

Mary A. Papazian, Ph.D.

EDUCATION

University of California, Los Angeles, English Literature
B.A. 1981; M.A. 1983; Ph.D. 1988

SUMMARY of PROFESSIONAL EXPERIENCE

January 2012 – present **President**, Southern Connecticut State University (New Haven, CT)

2007 – 2012 **Provost and Senior Vice President for Academic Affairs**, Lehman College of The City University of New York (Bronx, NY)

2004 – 2007 **Dean**, College of Humanities and Social Sciences, Montclair State University (Montclair, NJ)

1999 – 2004 **Associate Dean**, College of Arts and Sciences, Oakland University (Rochester, MI)

2003 – 2004 **Executive Director**, Department of Music, Theater and Dance, Oakland University (Rochester, MI)

1988 – 2004 **Assistant, Associate (tenured), and Professor of English**, Oakland University (Rochester, MI)

PROFESSIONAL EXPERIENCE

Part 1: Southern Connecticut State University (SCSU), New Haven, CT

Founded in 1893 as New Haven State Teachers' College, Southern Connecticut State University (SCSU) has evolved into a public regional comprehensive university, comprised of the Schools of Arts & Sciences, Business, Education, Health and Human Services, and the Graduate School, and offering 114 graduate and undergraduate programs to nearly 11,000 diverse students, many of whom are the first in their families to attend college. Since 2011, Southern Connecticut State University has been one of four state universities within the Connecticut State Colleges and Universities (CSCU) system, a system of 17 institutions (4 universities; 12 community colleges; and Charter Oak, the state's only fully online college), governed by a Board of Regents. Southern is accredited by the New England Association of Schools and Colleges (NEASC) and recently successfully completed its 10-year comprehensive NEASC self-study and evaluation. The Southern Owls participate in NCAA Division II athletics, fielding 17 intercollegiate programs.

Administrative – Southern Connecticut State University

January 2012 – present **President**

As President, I serve as campus CEO and am responsible for all aspects of Southern's operation and strategic direction, including managing Southern's \$210 million operating budget, maintaining its 171 acres, and addressing the needs of its nearly 11,000 students and 1000 faculty and staff. All Cabinet level positions report directly to me, including the Executive VP for Finance and Administration, VP for Academic Affairs and Provost, VP for Student Affairs, VP for Advancement, Chief Information Officer, Associate VP for Enrollment Management, Director of Intercollegiate Athletics, Director of the Office of Diversity and Equity, and Chief of Staff and VP for Organizational Development. I also represent SCSU at the state capital, in the business and civic communities, and to the system president, central office staff, and with the Board of Regents.

Major Responsibilities:

- Serve as Chief Executive Officer of Southern Connecticut State University, which involves managing the human, financial, and physical resources in fulfillment of the University's mission;
- Provide strategic and visionary leadership in all areas to ensure the University's vibrancy, relevancy, and success in the years ahead;
- Develop strategies to ensure academic and student success, both within and outside the classroom;
- Oversee management of the University's financial resources and physical plant;
- Provide strategic leadership in the development of the University's external partnerships;
- Ensure the University's compliance with all regulations and collective bargaining agreements;
- Strengthen the University's community relations and external partnerships;
- Ensure a University committed to diversity and inclusion in all areas;
- Strengthen the University's commitment to shared governance and ensure comprehensive input for all strategic initiatives;
- Strengthen the University's profile and reputation locally, regionally, nationally, and globally;
- Work closely with the Connecticut State Colleges and Universities system;
- And work closely with state legislators and the executive branch to achieve local and statewide goals.

Major Accomplishments

Strategic Planning, Implementation and Assessment: My arrival at Southern in January 2012 occurred mid-way through the University's 10-year NEASC Accreditation review process and followed a period of tremendous instability and transition, both on campus and in the state. I represented Southern to the NEASC Commission and presented a plan for stabilizing leadership on campus within a changing statewide environment. During this period, we also achieved a successful NCATE Accreditation and full CT Board of Education approval for our teacher preparation programs; successfully submitted our candidacy application for AACSB accreditation for School of Business; received renewed accreditation for our outstanding health and human services programs, including Social Work; and launched the University's next

strategic planning process. Some important milestones over the past two years for the emerging University strategic plan include the following:

- 2013-2014: established a 28-person Steering Committee that developed a set of goals and objectives centered around four themes: student success; innovation, creativity, and research; engagement with local and global communities through leadership and service; and ethical stewardship of human, financial, technological, and physical resources.
- Fall 2014: the draft plan, *Southern 2015-2025*, was made available for vetting by all stakeholders within and outside the university.
- Spring 2015: plan was finalized; currently an implementation, assessment, and financial plan is being developed.

In addition, we completed an updated Master Facilities Plan that will align our facilities needs with our strategic vision.

Personnel Matters, Campus Climate and Diversity: When I arrived at Southern, I inherited a senior leadership team in transition, where nearly every position was held by an interim. Despite the budget challenges created by the recent recession, I began a systematic process of recruiting a new leadership team,. Over the past three years, I have successfully hired through national searches the following positions: Provost and VP for Academic Affairs; Executive VP for Finance and Administration; VPs for Student Affairs and Advancement; Chief Information Officer; and Deans of the Schools of Arts and Sciences and Education; AVP for Enrollment Management; Director of Diversity and Equity; and Director of Intercollegiate Athletics.

At the same time, we rededicated ourselves to addressing pressing needs related to campus climate, diversity, and inclusion. I created the President's Commission on Campus Climate and Inclusion to provide a forum for evaluation of current practices and recommendations for future action.

In addition, we launched several other initiatives that will have a positive impact on campus climate in the years ahead:

- Developed a campus-based Work/Life Balance Initiative led by a faculty member in Public Health; joined the ACE National Challenge for Higher Education, to illustrate commitment to career flexibility on campus; and facilitated support by presidents at sister Connecticut State Universities.
- Launched first annual Social Justice Week, a weeklong collection of programs and activities to highlight our core commitment to issues of social justice, equity, and inclusion; this year's Social Justice Week will take place in November 2015.

Budget, Fiscal, and Facilities Issues: Three of the almost four years of my presidency have been marked by budget reductions at the state-level, and the fiscal environment continues to be strained. This fiscal reality, coupled with a declining high school demographic in the northeast, continues to create a challenging environment. Despite these pressures, we have adjusted our spending to fit our resources, continued to invest in strategic initiatives, and finished each fiscal year with a balanced budget.

