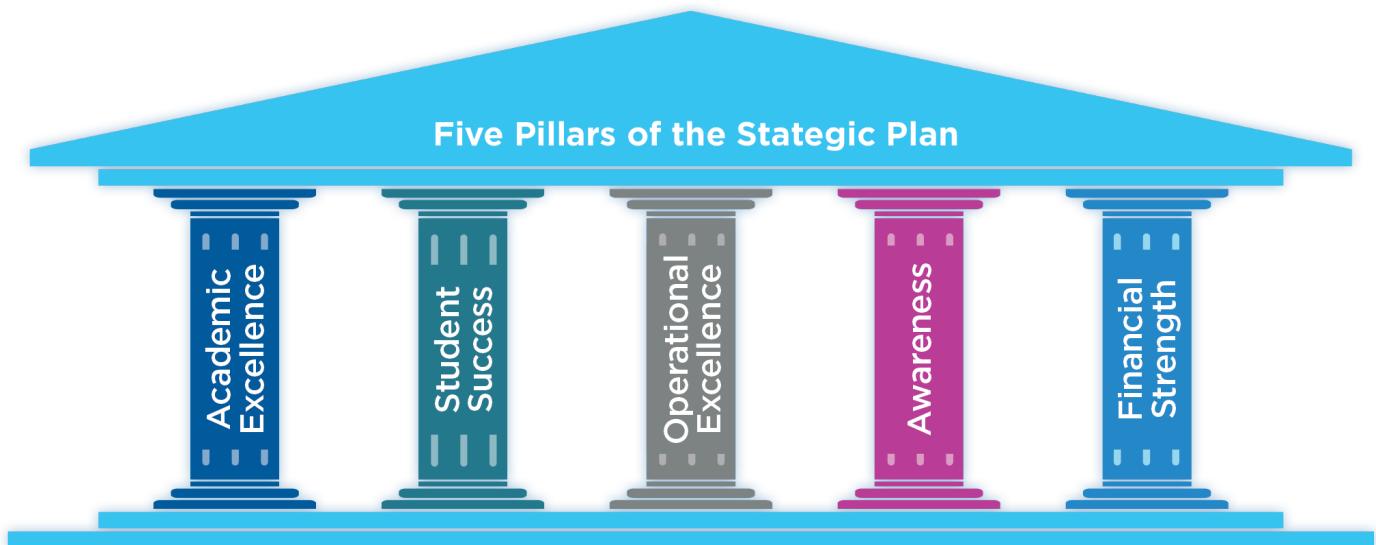
Strategic Pillar 1: Academic Excellence

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.

| Academic Programs and Departments

PAU's academic programs prioritize the student experience. PAU offers a variety of programs in mental and 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 mental and 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 mental and 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 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. PhD 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 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 evidence-based practice. Coursework and practicum placements build upon applied experiences and advanced 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 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

This degree serves students with a passion for community advocacy and outreach. Student dive into a rigorous curriculum focused on developing the psychological knowledge and skills for entry-level client advocacy and outreach, as well as graduate school preparation. The program includes core classes in psychology, two quarters of field experience, and additional non-core electives. Graduates can find roles at nonprofits and social service agencies or prepare for graduate programs in psychology, counseling, and social work.

Bachelor of Science in Business Psychology

Ideal for transfer students, this program offers 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.
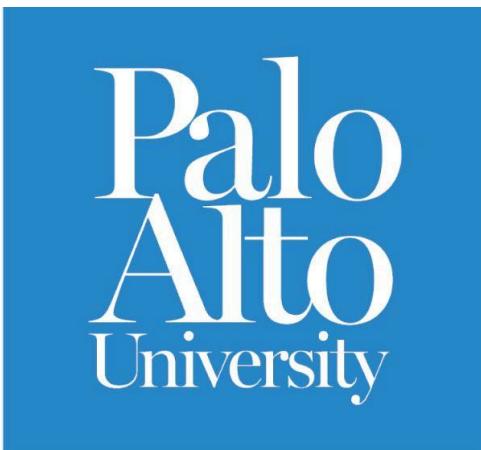
| CONCEPT, PAU'S Continuing & Professional Studies Department

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 Maureen O'Connor Center for Teaching and Learning (CTL) 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
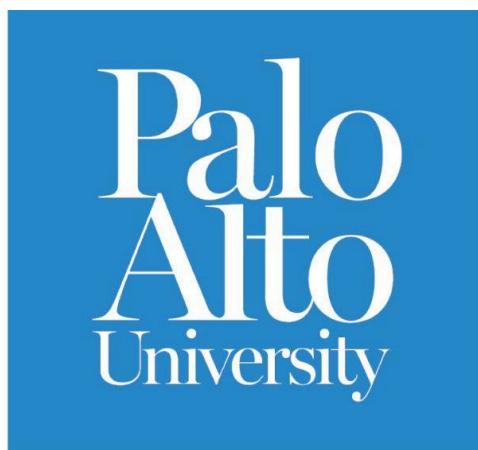
| Accreditation

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.paloaltou.edu/about/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 support includes 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 with 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.

| University Leadership

The new Vice President for Enrollment Management will work alongside a strong and collaborative leadership team that will provide unified direction across the institution.

