

**Mary A. Papazian, Ph.D.**

President

San José State University

One Washington Square

San José, CA 95192

**EDUCATION**

University of California, Los Angeles, English Literature

B.A. 1981; M.A. 1983; Ph.D. 1988

**SUMMARY of PROFESSIONAL EXPERIENCE**

2016 – present	<b>President and Professor of English (tenured)</b> , San José State University (San José, CA)
Jan 2012 – 2016	<b>President</b> , Southern Connecticut State University (New Haven, CT)
2007 – 2012	<b>Provost and Senior Vice President for Academic Affairs</b> , Lehman College of The City University of New York (Bronx, NY)
2004 – 2007	<b>Dean</b> , College of Humanities and Social Sciences, Montclair State University (Montclair, NJ)
1999 – 2004	<b>Associate Dean</b> , College of Arts and Sciences, Oakland University (Rochester, MI)
2003 – 2004	<b>Executive Director</b> , Department of Music, Theater and Dance, Oakland University (Rochester, MI)
1988 – 2004	<b>Assistant, Associate (tenured), and Professor of English</b> , Oakland University (Rochester, MI)

**Honors and Distinctions:**

November 2019	Recognized as a “Special Honoree” by the East Side Union School District, for commitment to the San Jose East Side Promise, San Jose, CA
April 2019	Named a “100 Women of Influence” by the <i>Silicon Valley Business Journal</i>
March 2019	“Woman of the Year” for Assembly District 29, named by Assemblyman Evan Low
July 2018	“Person of the Year” Award, bestowed by the Knights of Vartan, and “Woman of the Year” Award, bestowed by the Daughters of Vartan, at their Annual

	Convocation, Detroit, Michigan
May 2018	Khachatur Abovian Medal, bestowed by the Armenian State Pedagogical University after Khachatur Abovian, Yerevan, Armenia
May 2016	Saints Sahag & Mesrob Medal, bestowed by His Holiness Karekin II, Catholicos of All Armenians
May 2016	Medal of Distinction from the Ministry of Diaspora, the Republic of Armenia
October 2015	Athena Award in Leadership, bestowed by the Greater New Haven and Quinnipiac Chambers of Commerce, October 2015
April 2015	Woman of Distinction Award, bestowed by the New Jersey Women's Network, Spring Conference
April 2012	Honorary Degree awarded, Armenian State Pedagogical University after Khachatur Abovian, Yerevan, Armenia
2006-07	President, John Donne Society
1991	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 <i>Devotions Upon Emergent Occasions</i> ," <i>Modern Philology</i> , 89:2 (November 1991), 196-210
1990	Research Fellowship, Oakland University
1986-87	Huntington Library Dissertation Fellowship
1985-86	Clark Library Dissertation Fellowship
1981	Elected Phi Beta Kappa, 1981
1981	Graduated <i>Summa Cum Laude</i> , UCLA, 1981
1981	UCLA Rhodes Scholarship nominee, California semi-finalist
1981	UCLA Department of English Outstanding Senior Award

## PROFESSIONAL EXPERIENCE

### Part I: San José State University (SJSU), San José, CA

*Founded in 1857 as the Minns' Evening Normal School, San José State University (SJSU) is the oldest public university in the western United States, the founding campus of the California State University system, and the only public university in the Silicon Valley. Over the course of its 160-year history, SJSU has evolved into a nationally ranked comprehensive university, comprised of the College of Applied Sciences and Arts, Lucas College and Graduate School of Business, Connie L. Lurie College of Education, Charles W. Davidson College of Engineering, College of Humanities and the Arts, College of Social Sciences, College of Science, and College of International and Extended Studies. SJSU offers 134 graduate and undergraduate programs, including 3 doctoral programs, to nearly 35,000 diverse students, many of whom are the first in their families to attend college. More of its alumni are hired by Silicon Valley firms than any other college or university. Since 1960 San José State University has been one of 23 state universities within the California State University (CSU) system, the largest public university system in the United States serving over 470,000 students. SJSU is accredited by the Western Association of Schools and Colleges (WASC) and recently successfully completed its 10-year*