With careful management of resources, we continue to work toward strengthening our physical campus. Some significant developments include the following:

- Completed phase one of our newly renovated School of Business, which achieved LEED Gold designation.
- Completed renovation and construction of Buley Library, a project that had been languishing for several years, and secured additional resources to fully complete all floors.
- Completed a new, environmentally sound Wintergreen Parking Structure that will have space for 1200 cars.
- Completed construction of our new Academic Science Lab Building; this building opened in Fall 2015, and will include a Center for Nanotechnology, the Werth Center for Coastal and Marine Studies, Earth and Environmental Studies, and teaching and research labs for Chemistry and Physics.
- Initiated planning for a Campus Wellness, Fitness and Recreation Center and have identified funding to move forward.
- Began planning for a new, integrated School of Health and Human Services building that will bring together nearly all programs in the Health and Human Services area. This new facility will allow us to build needed capacity at all levels—from the BA to the clinical doctoral degree—in important areas such as nursing, social work, public health, exercise science, and communication sciences, among others.
- Completed feasibility study for our Long Wharf property; now exploring possible public/private partnership to develop space for graduate programs, clinical outreach, and innovation.

In my capacity as President, I also serve as a member of the Southern Connecticut State University Foundation and work with the Foundation, the Development staff, the Alumni Association to create a structure for Southern's first comprehensive fundraising campaign and enhance philanthropy (discussed below).

Academic and Student Success: As an institution that serves a diverse, urban, mostly first generation student population, it is essential that we provide all the support possible to enhance student success, especially around time-to-degree, excess credits, and affordability. To address this issue, in my first year as President, I established a Student Success Task Force, co-chaired by a senior leader in academic and student affairs, to review our practices and outcomes, research best practices, and make recommendations for change. The final report was completed last year, and we have spent much of this academic year in initial implementation. Some specific areas of attention include:

- Review of academic advising, which led to our joining the Education Advisory Board's Student Success Collaborative to launch a much-needed predictive analytics advising tool; and hired additional advisors in key areas (freshman year experience, sophomore and transition programs, transfer students, nursing, business, and financial literacy) to provide more support and guidance to students as they navigate the university.
- Expanded outreach to feeder community colleges (Gateway, Housatonic, Naugatuck,

Three Rivers, Norwalk); located transfer advisors in New Haven and Bridgeport, sites of our two largest feeder community colleges (Gateway and Housatonic, respectively), to develop partnerships with faculty and staff at our sister institutions and establish the presence of advisors who can meet with prospective students.

- Established summer scholarships for Undergraduate Research to enhance and support student engagement with faculty around this essential experience.

Academic Programming and Technology: I have always believed that a strong public regional university must have a core liberal arts foundation, be strongly responsive to its economic environment and, in the twenty-first century, attuned to the changing technologies that might enable us to do our work more effectively. In keeping with this commitment, I have worked closely with my academic team to insure that our academic programming remains current and relevant. Some examples include:

- Facilitated the development of key academic programs that respond to workforce needs and economic opportunities for our students; some programs include undergraduate degrees in sports management, respiration therapy, and utilities management, and graduate degrees in cyber security, materials science and applied physics, and an accelerated MBA.
- Created an Office of Academic Technology to support faculty development of curriculum and programming using appropriate and emerging technology tools; enhanced development of online and blending learning that has allowed us to accommodate student needs, particularly during the growing Winter semester.
- Created the Office of Special Academic Programs and Sessions to facilitate the growth in entrepreneurial credit and non-credit programs at all levels throughout the year that respond to the needs of the community.
- Supported and enhanced international education, hired first permanent director for the Office of International Education, including creating additional opportunities for study abroad and international experiences; led growth of international partnerships (China, England, Armenia).
- Led successful effort to change state legislation to allow Connecticut State Universities to offer appropriate, workforce relevant professional doctoral programs (potential doctoral programs include Doctorates of Social Work, Nursing Practice, Public Health, Physical Therapy, and Business Administration).
- Created the Office of STEM Innovation and Leadership (Science, Technology, Engineering & Mathematics) to bring together all activities, programs, and outreach partnerships related to the important STEM areas.

Community Outreach: Since I arrived, I have made outreach to community—local, regional, alumni, business partners, non-profits, and legislative and political—a cornerstone of my administration. I joined the Greater New Haven Regional Leadership Council, a group of regional leaders who are charting a course for the economic revitalization of the region. I meet regularly with our elected officials at the municipal, state, and federal levels to address a variety of issues, from funding and investments, to how to combat sexual assault on campus, create a welcoming environment for Veterans, strengthen partnerships with local public schools, open

opportunities for business partnerships and internships for students, just to name a few. In order to continue to strengthen and deepen these partnerships, under my leadership Southern has launched a number of initiatives, including:

- Opened *Southern on the Green*, Southern's downtown New Haven location, with the support of the SCSU Foundation. *Southern on the Green* is located on the same floor as the Greater New Haven Chamber of Commerce and down the street from City Hall and our largest feeder community college, Gateway Community College.
- Launched the Bioscience Academic and Career Pathway initiative, or BioPath for short, a partnership between local industry, the City of New Haven, and Southern, to insure a qualified, diverse student population that is ready to enter the emerging and significant biotechnology industry in the region.
- Led the development of an emerging strategic partnership with the City of Bridgeport, the largest municipality in Connecticut and home of our second largest feeder community college, Housatonic Community College.

Fundraising: Like many regional state universities, Southern is only now creating the infrastructure necessary to sustain a significant fundraising initiative that will provide the margin of excellence for Southern at a time of declining state resources. A significant part of my work developing community partnerships has been laying the groundwork for Southern's first comprehensive fundraising campaign. With a new VP for Institutional Advancement in place, we have begun the process of building the required infra-structure, including recruiting new community members to the SCSU Foundation board, reaching out to alumni, both locally and nationally, hosting numerous events at my home, on campus, and throughout the region to re-connect alumni and friends and share with them exciting activities and our vision for the future. The results are already being felt, and in the past year we have:

- Secured our first \$3 million gift; launched planning for first ever comprehensive fundraising campaign; and increased annual giving each year. We already have exceeded this year's goal, and it is only October!
- Lined up additional large gifts to support our new Academic Laboratory and Science Building, the Center for Autism Disorders, our music programs, our efforts in International Education and study abroad, the expansion of research opportunities for Undergraduate students, and the continued expansion of scholarship dollars to support student recruitment, retention, and completion.
- Established Southern's first Endowed Chair in Autism and Special Education following a \$1.2 million bequest.

