

**Palo Alto University  
Provost & Vice President for Academic Affairs**

***A nonprofit university at the forefront of psychology and counseling seeks a collaborative academic strategist to:***

- ***build upon and advance PAU's inclusive excellence in research, teaching, practice, and student achievement;***
- ***lead a data-driven enrollment management plan that is based on knowledge of the leading edge of disciplinary scholarship to inform academic program development;***
- ***drive public recognition of PAU's academic strengths, the breadth of research and faculty commitment to generating knowledge; and,***
- ***facilitate continued examination of university practices and policies with the goal of creating an equitable and inclusive university.***

[Palo Alto University](#) seeks a scholarly leader with intellectual vision, a collegial and collaborative leadership style, and the energy and integrity to inspire the diverse university community to new levels of excellence. Candidates should have a history of academic leadership; the ability to build and cultivate consensus among various stakeholder groups; accomplishment in creating and supporting a climate of understanding and mutual respect; and a deep and demonstrated commitment to diversity, equity and inclusion.

The provost and vice president for academic affairs reports to the president and is the chief academic officer of the university. The provost is a key member of the President's cabinet, which includes the vice president for institutional effectiveness, analysis and planning; vice president for continuing and professional studies; vice president for business affairs and chief financial officer; vice president for external affairs; dean of students; director of development; and the director of board and president operations. The cabinet serves as a group of trusted advisors to the president and assists her in university-wide strategy development and implementation.

As chief academic officer, the provost is broadly responsible for helping to foster strategic leadership in the university's primary domains of psychology and counseling, including academic planning and budgeting, and plays a significant role in setting the overall strategic plan for the university. On an ongoing basis, the Provost provides leadership to faculty and academic staff for long-range academic planning, curriculum revisions, program development, clinical training programs, faculty recruitment and development, enrollment management, research support, pedagogy support and development, academic technology, library services, student registration and records.

In 2016, Palo Alto University hired President Maureen O'Connor, a dynamic, collaborative leader who led the academic reorganization of the university's programs and the organizational structure of the university, improved integration of the bachelor's completion program, delivered on the promise of greater equity between the disciplines, and has ignited a spirit of innovation and evolution. The President and her Cabinet with input from the faculty and staff outlined a [Strategic Vision](#) in 2017 that has served as guidance during a time of significant change focused on creating a unified university and an infrastructure to support the vision. PAU is now prepared to engage in a rigorous strategic planning process that will begin in AY 2020-

21 and has a target completion date of early in AY 2021-2022. The provost position is for a facilitative leader with a demonstrated commitment to shared governance who will engage the creative efforts of faculty and academic staff to achieve the objectives listed above.

**PALO ALTO UNIVERSITY IN BRIEF**

Palo Alto University (PAU), a private, non-profit university located in the heart of Northern California's Silicon Valley, is a community grounded in values of social justice dedicated to addressing pressing and emerging issues in the fields of psychology and counseling that meet the needs of today's diverse society. PAU offers undergraduate and graduate programs with online, hybrid and residential options. An engaged faculty, who make significant contributions to their fields and thrive as teachers and mentors, prepare practitioners, researchers and leaders through rigorous educational programs, research and extensive hands-on clinical practice opportunities. When you put all of this together, PAU creates a legacy of confident, competent, and compassionate professionals who are at the forefront of psychology and counseling and make a difference every day in the lives of others.

Palo Alto University, founded in 1975 as the Pacific Graduate School of Psychology (PGSP), an independent, professional school, was re-incorporated as a University in August 2009. PAU has been continuously accredited since 1986 by WASC. PAU's doctoral programs are accredited by the American Psychological Association (APA) and its master's in counseling programs are accredited by the Council for Accreditation of Counseling & Related Educational Programs (CACREP).

PAU has many collaborative partnerships with community organizations and institutions, including Stanford School of Medicine, the Department of Veterans Affairs, and other mental health care organizations. PAU's Gronowski Center teaching clinic delivers low-cost mental health services to the local community while also providing valuable, supervised training to PAU graduate students. In addition, PAU sponsors several academic research centers devoted to child mental health, evidence-based care for LGBTQ clients, excellence in diversity and community care, and internet-based global healthcare.