*comprehensive WASC self-study and evaluation. The San José State University Spartans participate in NCAA Division I athletics as part of the Mountain West Conference, fielding 19 intercollegiate programs.*

### **Administrative – San José State University**

#### **July 2016 – present President**

*As President, I serve as campus CEO and am responsible for all aspects of SJSU's operation and strategic direction, including managing SJSU's \$500 million operating budget, maintaining its 155 acres, and addressing the needs of its nearly 35,000 students and 6000 faculty and staff. All Cabinet level positions report directly to me, including the Senior VP for Academic Affairs and Provost, VP for Finance and Administration, VP for Student Affairs, VP for Advancement, VP for Information Technology and Chief Information Officer, VP for Research and Innovation, VP for Organizational Development and Chief of Staff, Director of Intercollegiate Athletics, and Director of the Office of Diversity, Equity, and Inclusion. I also represent SJSU at the state capital, in the business and civic communities, and to the California State University (CSU) Chancellor, central office staff, and with the Board of Trustees for the CSU system.*

#### **Major Responsibilities:**

- Serve as Chief Executive Officer of San José 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 California State University system;
- And work closely with state legislators and the executive branch to achieve local and statewide goals.

#### **Major Accomplishments**

In my time as president of SJSU, I have focused on revitalizing communication among and between campus leaders, students, faculty and staff; energizing alumni, supporters and friends of the university; meaningfully elevating engagement with elected, industry and community leaders on important regional policy issues; empowering people across the university singularly to focus on student success; inclusively assessing opportunities to enhance operational effectiveness; and articulating an aspirational vision for SJSU, Silicon Valley's public university, to be America's preeminent urban public university.

Notable milestones at SJSU since my appointment include securing an average of \$30 million in philanthropic giving each year, implementation of plans to build a Science and Innovation Complex (the first planned expansion of academic facilities in more than three decades), with groundbreaking taking place in May 2019; the launch of an Institute for the Study of Sport, Society and Social Change; bringing back SJSU's storied men's track and field program in spring 2018; convening a series of student success summits to explore ways to enhance college readiness; and, the addition of key university leaders: a new Provost and Sr Vice President for Academic Affairs, VP for administration and finance and CFO, VP for IT and CIO, inaugural VP for research and innovation, chief of staff, an athletics director and a chief diversity officer to lead a newly-established campus Office of Diversity, Equity and Inclusion.

### ***Achievements for 2016-2019***

**Strategic Planning:** At the start of the 2016-17 academic year, I established a strategic plan steering committee that worked throughout the year to wrap up the accomplishments of our current strategic plan, *Vision 2017*, which formally will sunset in September 2017. We have scheduled a campus-wide town hall this September to celebrate the university's recent accomplishments and formally launch the new strategic planning process. With the planning process complete, we unveiled *Transformation 2030* in April 2019.

**External Partnerships:** I have focused intentionally on strengthening external partnerships with the City of San José, our local K-12 districts and community college districts, our local industry, and potential global partners from Armenia, Argentina, Japan, and China, among others. As part of our student success initiative, we held two Student Success summits with elected officials and representatives from our local K-12 districts. We have launched the San Jose Eastside Promise to create a pipeline for students from the underserved Eastside district, and engaged in discussions with the Mayor's office about establishing a broader Promise program for local K-12 students. I also have had visits with chancellors and presidents from our major feeder community colleges, including San Jose Evergreen and DeAnza Foothill CC districts, UC Santa Cruz, and Santa Clara University; and established regular meetings with local elected officials, including the Mayor, City Manager, head of economic development, and other partners in the City of San José. I have met with CEOs of numerous Silicon Valley companies, such as GE Digital, HPE, Lam Research, Apple, Xilinx, Flex, Cisco, and Wells Fargo Bank, among others, to discuss investment in our Innovative Design Center, joint research with our faculty, support for their continuing education needs, and support for strengthening pathways for underrepresented students as part of their commitment to diversifying their employee base. SJSU also signed an important partnership agreement with IBM to support student learning and faculty research.