Additional Initiatives: Below are several additional initiatives that have moved forward under my leadership:

- Planning and development of K-4 magnet school on campus, in partnership with the New Haven Public Schools. The Memorandum of Understanding has been drafted and is now under review as we commence the parallel approval processes through the Board of Regents and the City of New Haven.
- Received \$2 million grant to launch a GEAR-Up program that will work with 125 diverse students in 7 local New Haven public schools.

- Participated in the December 2014 White House College Opportunity Day of Action and committed Southern to increasing the number and quality of students graduating in STEM areas and ensuring the preparation of effective K-12 STEM teachers.
- Supported health and wellness efforts on campus, including the development of a proposal for a Smoke-Free Campus initiative. Southern officially went Tobacco-Free in August 2015. Southern also was named a Fit-Friendly Workplace by the American Heart Association.
- Created culture of civic engagement and service that resulted in Southern's again being named to the President's Higher Education Community Service Honor Roll.
- Supported Southern's ongoing excellence in its Sustainability initiatives, which resulted in our twice being named to the Princeton Review's list of 322 Greenest Campuses in America.

Other CSCU contributions

- Dec 2014 Member, CT State Team for Complete College America Convening
 2014 – 2015 Executive Sponsor, Transform CSCU (system strategic plan) initiatives for online education
 Fall 2013 Member, Search committee for system CIO
 Fall 2013 Chair, Search committee for system Provost and VP for Student Affairs
 Fall 2012 Member, Task Force on Remedial and Developmental Education
 Dec 2012 Member, CT State Team for Complete College America Convening
 2012 – current Member, Council of Presidents

Other Professional contributions

- Oct 2015 Speaker, "The Power of Partnerships: Southern's Relationship with its Community," Greater New Haven Community Loan Fund, New Haven, CT
 Oct 2015 Speaker, "Recruitment and Retention: Strategies for Success," AASCU Annual Meeting, Austin, TX
 2015 – 2018 Member, Appeals Committee for Council for the Accreditation of Educator Preparation (CAEP)
 Oct 2015 Speaker, "Embracing the Future: Southern Connecticut State University and the Changing Higher Education Landscape," First Selectman Series, Woodbridge, CT
 April 2015 Keynote speaker, NJ State Women's Network spring conference, "Women on the Move without Limits," Montclair State University, Montclair, NJ.
 March 2015 Speaker, Panel for New Presidents' Institute, ACE Meeting, Washington, D.C.
 2014 – 2015 Chair, AASCU Council on Teacher Education
 Nov 2014 Speaker, Presidents' Panel, Tri-State ACE-Net conference (NYIT, New York)
 2013 – 2014 Member, Planning committee for first New Haven Higher Education panel, Yale New Haven Alumni Association
 Nov 2013 Keynote speaker, "Breaking the Glass Ceiling: The Tools You Will Need to Begin your Ascent," CT ACE-Net Fall conference, St. Joseph University, Hartford, CT
 Fall 2013 Member, Planning committee for first CT Presidents' Summit on Campus Compact (meeting held at Yale University on September 14)

April 2012 Speaker, "Opening Panel," for HERS Summit of Women Presidents and Chancellors, Colorado Springs, CO

Board Memberships and Partnerships:

2016 – 2019 Board Member, HERS (Higher Education Resource Services)
2016 – 2019 Nominated as Candidate for Commissioner, NEASC Regional Accrediting Body (appointment to be made at December 2015 meeting)
2015 – current Founding Board Member, CT Chapter of Conscious Capitalism Initiative
2015 – current Presidential Sponsor, CT ACE-Network
2015 – current Board Member, CT Workforce Alliance Board, Southeast Region
2015, 2016 Greater New Haven Heart Walk (Vice Chair, 2015; Chair designee 2016)
2014 – current Vice Chair and Board Member, CT Campus Compact; Chair, Sub-Committee on Governance
2013 – current Member, Greater New Haven Heart Walk Executive Leadership Committee
2013 – 2015 Commissioner, Council for the Accreditation of Educator Preparation (CAEP) Continuous Improvement Commission
2012 – current Board Member, International Festival of Arts & Ideas
2012 – current Board Member, New Haven Promise
2012 – current Member, Greater New Haven Regional Leadership Council
2012 – current Board Member *ex officio*, SCSU Foundation

Honors and Distinctions

April 2015 Received Woman of Distinction Award, bestowed by the NJ Women's Network, Spring Conference
Oct 2015 Received the Athena Award in Leadership, bestowed by the Greater New Haven and Quinnipiac Chambers of Commerce

Professional Development

2013 – 2014 Participated in ACE New Presidents' Institute

Part II: Lehman College, The City University of New York, Bronx, NY

Lehman College was founded in 1931 as the Bronx campus of Hunter College and established in 1968 as an independent senior college (alongside City College, Hunter, Queens, Brooklyn, Baruch, and York Colleges) of The City University of New York (CUNY), which consists of 23 institutions enrolling over 500,000 credit and non-credit students. Designated an Hispanic-Serving institution, Lehman College is a public, comprehensive, coeducational liberal arts college with more than 100 undergraduate and graduate degree programs and specializations serving over 12,000 students.

Administrative – Lehman College

July 2007 – Jan 2012 Provost and Senior Vice President for Academic Affairs

With an \$70 million budget, and over 750 full and part-time faculty members and 200 staff, I was responsible for management, planning & development and quality control of all academic programs, as well as faculty recruitment, development, and promotion. All senior academic administrators reported to me, including the Deans of the Schools of Arts and Humanities, Education, Natural and Social Sciences (which includes the Health Sciences, Nursing, and Business), and Continuing and Professional Studies, the Head of the Leonard Lief Library, the Associate Provost and Vice President for Enrollment Management, the Associate Provost and Assistant Vice President for Undergraduate Studies and Online Education, the Director of the Office of Research and Sponsored Programs, and the Director of the Office of Institutional Research, Planning, and Assessment.

Major Accomplishments

Strategic Planning, Implementation and Assessment: During my tenure as Provost, I led Lehman's repositioning to an academic institution of excellence that effectively serves its students, faculty and community. This work followed the successful Middle States Self-Study and Evaluation process of March 2009 that I supervised. Most recently, Lehman for two consecutive years was ranked in *US News and World Report* as a Tier 1 public university in the Northern region (2010, 2011). Some of the specific accomplishments that undergird these successes include:

- Reorganization of Enrollment Management to include Office of Graduate Studies and Office of Special Academic Sessions to foster enrollment growth in all areas (2009);
- Establishment of an Assessment Council (Fall 2008) and an Assessment Office (Spring 2010) to foster a sustainable and engaged culture of Student Learning Outcomes Assessment;
- Establishment of an Office of Undergraduate Studies and Online Education (2008) to create a focus on undergraduate education that led to establishment of a Teaching and Learning Commons, expansion of Writing Across the Curriculum, development of Quantitative Reasoning initiative, and successful implementation of Title V supplemental instruction grant;
- Creation of the Multimedia Center Advisory Committee to provide leadership on academic use of new \$12 million Multimedia Center (2008);
- and the present consideration and implementation of a proposal to move from a divisional to school structure and establish Schools of Arts and Humanities (2011), Natural and Social Sciences (2011), Education (2011), Continuing and Professional Studies (2011), Health Sciences, Human Services and Nursing (2012); and Business (2013).