With aspirations to expand its academic offerings, Palo Alto University's accredited programs currently include:

<b><u>Degree Type</u></b>	<b><u>Program Name</u></b>
Bachelor of Science	Business Psychology (Degree completion, +2 program)
Bachelor of Science	Psychology & Social Action (Degree completion, +2 program)
Master of Arts	Mental Health Counseling (CACREP accredited)
Master of Science	Psychology
Doctor of Philosophy	Clinical Psychology (APA accredited)
Doctor of Psychology	PGSP-Stanford Psy.D. Consortium (APA accredited)

In academic year 2019-2020 PAU's programs served 1005 graduate and 68 undergraduates students and were delivered by 44 full-time faculty, 97 part-time faculty, 17 clinic staff psychologists, and a staff of 64. Through the Psy.D. Consortium 20 Stanford faculty teach, advise and supervise dissertations. The FY20-21 budget is \$33 million, with 93.4% funded through tuition. Palo Alto University has a DOE ratio of 3.0 and a growing reserve fund.

**BASIC FUNCTION**

The provost's overarching priority will be to continue the transformative change in support of the university's values and the commitment to excellence in research, teaching, and clinical training. Key to the Provost's success will be their ability to authentically articulate commitment to equity and inclusion by their actions.

**ACADEMIC EXCELLENCE:**

As an advocate and strategist for academic excellence, the provost will engage the best thinking at PAU in the planning required to evolve PAU's academic profile and standing. They will introduce improvements in a well-planned and predictable way to continually enhance PAU's academic achievements, ensuring the policies and processes used for setting academic standards are fair, consistently implemented, and adhere to best practices for universities.

The provost working in collaboration with the academic departments and the director of institutional effectiveness will continue the strong record of professional accreditation and finalize implementation of a regularized external program review process by disciplinary peers.

In collaboration with the faculty, the provost will revise and develop new academic programs that situate PAU in the forefront of its fields; will enhance PAU's research identity, and create the best possible environment and support infrastructure for faculty and students to advance knowledge; and, will encourage and facilitate original research at the highest level.

The provost will work closely with the director of PAU's teaching and learning center (the Center for Excellence in Education), and the faculty director for equity and inclusion to continue to encourage and facilitate a deeper understanding of inclusive excellence in education and the adoption of a reflective pedagogical stance through an ongoing evaluation of the teaching/learning experience from the perspectives of both faculty and students.

The provost will work in partnership with the faculty to advance funding for faculty research, and student research opportunities. Additionally, the Provost will work closely with the director of development to define their role in fund development activities for academic programs, research and evaluation.

The provost will work in partnership with the Dean of Students and Office of Student Affairs to continue to clarify and refine policies and practices for a proactive academic support system and to coordinate shared programs.

**ACADEMIC ADMINISTRATION:**

During the past two years, significant organizational structure has been put in place: the six academic programs have been organized into two academic departments (Counseling and Psychology); the Faculty Handbook was significantly revised; full-time faculty were given an opportunity to convert their type of appointment to better reflect their professional contributions; the pilot of a unified faculty salary scale was launched; and departmental-level review in faculty evaluation process has resulted in greater clarity, consistency and equity between departments. The provost will need to solidify the incorporation of consistent, equitable, inclusive practices in faculty and staff search and evaluation, teaching and advising, and in the clinical supervision of students.

The provost will be responsible for the stewardship of the divisions' resources, and continue to formulate and administer all processes and procedures related to administration of academic affairs and to ensure that the infrastructure supports the mission and strategic direction of the university.

The provost will take a deep dive into enrollment to understand how PAU attracts students, and use data to influence academic program development priorities that may be more compatible with students' interests, and to identify new ways to attract students who want to make a positive impact on the world. The provost will work closely with the admissions team, faculty, and others to address enrollment in the undergraduate program and to set realistic stretch goals, revisit criteria for admissions to graduate programs, and ensure the admissions team has the resources it needs to best serve all PAU programs.

The provost will review the faculty appointment plan with a keen eye toward mentoring department chairs, succession planning, and recruiting and developing a faculty and staff that better reflect the demographics of the students we serve.

The provost will meet periodically with the Faculty Senate in order to maintain regular communication and will work in partnership on matters of shared interests and shared governance.

The provost will be encouraged to work collaboratively with the Vice President for Continuing & Professional Studies to leverage PAU's ability to offer evidence-based, high level professional training with the expertise of the faculty to expand the ongoing professional development offerings to the field and build partnerships around curriculum development.

The provost will work closely with the vice president for institutional effectiveness, analysis and planning who currently provides oversight and supervision of the Gronowski training clinic and the university-wide clinical training committee.