**Philanthropy and External Support:** I spent a significant amount of time supporting and enhancing our philanthropic efforts. These included securing support for the renovation of our South Campus Athletic fields and renewed outreach to alumni. I worked with my VP for Advancement to reorganize advancement and hiring staff; developed alumni chapters in DC, New York, Santa Cruz, and within large local tech companies; hosted events at our home for foundation members, major donors, emeriti faculty members, among others; recruited new members to the Tower Foundation; and participated in the Tower Foundation retreat to continue development for our next comprehensive philanthropic campaign. I am pleased to report that SJSU has raised an average of \$30 million each year of my tenure at SJSU as it prepares for a significant comprehensive campaign.

**Leadership Team and Organizational Structure:** With the many changes over the last decade, I focused on building a strong leadership team needed to review organizational structure within each major division. During my tenure as SJSU president, I have welcomed the arrival of a new VP for Administration and Finance and the campus's first Chief Diversity Officer and Title IX Officer, a new VP for Student Affairs, Provost and Senior VP for Academic Affairs, Athletics Director, and Chief of Staff. I presently am searching for a new VP for Advancement. We began the process of organizational review in the Advancement Division and completed the first phase of reorganization. We also brought Faculty Affairs and Human Resources together under a single University Personnel office reporting to a newly created Sr AVP for University Personnel. Additional realignment is occurring within IT as we implement our One IT initiative. We also created a new Enrollment Management division reporting to the VP for Student Affairs, launched a College of Graduate Studies, and refocused one of our colleges on health, now known as the College of Health and Human Services.

**Student Success:** We have been focused on developing and implementing our student success plan in support of the CSU's *Graduation 2025 Initiative* and our own *Four Pillars of Student Success*, which provides tactical approaches to meeting the expected outcomes. Our student success initiative is led jointly by the Associate VP for Undergraduate Studies in Academic Affairs and the Sr. AVP for Enrollment Management within Student Affairs. Last year six-year graduation rates improved by 5% and four-year rates by four %. SJSU aims to raise six-year graduation rates to 71% and four-year graduation rates to 35% by 2025 while eliminating altogether the gap in graduation rates between underrepresented minority (URM) and non-URM students. SJSU closed this graduation rate gap last year by 6%. Additionally, the proportion of all undergraduates taking at least 15 semester units rose from 25% to 36%. In order to ensure continued gains around student success, I have asked our student success team to rethink their "vision" for engagement and achievement and to consider appropriate IT solutions around predictive analytics, pathway programs, and financial literacy education. I will be focusing even more directly on incorporating best practices from fellow institutions around advising reform, freshman onboarding and learning communities, mega-majors, and chat bots, among other priorities.

**Graduate Study, Research and Innovation:** In January 2018, we launched the College of Graduate Studies to support the more than 7,500 graduate students enrolled at the university, in programs throughout the university. Additionally, we are developing additional professional doctoral degrees (we now offer the Ed.D in Educational Leadership; Doctorate of Nursing Practice; Doctorate of Audiology; and are developing a Doctorate of Occupational Therapy). In addition to the professional doctorates we currently offer, we are developing several joint Ph.D. programs in areas of need and expertise. To support the growing research enterprise of our faculty, we have launched a program to provide faculty more dedicated time to spend on their research, scholarship, and creative work. We also hired an inaugural VP for Research and Innovation to develop the research enterprise and create an infrastructure to support innovation.