I also was a key member of the President's Strategic Planning Council (2008-2009) that recommended strategic directions for Lehman College through 2020, and I developed Lehman's response to the CUNY Master Plan 2008-2012 (Fall 2007).

Budget and Fiscal Matters: I successfully managed all budgets under my responsibility

(includes personnel, supplies, equipment, etc.) to ensure the ongoing success of our core mission and the strategic investment in our long-term goals. In FY 2009, I was successful in garnering \$1 million above budget from CUNY Vice Chancellor for Budget for the special enrichment of research and teaching on campus. I also worked with Lehman's Vice President for Administration to revise the budget process to ensure direct linking of resource allocation to academic needs (FY 09), and I developed budgetary recommendations for CUNY Compact 3 (FY 09), Compact 4 (FY 10), and Compact 5 (FY12) to invest in Lehman's strategic priorities (the Compact is a budget/tuition agreement between the University and the State of New York). In addition to the \$70 million Academic Affairs budget, I also oversaw Lehman's Research Foundation annual \$2 million operating budget.

Community Outreach and Fundraising: While Provost, I worked with the Vice President for Advancement to strengthen Lehman's Annual Fund drive and to launch its first capital campaign, the "Campaign for Lehman College" (\$40 million target by 2014). As part of this campaign, we acquired \$400,000 through a new partnership with the PepsiCo Foundation and Frito Lay to fund a new Business and Liberal Arts Program and raised nearly \$1 million for scholarships.

Student and Teaching Issues: As Lehman's core mission is teaching, much of my focus as Provost was on creating an environment that supports faculty teaching and enhances student success and achievement. In addition, I launched a number of initiatives designed to better serve student learning. These include:

- Revision of the current Student Evaluation of Teaching instrument (approved for implementation Fall 2011), and articulation of best practices for faculty members to represent excellence in teaching in the Tenure and Review Process;
- Supervision of Lehman's participation in the John Gardner Institute for Excellence in Undergraduate Education with a Transfer Focus, in partnership with two feeder CUNY 2-year colleges (2010-2011);
- Creation of an ongoing Task Force on Academic Advising, with focus on developing a new model for pre-professional advising; and
- Ongoing development of a Sophomore Year Initiative, with a focus on student retention, progress, and identification with their major programs of study (this was the subject of Lehman's Title V proposal for 2011).

In addition, I oversaw the launch of the Teaching and Learning Commons (Fall 2010) to support faculty development in the area of teaching, pedagogy, and uses of technology; developed plans to create a new Transfer Center for prospective transfer students; established the Annual Student Scholarship Day (first held in April 2009) to celebrate research by Lehman students (undergraduate and master's degree students); and inaugurated our Annual Honors Convocation for students, first held the evening before Commencement in May 2009.

Research: During my tenure as Provost, I strengthened the research infrastructure at the College through the hiring of a new Director of the Office of Research and Sponsored Programs (Dec 2008), the creation of a Research Advisory Board, consisting of faculty, staff, and administrators

to review and recommend policy and best practices in sponsored programs (Feb 2009), the ongoing development of a Research Handbook for faculty, as well as the creation of an Office of Responsible Research Conduct. In addition, I chaired the committees that award the fellowship leaves and research development awards that provide additional support to faculty for their research.

Facilities: In support of our teaching and research mission, I worked closely as Provost with our Associate Vice President for Facilities to ensure that Lehman has modern, appropriate, and technologically enhanced facilities. I was involved in the planning and development of a new “green” Science Complex that will add 270,000 square feet in three phases in support of research and teaching in the sciences. We broke ground on Phase I in September 2008; opened the building opened in 2012. I also have worked with the Associate Vice President for Facilities on the following projects:

- Implemented plans to renovate existing unused space for the newly created Teaching and Learning Commons (\$1.3 million in funding was allocated by the New York City Council for this project)
- Developed plan for Swing Space and Academic facilities use through 2015; and
- Renovated teaching laboratories for Biology, Chemistry, and Food Science programs; funded by CUNY Office of Research.

In addition, we opened a new \$12 million Multimedia Center, which is enriching academic programs across the College (including Art; Journalism, Communication, and Theatre; and Music).

Personnel Matters: As Provost, I oversaw the successful hiring and development of diverse personnel across the Academic Affairs division, including faculty, professional staff, and academic administrators who support the teaching and research mission of the College. I was especially pleased with Lehman’s participation in the Harvard COACHE survey of tenure-track faculty satisfaction, in which Lehman achieved recognition as an “exemplary institution” (2010). Some of the critical personnel hiring that I authorized and oversaw includes:

- Hiring nearly 100 diverse full-time faculty members (increased net faculty numbers to nearly 400);
- Hiring of new Deans for the Schools of Arts and Humanities (2009), Education (2008, 2011), Natural and Social Sciences (2009), and Continuing and Professional Studies (2010);
- Created Associate Dean positions in the Schools of Arts and Humanities and Natural and Social Sciences (Fall 2009) so the deans can become more involved with fundraising and developing external partnerships;
- Hired Associate Provost for Undergraduate Studies and Online Education (newly created position Jan 2008) to strengthen initiatives related to student persistence, retention, and graduation; new Senior Registrar (June 2008); new Director of Admissions and Recruitment (Nov 2008); Director of newly established Office of Special Academic Programs (2009); and Director of Graduate Studies (July 2010).

In addition, in order to celebrate the contributions of our faculty in teaching, scholarship, and

service, I inaugurated an Annual Faculty Recognition Day (May 2008), created a Distinguished Faculty Award in Service and a New Investigator Award to accompany existing awards in teaching and research (2011) and created an Annual New Faculty Brochure (Fall 2008). Finally, in order to ensure strong leadership at the departmental level, I developed in collaboration with the deans and chairpersons, an annual Chairperson Evaluation process (Fall 2009) that includes annual goal setting by chairs in consultation with their deans.