The provost, along with the dean of students, serves as the administration's co-liaison to the Academic and Student Affairs Committee of the Board of Trustees, and in collaboration with the president plays a key role in building relationships with the Board.

#### FINANCE/FUNDING:

As a tuition-dependent university, PAU raises additional funds to invest in and sustain academic programs. The provost will work in collaboration with the vice president for business affairs and chief financial officer to build on the president's success of investing in programs while finding efficiencies to shape and manage the overall budget for academic functions. The provost will participate in responsible allocation of financial resources that effectively advances the mission of PAU.

The provost will create an environment that inspires and assists faculty, staff and students to seek external funds to support research and programs, and provide a centralized support function for grants and contracts aligned with best practices.

#### EXTERNAL RELATIONS:

In collaboration with the president and the vice president for external affairs, the provost will serve as a persuasive spokesperson on behalf of PAU and will represent the institution to a broad range of constituencies, including other universities and colleges, current and prospective

faculty, students, parents and alumni, partner institutions, and members of a broad local and national community. In particular, they will cultivate strong and supportive relationships internally and externally, and a desire among academic leaders, researchers, faculty and funders to be closely connected with PAU. The provost will participate in the coordination of external communications with their colleagues in external affairs, including continual updates to the web-based articulation of PAU's academic programming, research and accomplishments.

**IDEAL EXPERIENCE & CHARACTERISTICS**

The ideal candidate will have the following range of experience and qualifications:

**LEADERSHIP EXPERIENCE & EDUCATION:**

- A demonstrated record of progressive administrative and academic leadership responsibilities, preferably as a head of an academic unit or division in a university, college or associated institution that is known for innovation, quality education and important research contributions; strong experience in evolving academic standards and accelerating change that measurably elevates the academic stature of institutions; experience with academic programs that lead to professional licensure desirable.
- Experience working collaboratively in an environment of shared governance; a demonstrated ability to forge mutually respectful relationships across disciplines and facilitate strong partnerships among academic programs and other divisions of the university, their faculty and students and community constituents.
- A detailed understanding of academic standards and governance models, and an ability to manage the operational and financial aspects of university academic affairs; an understanding of research revenue and expense models would be a distinct advantage.
- Strong experience in inclusive search practices, developing, retaining and leading a diverse group of faculty and researchers that work in alignment with the overall mission of a college or university; an ability to shape an academic environment that attracts top talent; current or past experience as a faculty member and researcher is important.
- Experience leveraging resources and partnerships as a means to invest in research, and to connect the public to the world of intellectual exploration.
- An earned doctorate in an area of academic emphasis broadly relating to the fields of counseling and psychology, and an academic record sufficient to be granted the rank of Professor (and tenure) in one of the university's academic departments. Demonstrated work, research, writing or activities pertaining to systemic disadvantages and microaggressions, racially inclusive research and instituting inclusive research practices, intersectionality, cultural competency, and other related areas is desired.

**SKILLS & APTITUDE:**

- A decisive individual with a strong belief in the mission of Palo Alto University, and a commitment to continuous, measurable improvements to PAU's academic programs, research, faculty reputation and student achievement.
- An ability to motivate others to change embedded structures and behaviors enabling better collaboration and systems; experience in developing constituents and support among people with different priorities; an understanding of the tools required to

encourage and manage institutional change, including: execution of strategic plans, identification and implementation of best practices, implementation of incentive and reward programs; experience working in an shared-governance environment would be an advantage.

- Outstanding oral and written communication skills, including the means to address issues clearly and in non-confrontational and non-polarizing ways to a range of diverse audiences, but nevertheless with determination.
- Ability to interpret and implement effective budgeting and fiscal management.
- Someone comfortable receiving input from many sources, and able to analyze and formulate disparate information into sound, well-organized plans; a person able to garner necessary support and reshape ambiguous situations so that concrete action can be taken.
- A charismatic communicator, able to build enthusiasm for PAU and its programs; a person who advocates for PAU's academic reputation, including among donors; a "doer" with a willingness to work hands-on in developing and executing a variety of activities to strengthen PAU and in the process engage others in those activities.
- Emotionally mature with a good sense of humor and the flexibility and sensitivity to work with diverse personalities and situations.

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For further information, to nominate others or to apply, please contact:

Lisa Grossman

**m/Oppenheim Executive Search**

[lisag@moppenheim.com](mailto:lisag@moppenheim.com)

650/323-3565 (Pacific Time)