***Additional Initiatives, Challenges, and Accomplishments***

- Successfully completed national searches for Deans of Business, Engineering, Humanities and the Arts, Science, and Education;
- BART Station – worked with Valley Transportation Authority board and local officials on location of downtown BART station;
- Oversaw the growth and development of Office of Diversity, Equity and Inclusion; included successful hiring of Title IX officer and investigator and expansion of training for diversity, equity and inclusion as well as title IX expectations;
- WASC follow-up accreditation report was submitted July 2017; special visit concluded successfully in September 2017;
- Continued to address challenge to improve tenure density, such as recruitment process and housing costs; we have begun a conversation around support for faculty and staff around cost of living;
- Ongoing efforts to establish a stronger relationship with the campus community and the local media, while also addressing challenges that continued to occur.
- Revamped commencement to ensure personal recognition of each of our nearly 10,000 graduates each year.

**Other CSU contributions**

May 2019	Member, 6-year Review Committee for CSU-Fresno President Dr. Joseph I. Castro
Spring 2018	Member, CSU Presidents' Retreat Planning Committee
2017 – present	Member, Presidents' IT Advisory Committee
2017 – present	Member, COAST Presidents' Council
July 2016 – present	Member, CSU Council of Presidents / Senior Leadership Council

***Other Professional contributions***

November 8, 2019	Panelist, session on “Presidential Pathways,” Nor-Cal ACE-Net Women’s Conference, St. Mary’s College of California, Moraga, CA
November 6, 2019	Published an Op-Ed entitled “How Google and San Jose State can team up on downtown plan,” in the <i>San Francisco Chronicle</i>
October 29, 2019	Published an Op-Ed entitled “STEM education is important. But

October, 2019	discounting the arts would be a mistake,” in the <i>Sacramento Bee</i> Invited Panelist, session on “Miseducation, Society, & Democracy,” World IT 2019 Forum, Yerevan, Armenia
September 23, 2019	Panelist, session on “Academic Misconduct,” for Faculty Athletic Representative (FAR) convening, Washington DC
September 7, 2019	Keynote Speaker, American University of Armenia (AUA) Gala Honoring Dr. Armen Der Kiureghian, Los Angeles, CA
July 15, 2019	Plenary Speaker, “Humanities for the 21 <sup>st</sup> Century: Innovation and the 4 <sup>th</sup> Industrial Revolution,” Council of Graduate Schools’ summer workshop, San Diego, CA
Spring 2019	Member, Taskforce on STEM Education for the American University of Armenia and Foundation for Armenian Science and Technology (FAST)
May 7, 2019	Panelist, “Building Your Workforce for the Future,” at the SAP Select convening, Orlando, FL
May 6, 2019	Panelist, “Inspiring: The 12 Women Presidents of the California State University,” at the Leadership California convening, Los Angeles, CA
April 28, 2019	Panelist, plenary session on “College Affordability and Finances” at the AAC&U Board Meeting, Washington, D.C.
April 26, 2019	Panelist, session on “C-Suites & Boardrooms - Diversity, Equity & Inclusion,” at Silicon Valley Leadership Group Game-Changers Forum, Campbell, CA
April 6, 2019	Panelist, “Future of High Tech in Armenia,” at Netflix Headquarters, Los Gatos, CA
March 16, 2019	Panelist, session on “Balancing Life’s Demands for Women,” Armenian Relief Society (ARS), San Francisco
March 11, 2019	Panelist, session at ACE for Inside Higher Ed, “What Keeps Presidents Up at Night?” Philadelphia, PA
March 7, 2019	Panelist, CityAge Conference, San Francisco, CA (add details)
March 1, 2019	Panelist, “Education and The Workforce” panel, the Silicon Valley Leadership Group Economic Forum, Campbell, CA
January 24, 2019	Panelist, session for the AAC&U Presidential Forum (see title)
2018	Co-author with Chancellor George Blumenthal (UC Santa Cruz), column on capital needs, in <i>GameChangers</i> , Silicon Valley Leadership Group
September 24, 2018	Panelist, session entitled “Aligning Academic Programs to Meet Workforce Needs,” for the NSF-BHEF Workshop, “Reskilling America’s Workforce: Exploring the Nation’s Future STEM Workforce Needs: A Spotlight on Engineering and Advanced Manufacturing,” NSF, Alexandria, VA
September 18, 2018	Guest Blog, “San José State University and the Lifeblood of Downtown,” Silicon Valley Organization, San José, CA
June 2018	Member, Christa McAuliff Award Committee, AASCU
June 8, 2018	SJSU and Downtown San Jose, Speaker, San Jose Downtown Association
June 2, 2018	Keynote Speaker, Bay Area Regional Rotary meeting
April 12, 2018	“Faces of Genocide,” Panelist; West Valley College, Saratoga, CA