Academic Programs and Additional Initiatives at Lehman during my tenure as Provost:

During my tenure as Provost, I fostered new academic programs and initiatives that enriched the academic offering and strengthened our partnerships with our sister institutions locally and internationally. These include:

- Launched with Borough of Manhattan Community College the “BMCC at Lehman” initiative (Fall 2008);
- Launched student exchange program between Lehman College and Sungshin Women’s University in Seoul, Korea (up to ten undergraduate students each year; Lehman also hosts up to 50 Korean nursing students each year); currently developing partnerships with institutions in the Dominican Republic;
- Oversaw Lehman’s continued engagement in the new CUNY-wide School of Public Health (includes Lehman, Brooklyn, Hunter Colleges, and the Graduate Center);
- Established the CUNY Institute for Health Equity at Lehman College (Jan 2009), served as Chairperson of the Institute’s Advisory Board;
- Launched the Lehman Center for Human Rights and Peace Studies (Feb 2011); and
- Established online RN to BSN Nursing Completion program; gained approval for a new BS in Exercise Science, MS in Business, Minor in Mexican-American Studies, Minor in Middle Eastern Studies, and revamped BA in Multimedia Studies.

Other Lehman College Administrative Contributions

2009 – 2012 Master of Public Health Advisory Committee, Member
2007 – 2012 Auxiliary Enterprise Corporation Board, Member
2007 – 2012 Honorary Degree Committee, Member
2007 – 2012 Tenure and Promotion Committee, Chair
2007 – 2012 Distinguished Professor Committee, Chair
2007 – 2012 Higher Education Officer Screening Committee (Professional Staff), Member

Other CUNY Administrative Contributions

2009 – 2012 Executive Committee of Institute for Health Equity, Chair
2008 – 2010 Task-Force to Review PSC-CUNY Research Grants, Member
2008 – 2009 Academic Council Subcommittee on Testing, Member
2007 – 2012 CUNY Academic Council, Member
2007 – 2012 Macaulay Honors College Advisory Committee, Member
2007 – 2012 CASTL Council of Provosts, Member

Other Professional Contributions

June 2011 Speaker, “Answering the Toughness Question: The Double-Bind of Women’s

- Leadership,” Conference on Pathways to Leadership in Higher Education,
NYC/Long Island Network for Women Leaders in Higher Education
March 2011 Speaker, “Negotiating Your Worth,” William Paterson University ACE-Net
Chapter
June 2008, 09, 10 Mentor and Panel Member, HERS Bryn Mawr Women in Higher Education
Management Institute
Nov 2008 Panel Member, Provosts’ Panel for HERS Wellesley Women in Higher Education
Management Institute
May 2008 Team Leader, ASA College of Brooklyn Accreditation Review

Professional Development

- Fall 2011 Participated in ACE Advancing to the Presidency Institute

Concurrent Faculty Appointment – Lehman College, CUNY

July 2007 – 2012 Professor of English

Areas of Specialization: Early Modern Non-Dramatic Literature, Poetry and Prose of John Donne, Poetry and Prose of John Milton, Reformation Studies, Protestant Poetics, Literature, Politics, and Religion in Early Modern England, Armenian-American Literature.

Courses Taught: English Literature: Anglo-Saxon through the 17th Century (Spring 2009)

Part III - Montclair State University (MSU), Montclair, NJ

A comprehensive public university founded in 1908, Montclair State University is New Jersey’s second largest and fastest growing public institution with over 19,000 students and over 500 full-time faculty members. The university consists of six colleges/schools (Humanities and Social Sciences, Science and Mathematics, Business, Education and Human Services, Arts, and the Graduate School) that offer programs from the undergraduate through the doctoral level. MSU’s current Strategic Plan calls for it to become a Doctoral Intensive institution of between 18,000-20,000 students.

Administrative – Montclair State University

2004 – 2007 Dean, College of Humanities and Social Sciences

With a \$23 million budget and nearly 200 full-time and 200 part-time faculty members, the College of Humanities and Social Sciences (CHSS) provides the core liberal arts foundation of a university education and includes departments and programs such as African-American studies, anthropology, audiology, child advocacy, classics, English, foreign languages, history, justice studies, Latin American and Latino studies, linguistics, philosophy and religion, political science and law, psychology, sociology, speech language pathology, and women’s studies.

Major Initiatives and Accomplishments:

- ***Personnel Issues:*** Recruited over thirty new diverse faculty members. In addition, I reviewed for reappointment, tenure and promotion over sixty dossiers each year. Worked with faculty members at all levels to enable them to understand and prepare to meet MSU's expectation for reappointment, tenure, and promotion.
- ***Program/Curriculum Development:*** Supported the development of important new graduate and undergraduate programs, many of which are interdisciplinary, including a BA in Jurisprudence, development of minors in Jewish Studies and Community Health Systems and Policy, movement of Justice Studies from program to department status; and created new certificate programs in Child Advocacy and Legal Studies. Also supported plans for three new centers: Center for Writing Excellence; Center for American Studies; Center for Second Language Acquisition. Finally, as part of a larger university initiative, I led the college in a systematic review of all MA programs in the college.
- ***Transfer of Doctoral Program in Audiology from Seton Hall University to Montclair State University:*** Facilitated the transfer of the doctoral program in Audiology from Seton Hall University to MSU. The transfer occurred in only seven months from initial contact to formal approval by the NJ Commission on Higher Education and included the complete transfer of faculty, program, curriculum, and students. In this context, we also renovated significant space for the program and began the process of gaining accreditation for the program. This was only the third doctoral program at the university.
- ***Budget and Fiscal Issues:*** Managed the college's nearly \$23 million budget. Dollars were tight or declining in my time as Dean, even as the college has been growing in numbers of faculty and students. Thus, my challenge was in setting spending priorities that supported our primary mission of educating students and providing needed support to our faculty.
- ***Facilities Renovation and Space Management:*** The continued growth in faculty and students within the college and at the university required our vigilance and creativity in addressing space needs. I engaged CHSS faculty in anticipating our needs in light of the university's intention to grow to 20,000 students. The space report produced in November 2004 allowed us to begin to address future needs. To begin, we renovated 855 Valley Road for our new Audiology program; developed schematic designs for the renovation of Finley Hall for a language and linguistics building, and completed plans to renovate key space in College Hall for our interdisciplinary programs, for faculty editing professional journals, and for our part-time faculty.
- ***Teacher Education:*** Created a strong partnership between the liberal arts and education. CHSS housed secondary education programs in English, Social Studies, World Languages, and ESL. We also maintained programs in elementary education across the college. I created a CHSS Teacher Education Council with representatives from all of our teacher education

programs that met regularly and sent representatives to the Teacher Education Policy Committee. I partnered with our College of Education and the Woodrow Wilson Foundation in launching the Teachers as Scholars program at MSU.