Farouk Dey, PhD, President

Under Dr. Farouk Dey's leadership, the university is strengthening its role at the intersection of behavioral health science, education, and innovation, preparing practitioners and scholars to address emerging and complex human challenges affecting individuals, organizations, and communities worldwide. His presidency reflects a forward-looking commitment to academic excellence, social impact, and an unwavering focus on human well-being amid transformative shifts in technology and society.

Dr. Dey is a visionary higher education leader with more than two decades of experience transforming universities through innovation in experiential learning, life design, workforce development, and community engagement. His work is grounded in the belief that education must do more than impart knowledge; it must expand access to opportunity, foster purpose, and equip learners to thrive amid rapid social, economic, and technological change. At Palo Alto University, this perspective informs a strategic focus on mental and behavioral health education, evidence-based practice, and the preparation of graduates who are both technically skilled and deeply attuned to the human dimensions of their work.

Prior to joining Palo Alto University, Dr. Dey held executive leadership roles at Johns Hopkins University, Stanford University, and Carnegie Mellon University. Most recently, he served as the founding Vice Provost for Integrative Learning and Life Design at Johns Hopkins University, where he held an inaugural cabinet-level role and partnered across the institution to reimagine how universities support students in connecting learning to life aspirations and meaningful careers. During his tenure, he led the creation of the Imagine Center for Integrative Learning and Life Design, scaled alumni mentoring and employer engagement, secured new philanthropic resources for immersive learning, and helped achieve record levels of student participation, satisfaction, and post-graduate outcomes. His leadership positioned life design and career development as central pillars of the student and employee experience in higher education.

A trained counselor and counseling educator, Dr. Dey brings a human-centered lens to leadership informed by humanistic and developmental theories. Throughout his career, he has focused on enabling individuals and institutions to realize their potential within complex and often constrained environments. He has held leadership and advisory roles across higher education and professional organizations, working with universities, boards, and startups to integrate technology into high-impact learning practices, track student and alumni outcomes, and expand access to mentoring, experiential education, and economic mobility, particularly for first-generation and limited-income learners.

Dr. Dey is widely recognized for his thought leadership in life design, career education, experiential learning, educational technology, and the future of work. Named one of LinkedIn's Top Ten Voices in Education, he is a sought-after speaker and writer known for connecting

big-picture trends with practical strategies for institutional transformation. His work reflects a deep understanding of how universities can play a catalytic role in bridging human understanding amid today's rapid technological advances.

His leadership is shaped by extensive global and cross-cultural experience. Fluent in Arabic and French, Dr. Dey has worked with education and industry leaders around the world, advising institutions, teaching, and delivering keynote addresses across multiple continents. He led a multi-year USAID initiative to build career education and talent development centers at universities throughout the Philippines, taught leadership courses for the Ministry of Education in Singapore, and hosted international delegations from around the globe. These experiences inform his global perspective and his commitment to inclusive, culturally responsive approaches to education and leadership.

Dr. Dey holds a PhD and an EdS in Educational Leadership from the University of Florida, an MBA and an MEd in Counseling Psychology from Washington State University, and a BBA in Finance from the University of Wisconsin–Milwaukee. Across every chapter of his career, a unifying theme has remained constant: expanding access to education, economic opportunity, and well-being in support of healthy and fulfilling lives. As President of Palo Alto University, he continues this work by guiding the institution toward a future in which technological advancement and human understanding reinforce one another, and where education serves as a powerful engine for individual transformation and collective good.

| 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 nearly 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 within 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 innovative 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.

Mountain View Campus

| Procedure for Candidacy

ALL APPLICATIONS, NOMINATIONS, AND INQUIRIES are invited. Applications should include, as separate documents, a current curriculum vitae or resume and a cover letter describing relevant experience and interest in the position.

WittKieffer is assisting Palo Alto University in this search. For fullest consideration, candidate materials should be received by March 1, 2026. The position will remain open until filled.

Palo Alto University reasonably expects to pay within the range of: $240,000 - $290,000.

Applications, nominations and inquiries can be directed to:

Christy Pratt, Ethan Robles and Melody Rose

pauvpem@wittkieffer.com

1975 - 2025

Palo Alto University 50 YEARS