April 7, 2018	“Voicing out the Critique: How to Generate Countering Expressions,” Panelist, Workshop on Feminist Interventions in Armenian Studies / Armenian Interventions in Feminist Studies; Massachusetts Institute of Technology (MIT), Cambridge, MA
March 28, 2018	“New Presidents on Leadership, Innovation, and Student Success,” Panelist, Podcast <i>To A Degree</i> , Gates Foundation (recorded at ACE Annual Meeting), Washington, D.C.
March 17, 2018	“Armenians in America: On the 400 <sup>th</sup> Anniversary of Martin the Armenian,” Keynote Address, Conference on the Celebration of 400 Years of Armenian-American Heritage, 1618-2018; Ararat-Eskijian Museum and the National Association for Armenian Studies and Research (NAASR), Los Angeles, CA
March 14, 2018	“Silicon Valley Summit on AI,” Panelist, Business-Higher Ed Forum (BHEF), Amazon Web Services, Palo Alto, CA
February 22, 2018	Moderator for Two Panels on AI, BHEF Winter Meeting; Washington, D.C.
February 17, 2018	Speaker, “How do you choose a college?” AYF, San Francisco, CA
February 16, 2018	Speaker, Saratoga Rotary, Saratoga, CA
February 11, 2018	Speaker, CSU Super Sunday, Emanuel Church (ck), San Jose, CA
February 9, 2018	Keynote, Vartanantz Banquet, San Francisco, CA
September 30, 2017	Keynote, UACC Annual Banquet; Los Angeles, CA
June 17, 2017	Mineta Transportation Institute Annual Celebration, Keynote Address, San José State University
May 4, 2017	“Our Legacy, Our Promise,” Inaugural Address, San José State University
April 27, 2017	“SJSU’s Role in the Urban Landscape,” Presentation, SPUR Business Breakfast Series, San José, CA
April 20-21, 2017	“Empowering Women in Armenia,” Keynote, Conference on Empowering Women and Women’s Studies; American University of Armenia; Yerevan, Armenia
March 19, 2017	“Armenian Studies: Yesterday and Today,” Keynote, 40 <sup>th</sup> Anniversary of the Armenian Studies Program; California State University, Fresno; Fresno, CA
Feb 18, 2017	“The Armenian Genocide, the Diaspora, and Armenia’s Future,” Keynote Speaker, The Council of Armenian American Organizations of Northern California 20 <sup>th</sup> Anniversary Banquet, San Francisco, CA
Nov 9, 2016	ACE-Nash Workshop, “Achieving Student Success”, Presenter, Washington, D.C.
Oct 16, 2016	“Armenia, Partnerships, & Higher Education” Speaker, UC Berkeley Armenian Students Alumni Association meeting; Berkeley, CA

***Boards Memberships and Partnerships:***

2019 – 2023	Mountain West representative on the NCAA Division I Board of Directors
2018 – present	Advisory Board Member, The Knight Foundation San Jose
2018 – present	Member, Business-Higher Education Forum (BHEF) Membership