- **Assessment:** In preparation for the successful 2007 Middle States evaluation visit, I created a CHSS Assessment Council to coordinate, facilitate, and support assessment initiatives throughout the college.
- **New Initiatives:** Created an annual Faculty/Staff Recognition event; launched a Writing Center task force, a Foreign Languages task force, and an American Studies task force; launched with the Dean of the College of Science and Mathematics an Undergraduate Research Conference at MSU; engaged in the redesign of our webpage; created an Advising Council in the college to begin to address issues related to student retention and persistence to degree; created an Assistant Dean for Student Affairs position in my office to focus on the needs of the nearly 4,000 students in the College of Humanities and Social Sciences; and created a Social Sciences task force to bring faculty together across the social science disciplines to stimulate interdisciplinary programs, research projects, and grant proposals.
- **Advancement:** Engaged in efforts to raise funds for an endowed professorship in Italian Studies (raised nearly \$1 million), and as part of the Campaign for the Second Century, began to develop our Alumni base to lay the groundwork for soliciting funds for our planned Center for Writing Excellence, a Writer in Residence program, a distinguished lecture in the Humanities and Social Sciences.

Other Administrative Contributions

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| 2006 – 2007 | Member, Executive Women of NJ Scholarship Committee |
| Spring 2006 | Search Committee member, Dean of the Graduate School |
| Spring 2005 | Search Committee member, Vice Provost for Research and Dean of the Graduate School |
| Spring 2005 | Speaker, “Barriers to Success: Women in the Academy,” Montclair State University ACE-Net Chapter Spring Luncheon |
| 2004-2005 | Honorary Degree Committee, Member |

Professional Development

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|-----------|--|
| June 2005 | Participated in the Institute for Management and Leadership in Education (MLE), Harvard Graduate School of Education, Cambridge, MA. |
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Concurrent Faculty Appointment – Montclair State University

2004 – 2007 Professor of English

Part IV - Oakland University, Rochester, MI

A suburban public institution situated on 1,500 acres with over 20,000 students, nearly 500 full-time and 340 part-time faculty members. The 6 colleges/schools (Arts and Sciences, Business Administration, Engineering and Computer Science, Education and Human Services, Nursing, and Health Sciences) and the newly launched Medical School offer over 100 majors, minors, concentrations and programs of study for undergraduates, over 30 masters programs and 8 doctoral programs.

Administrative – Oakland University

1999 – 2004 Associate Dean, College of Arts and Sciences

The College of Arts and Sciences is the largest academic unit on campus. With a \$25 million annual budget, 240 full-time and 200 part-time faculty members, it includes the humanities, social sciences, visual and performing arts, and mathematical and laboratory sciences. Home to 15 departments, 3 centers, and 4 additional special academic programs, the college offers 60 majors leading to the Bachelor of Arts, Bachelor of Music, Bachelor of Science, Master of Arts, Master of Music, Master of Science and Doctor of Philosophy degrees and teaches more than two-thirds of all courses offered at Oakland University.

Major Responsibilities and Accomplishments:

- ***Program/Curricular Development:*** developed and gained approval by the Oakland University (O.U.) Board of Trustees of the M.A. in Liberal Studies, B.A. in Studio Art, and B.A. in Women's Studies; developed and gained approval by the University Senate of the Ph.D. in Biological Communication; office of the dean's representative on the College of Arts and Sciences' Committee on Instruction and Graduate Studies Committee; college coordinator for departmental ten-year program reviews.
- ***Faculty Governance:*** commitment to faculty governance through coordination of the College of Arts and Sciences Executive Committee, Faculty Assembly, and Standing Committee memberships; elected member of the University Senate.
- ***Faculty Development:*** developed and coordinated a university-wide, full-day orientation for new faculty colleagues that has now become an annual event; member of an Ad Hoc Faculty Search Procedure Amendment Committee that focused on ways to revise search committee procedures in order to increase the representation at O.U. of women and persons of color on the faculty; participant in discussion of faculty hiring priorities within the college.
- ***Support for Research:*** served as O.U. Coordinator for the Meeting of Minds Undergraduate Research Conference held annually with the University of Michigan, Dearborn and the University of Michigan, Flint; editor of volume 4 of the *Journal of Undergraduate Research*.
- ***Support for Students:*** served as ombudsman for student and faculty concerns;

commencement coordinator for the College of Arts and Sciences; participant on ad hoc committee to reconcile differences between the School of Engineering and the Department of Mathematics and Statistics regarding applied mathematics course required of all graduate students in engineering.

- ***Additional Contributions:*** participated in budget decisions both during a time of budget growth and budget constraints; oversaw redesign of new College of Arts and Sciences webpage(s); coordinated College participation in and contributions to the American Heart Association Heart Walk, the largest in the nation.

2003 – 2004 Executive Director, OU Department of Music, Theatre and Dance

With an annual budget of over \$2 million, 17 full-time and over 30 part-time and applied faculty members, and over 650 undergraduate and graduate students, the Department of Music, Theatre and Dance (MTD) forms one of the largest and most active departments within the College of Arts and Sciences. It is also one of the fastest growing departments in the College. In addition to the undergraduate and graduate programs in the performing arts and music education, the department also is engaged in a multitude of community outreach activities (see below).

Major Responsibilities and Accomplishments:

- ***Creation of a Five-Year Strategic Plan for the Performing Arts within the College of Arts and Sciences:*** Initiated creation of a strategic plan for managing the recent and continued growth in the Performing Arts in recent years, including development of needed faculty, resources, equipment and facilities
- ***Resource Management:*** Managed budgetary and resource allocations for the department.
- ***Faculty and Staff Personnel:*** Conducted hiring and review of full and part-time faculty and staff in the department.
- ***Program and Curricular Development:*** Oversaw the development of all new programs and review of curriculum within the department, including the implementation of a newly approved Ph.D. program in Music Education.
- ***Outreach:*** Oversaw the department's involvement in numerous community activities such as serving as host for the professional Eisenhower Dance Ensemble, providing a strong Community Music Program, a Summer Youth Arts Camp, providing summer residency for the Detroit Symphony Orchestra, hosting a professional Sonnet Quartet, participating in the Music Education Technology Consortium, overseeing the Oakland Symphony, and partnering with Meadow Brook Theatre, Oakland University's professional residential theatre company.
- ***Fundraising:*** Represented the Department of Music, Theatre and Dance in the forthcoming

Oakland University Capital Campaign, in which the development of a new Performing Arts Center forms the centerpiece, as well as with long-standing fundraising activities.