	Committee
2018	Member, Christa McAuliffe Award Review Committee, AASCU
2018 – 2021	Board Member, Urban Serving Universities (USU)
2018 – 2022	Member, Mountain West Conference Executive Committee
2017 – present	Member, Business Higher Education Forum (BHEF)
2017 – 2021	Board Member, California Campus Compact (Treasurer 2019-2020)
2017 – 2020	Board Member, American Association of Colleges & Universities (AAC&U)
2017 – 2018	Vice-chair, HERS Board; Chair, HERS Audit Committee
2016 – 2019	Board Member, HERS Board (Higher Education Resource Services)
2016 – present	Board Member, Chair-Elect (2018-2020) and Chair (2020-2022), Mountain West Athletic Conference Board of Directors
2016 – 2019	Mountain West representative and Vice Chair (2018-2019), NCAA Division I Presidential Forum
2016 – present	Board Member, Silicon Valley Leadership Group
2016 – present	Board Member, Joint Venture Silicon Valley
2016 – present	Board Member, Bay Area Leadership Council
Winter 2018	Member, HERS Executive Director Search Committee
Fall 2017	Member, American Association of State Colleges & Universities (AASCU) Presidential Search Committee

### **Concurrent Faculty Appointment – San José State University**

**July 2016 – present Professor of English** (tenured)

### **Part II: 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 – 2016 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, "Recruiting to Retain: Key Components of Your Long-term Student Success Strategy," 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

***Professional Development***

- 2013 – 2014      Participated in ACE New Presidents' Institute

**Part III: 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** (tenured)

***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 17<sup>th</sup> Century (Spring 2009)

**Part IV - 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***

- |             |  |
|-------------|--|
| 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***

- |           |  |
|-----------|--|
| June 2005 | Participated in the Institute for Management and Leadership in Education (MLE), Harvard Graduate School of Education, Cambridge, MA. |
|-----------|--|

### **Concurrent Faculty Appointment – Montclair State University**

**2004 – 2007 Professor of English (tenured)**

### **Part V - 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 VI - Additional Professional Contributions**

### ***Academic:***

2008 – 2009      Member, John Donne Society Awards Committee  
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.

## **Part VII – Publications and Presentations**

### **Books:**

*The Variorum Edition of the Poetry of John Donne: The Songs and Sonets: Part I: General and Topical Commentary*, volume 4.1, Contributing Editor, (Bloomington: Indiana University Press, 2017) [provided Critical Commentary on Donne criticism for the decade of the 1940s].

*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:

“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 20<sup>th</sup> 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.

**Book Reviews:**

Philibosian, Helene, *My Literary Profile: A Memoir*, *Journal of the Society of Armenian Studies*, Vol. 19, no. 2 (December 2010), 173-175.

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.

Shirinian, Lorne, *History of Armenia and Other Fiction and Rough Landing*, *Journal of the Society for Armenian Studies*, Vol. 10 (1998 [published Spring 2000]), 172-175.

Norashkharian, Shant, *Beyond the Red Sea: Collected Poems 1988-1998*, *Journal of the Society for Armenian Studies*, Vol. 10 (1998 [published Spring 2000]), 165-167.

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)

Artem Haroutiunian, *Letter to Noah and Other Poems*, *Ararat* Vol 37, no 4 (Autumn 1996), 57-58. (invited)

Suzanne Nalbantian, *Aesthetic Autobiography: From Life to Art in Marcel Proust, James Joyce, Virginia Woolf and Anais Nin*, *Ararat*, Vol 37, no 3 (Summer 1996), 72-74. (invited)

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

“Interpreting the Armenian-American Experience: A Review Essay” on Anny Bakalian, *Armenian-Americans: From Being to Feeling Armenian*; ?n, *Rise the Euphrates*; and Harry Yessaian, *Out of Turkey: The Life Story of Donik `Haji Bey' Yessaian*. *Ararat* (Spring 1995), 57-60. (refereed)

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)

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)

Peter Sourian, *At the French Embassy in Sofia: Essays and Criticism*, *The Armenian Review*, Vol. 44, no. 4, Winter 1991, 105-106. (invited)

David Kherdian, *Root River Run*, *The Armenian Review*, Vol. 38, no. 4, Winter 1985, 73-76. (invited)

D. M. Thomas, *Ararat*, *The Armenian Review*, vol. 37, no. 3, Autumn 1984, 83-85. (invited)

***Presentations and Addresses:***

Keynote Speaker, Dinner in honor of Dr. Taner Akcem, Knights and Daughters of Vartan, New Jersey, October 25, 2019.