Concurrent Faculty Appointment – Oakland University

2003 – 2004 Professor of English
1994 – 2003 Associate Professor of English (tenured August 1994)
1988 – 1994 Assistant Professor of English

Courses Taught (freshman through masters students): Freshman Writing, Introduction to Literary Study, British Literature Survey, British Renaissance Literature, John Donne, John Milton, Writing Across Gender in the British Renaissance, English Renaissance Prose, Protestant Poetics in the British Renaissance.

Part V - Additional Professional Contributions

Academic:

2008 – 2009 Member, John Donne Society Awards Committee
2006 – 2007 President, the John Donne Society
1990 – 2005 Secretary/Treasurer and member of the Executive Committee, the John Donne Society

Professional Scholarly Contributions: Outside reviewer for Duquesne University Press, Macmillan Press, Susquehanna University Press, Central Arkansas University Press, *Huntington Library Quarterly*, *Explorations in Renaissance Culture*, *PMLA*, *Journal for the Society of Armenian Studies*.

Professional Memberships: American Association of Colleges & Universities, American Council of Education, John Donne Society, Milton Society of America, Modern Language Association, Renaissance Society of America, Sixteenth Century Studies Association, Society for Armenian Studies, Society for Reformation Research, and South Central Renaissance Conference.

Professional Development:

2003-2004 Participated in the Higher Education Resource Services (HERS) Management Institute for Women in Higher Education Administration, Wellesley College, Wellesley, MA.
October 2003 Participated in the American Council on Education (ACE) Office of Women in Higher Education Regional Leadership Forum for Women Administrators, University of Michigan, Ann Arbor.

Honors and Distinctions:

Merit Award for Research, Department of English, Oakland University, 1991
Distinguished Publication in Donne Studies for 1991 by the John Donne Society for “The Latin

‘Stationes’ in John Donne’s *Devotions Upon Emergent Occasions*,” *Modern Philology*, 89:2 (November 1991), 196-210
Research Fellowship, Oakland University, 1990

Elected Phi Beta Kappa, 1981
Graduated *Summa Cum Laude*, UCLA, 1981
UCLA Rhodes Scholarship nominee, California semi-finalist, 1981
UCLA Department of English Outstanding Senior Award, 1981

Part VI – Publications and Presentations

Books:

Sacred and Profane in English Renaissance Literature, Editor. Newark: University of Delaware Press, 2008.

John Donne and the Protestant Reformation: New Perspectives, Editor. Detroit: Wayne State University Press, 2003.

Articles:

Critical Commentary on Donne criticism in the 1940s, Donne Variorum Project, *Songs & Sonnets* volume. (forthcoming, Bloomington: Indiana University Press).

“Donne’s Secular and Sacred Reactions to Loss: From Nothingness to God’s Tender Jealousy,” in Mary A. Papazian, ed., *Sacred and Profane in English Renaissance Literature*, (Newark: U of Delaware P, 2008), 159-182.

“‘No Man [and Nothing] is an *Iland*’: Contexts for Donne’s ‘Meditation XVII’,” Panel on John Donne’s *Devotions Upon Emergent Occasions*, presented at the 20th Anniversary John Donne Conference, Baton Rouge, LA, *John Donne Journal*, volume 26 (2007), 381-385.

Entries on “John Donne” and “Lucy, Countess of Bedford” for the *Ben Jonson Journal*, Vol. 12 (2005), 11-17.

“The Augustinian Donne: How a ‘Second S. Augustine’?,” in Mary A. Papazian, ed., *Donne and the Protestant Reformation: New Perspectives* (Detroit: Wayne State University Press, 2003), 66-89.

“John Donne and the Thirty Years’ War,” *John Donne Journal*, Volume 19 (2000), 235-266. Special Issue from Donne Returns to Loseley conference, Surrey, England (May 2000).

“‘The Fiery Call of the Soul’: A Reading of Artem Haroutiunian’s *Letter to Noah and Other Poems*,” *Journal for the Society of Armenian Studies*, Vol. 8, 1995 (published in 1997), 53-73.

“Literary ‘Things Indifferent’: The Shared Augustinianism of Donne’s *Devotions* and Bunyan’s *Grace Abounding*,” in Raymond-Jean Frontain and Frances Malpezzi, eds., *John Donne’s Religious Imagination Essays in Honor of John T. Shawcross*, University of Central Arkansas Press, 1995, 324-349.

“The Lazarus Motif in Donne and Rembrandt: Some Religious and Artistic Parallels,” *The Low Countries and Beyond*, ed. Robert Kirsner. Publications of the American Association for Netherlandic Studies, #5. Lanham, MD: University Press of America, 1993, 269-279.

“Donne, Election and the *Devotions Upon Emergent Occasions*,” *Huntington Library Quarterly*, Vol. 55, no. 4, Fall 1992, 603-619.

“Richard Corbett,” in *Seventeenth-Century British Non-Dramatic Poets*, ed. M. Thomas Hester, *Dictionary of Literary Biography*, First Series, Vol. 121. Detroit, London: Bruccoli, Clark, Layman, Inc., 1992, 59-67.

“The Politics of John Donne’s *Devotions Upon Emergent Occasions* Reconsidered,” *Renaissance and Reformation*, N.S. Vol. 15, no. 3, Summer 1991, 233-248. See “Correction,” *Renaissance and Reformation*, N.S. Vol. 15, no. 4, Fall 1991, 350.

“The Latin ‘Stationes’ in John Donne’s *Devotions Upon Emergent Occasions*,” *Modern Philology*, Vol. 89, no. 2, November, 1991, 196-210. Named Distinguished Publication in Donne Studies for 1991 by the John Donne Society.

Selected Book Reviews (full list available upon request):

Parry, Graham and Joad Raymond (Brewer), eds., *Milton and the Terms of Liberty*, *Sixteenth Century Journal*, Vol. 34, no. 4 (Winter 2003), 1138-1140.

Chernaik, Warren and Martin Dzelzainis, eds., *Marvell and Liberty*; and Robert Ellrodt, *Seven Metaphysical Poets: A Structural Study of the Unchanging Self*, *Renaissance Quarterly*, Vol. 54, no. 2 (Winter 2001), 1676-1679.

Gary A. Stringer, general editor, *The Variorum Edition of the Poetry of John Donne, Volume 2: The Elegies*, *Sixteenth Century Journal*, Vol. 32, no. 4 (Winter 2001), 1174-1176.

Nuttall, A.D., *The Alternative Trinity: Gnostic Heresy in Marlowe, Milton, and Blake*; and S. Dobranski and J. Rumrich, eds., *Milton and Heresy*, *Renaissance Quarterly*, Vol. 53, no. 2 (Summer 2000), 611-613.