Keynote Speaker, American University of Armenia (AUA) Annual Banquet, Glendale, CA, September 7, 2019.

Keynote Speaker, Conference on the 400 Anniversary of Martin the Armenian and Armenians in America, Ekizian Museum, Los Angeles, March 16, 2018.

Speaker, Knights of Vartan Vartanantz Celebration, February 9, 2018

Panelist, panel on “*Market Pressures: Should we give them what they want?*” College Board Colloquium, San Diego, CA, January 21, 2018.

Keynote Speaker, United Armenian Congregational Church (UACC) Annual Banquet, Los Angeles, CA, September 30, 2017.

“The Power of Education: An Armenian-American Journey,” Keynote Speaker, Calvary Armenian Church Annual Banquet, San Francisco, CA, May 14, 2016.

Plenary Address, “Health, Education, and Civic Welfare,” the 4<sup>th</sup> 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, “Commemorating the Armenian Genocide,” the 99<sup>th</sup> Commemoration of the Armenian Genocide, Southern Connecticut State University, April 29, 2014.

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

Session Chair and Respondent, the Twenty-Seventh Annual John Donne Society Conference, University of Leiden, The Netherlands. June 2012.

Keynote Address, “Armenians’ Suffering, Turkey’s Challenge,” the 97<sup>th</sup> Commemoration of the Armenian Genocide, Hall of the House of Representatives, State Capitol, Hartford, CT, April 21, 2012.

Session Chair, the Twenty-Fifth Annual John Donne Society Conference, Baton Rouge, February 2010.

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

Session Chair, the Twenty-Fourth Annual John Donne Society Conference, Baton Rouge, February 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.

Panel member, session on “Partnerships for Teacher Quality and Student Learning,” Council of Colleges of Arts and Sciences (CCAS) annual meeting, Boston, November 2006.

“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.

Chair, session on “What’s Religion Got to Do With It?” at the MLA in Washington, D.C., December 2005.

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*.

Respondent, the Nineteenth Annual John Donne Society Conference, Gulfport, MS, February 2004.

Organizer and Chair, “John Donne: An Open Session,” at the Modern Language Association Conference, San Diego, CA, December 2003.

Chair, session on “Piety and Devotion” and session on “The Ancients in the Renaissance,” at the Renaissance Society of America Annual Conference, Toronto, Canada, March 2003.

“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.

Respondent, the Seventeenth Annual John Donne Society Conference, Gulfport, MS, February 2002.

Chair and Commentator, session 3, the Sixteenth Century Studies Conference, Denver, CO, October 2001.

“John Donne and the East,” the Sixteenth Century Studies Conference, Cleveland, Ohio, November 2000.

Session Chair, the Fourteenth Biennial Renaissance Conference, Dearborn, MI, October 2000.

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

Organizer and Chair, “John Donne: An Open Session” at the MLA Conference, San Francisco, California. December 1998.

Session Chair, the Thirteenth Biennial Renaissance Conference, Dearborn, Michigan, October 1998. (invited)

Session Chair, the Twelfth Biennial Renaissance Conference, Dearborn, Michigan. October 1996. (invited).

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).

Respondent, the Eighth Annual John Donne Society Conference, Gulfport, Mississippi, February 1993. (invited)

“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)

Session Chair, the Tenth Biennial Renaissance Conference, Dearborn, Michigan, October, 1992. (invited)

Session Chair, the Seventh Annual John Donne Society Conference, Gulfport, Mississippi, February 1992. (invited)

“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)

Session Chair, the Fifth Annual John Donne Society Conference, Gulfport, Mississippi, February 1990. (invited)

“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)

“John Donne's *Devotions Upon Emergent Occasions*,” UCLA English Department Seventeenth Century Studies Group, Los Angeles, California, February 1987. (invited)