Hodgson, Elizabeth, *Gender and the Sacred Self in John Donne*, *Sixteenth Century Journal*, Vol. 31, no. 1 (Spring 2000), 289-290.

Wilcox, Helen and Richard Todd, eds., *Sacred and Profane: Secular and Devotional Interplay in Early Modern British Literature*, *Journal of English and German Philology*, Vol 98, no 3 (July 1999), 457-459. (invited)

Shami, Jeanne, ed., *John Donne's 1622 Gunpowder Plot Sermon: A Parallel-Text Edition*, *Seventeenth-Century News*, Vol 56, nos 3 & 4 (Fall-Winter, 1998), 99-100. (invited)

Douglas H. Parker, ed., *A proper dyaloge betwene a Gentillman and an Husbandman*, *Renaissance Quarterly*, Vol 51, no 1 (Spring, 1998), 291-292. (invited)

Louise Schleiner, *Tudor and Stuart Women Writers*, *Sixteenth-Century Journal*, Vol 27, no 2 (Summer 1996), 552-554. (invited)

Christopher Hodgkins, *Authority, Church, and Society in George Herbert: Return to the Middle Way*, *Renaissance and Reformation*, N.S. Vol. 19 (Spring 1995), 75-77. (invited)

Claude J. Summers and Ted-Larry Pebworth, eds., *On the Celebrated and Neglected Poems of Andrew Marvell*, *Sixteenth-Century Journal*, Vol. 24, no. 3, 1993, 753- 755. (invited)

A. J. Smith, *Metaphysical Wit*, *Journal of English and German Philology*, Vol. 92, no. 3, 1993, 431-434. (invited)

James Baumlin, *John Donne and the Rhetorics of Renaissance Discourse*, *ANQ: A Quarterly Journal of Short Articles, Notes, and Reviews*, Vol 5, nos. i-ii, New Series, April/July 1992, 150-152. (invited)

Selected Presentations (full list available upon request):

Plenary Address, "Health, Education, and Civic Welfare," the 4th International Medical Congress of Armenia, Yerevan, Armenia, July 2, 2015.

Keynote Address, "A Journey Beyond Hate: The Armenian Genocide 100 Years Later," the United Nations Association of Connecticut, Kent, CT, April 25, 2015.

Keynote Address, "Armenian Studies: Past, Present, and Future," on the occasion of the 30th Anniversary of the Armenian Studies Program at California State University, Northridge, Northridge, CA, May 11, 2013.

Keynote Address, "Armenians' Suffering, Turkey's Challenge," the 97th Commemoration of the Armenian Genocide, Hall of the House of Representatives, State Capitol, Hartford, CT, April 21, 2012.

"Looking to the Future: Teaching and Learning in the new Millennium," International Conference on "University Education for the 21st Century" in celebration of the 90th Anniversary of Yerevan State University, Yerevan, Armenia, October 2009.

Organizer and Chair, session on “Politics, Presence, and Place in Donne’s Sacred and Profane Poetry,” at the Modern Language Association Conference, Chicago, IL, December 2007.

“Donne’s Secular and Sacred Reactions to Loss: From Nothingness to God’s Tender Jealousy,” Presidential Address presented at the Twenty-First Annual John Donne Society conference, Baton Rouge, LA, February 2006.

Member, panel on Donne’s *Devotions*, at the Twentieth Annual John Donne Society Conference, Baton Rouge, LA, February 2005, comments published in the *John Donne Journal*.

“Sir Theodore Turquet de Mayerne’s Case Notes on the Death of Prince Henry: Some Implications for Donne’s *Devotions*,” the Eighteenth Annual John Donne Society Conference, Gulfport, MS, February 2003.

“John Donne and the Thirty Years’ War,” a conference entitled Donne Returns to Loseley, Loseley Park, England, May 2000.

Participant on Panel on “What if this present were the worlds last night,” the Eleventh Annual John Donne Society Conference, Gulfport, Mississippi, February 1996. (invited)

“Politics, Religion, and Literary ‘Things Indifferent’ in 17th Century England: The Case of John Donne and John Bunyan,” Lecture, Oakland University, Winter 1994. (invited)

“Secular and Spiritual Reactions to Loss: John Donne’s ‘A Nocturnall upon S. Lucies Day’ and ‘Holy Sonnet: Since she whome I loved’,” *Sacred and Profane: The Interplay of Secular and Devotional Literature, 1500-1700*, an interdisciplinary conference in honor of the quatercentenary of the birth of the English devotional poet, George Herbert, November 1993, Groningen, The Netherlands. (refereed).

“Expressions of Two Faiths or One?: The Essential and the Indifferent in Augustine, Donne, and Bunyan,” the Sixteenth-Century Conference, Atlanta, GA, October 1992. (refereed)

“The Augustinian Donne: How a ‘second S. Augustine’?,” Renaissance Conference of Southern California, San Marino, California, May 1991. (invited)

“Affirmation Through Negation: Augustinian Self-Knowledge and Donne’s *Devotions*,” Renaissance Prose Conference, Purdue University, West Lafayette, Indiana, October 1990. (refereed)

“The Lazarus Motif in Donne and Rembrandt: Some Religious and Artistic Parallels,” the Fifth AANS Interdisciplinary Conference On Netherlandic Studies, Los Angeles, California, June 1990. (refereed)

“The Aesthetics of Perseverance: The Lazarus Motif in Donne and Rembrandt,” the Sixteenth-Century Studies Conference, Minneapolis, Minnesota, October 1989. (refereed)

“Election in John Donne's *Devotions Upon Emergent Occasions*,” Tenth annual LeMoyne Forum on Religion and Literature, Syracuse, New York, September, 1989. (refereed)

“The Nature and Function of the Latin ‘Stationes’ in John Donne's *Devotions Upon Emergent Occasions*,” fourth annual John Donne Society Conference, Gulfport, Mississippi, February, 1989. (refereed)

“The Wonders of Accident and Design, or Masque-Structure in *Pericles*, *The Winter's Tale*, and *The Tempest*,” Lawrence University, Appleton, Wisconsin, February, 1988. (invited)

“Politics or Pietism?: Perceptions of John Donne's *Devotions Upon Emergent Occasions*,” the South Central Modern Language Association Conference, Houston, Texas, October, 1987. (refereed)

“The Paradox of Perseverance: John Donne's *Devotions Upon Emergent Occasions*,” the Second annual John Donne Society Conference, Gulfport, Mississippi, February, 1987. (refereed)