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

2016 – present
University (San José, CA), San José State

Jan 2012 – 2016
, Southern Connecticut State University (New Haven, CT)

2007 – 2012
College of The City University of New York (Bronx, NY), Lehman

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

1999 – 2004

- 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
- Oct 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 *Devotions Upon Emergent Occasions*,” *Modern Philology*, 89:2 (November 1991), 196-210
- 1990 p0 Tc 0 Tw 3.9 010 T8()TjEMC /P ÅMCID 11 B3C -21.75 3 T8 Td(1990)Tj8

- And work closely with state legislators and the executive branch to achieve local and statewide goals.

During 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 and student well-being; 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:

: 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 concluding strategic plan, *Vision 2017*, which we formally sunset in September 2017. With strong campus and community engagement, we developed a new 10-year strategic plan, *Transformation 2030*, which we unveiled in April 2019. This exciting new plan is now guiding our priorities and strategic decisions as well as the overall vision and mission of our university. I have also led the development of the *University of the Future* report, which provides a comprehensive vision for the future of higher education. Additionally, I have led the development of the *University of the Future* report, which provides a comprehensive vision for the future of higher education. Additionally, I have led the development of the *University of the Future* report, which provides a comprehensive vision for the future of higher education.

programs in areas of need and expertise, such as Engineering, Marine Science, and Meteorology. 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.

Since arriving at SJSU, much of my time has 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 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 (e)4 (a)4 (a)4 (r)tTJ0.002 TcgDane prcee ab;o9 a brg

BART Station – worked with Valley Transportation Authority board and local officials on the location of one of two downtown BART station.

Recently launched SJSU’s first Economic Impact Study and an updated Master Facilities Planning process.

Launched a bi-weekly blog to address issues of importance to SJSU, opportunities and challenges facing higher education, and to reflect on ways in which we can and should serve our multiple communities.

- 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

- July 16, 2020 Panelist, session on Presidential leadership, for the HERS Bryn Mawr Higher Education Leadership Institute, Bryn Mawr, PA
- July 13, 2020 Participant on Presidential Panel, the Executive Leadership Institute (ELA) at the UC-Berkeley Center for Higher Education, Berkeley, CA
- March 15, 2020 Panelist, session on “Fostering Student Well-Being on Campus: Considerations and Strategies for Leadership,” at the ACE 102nd annual meeting, San Diego, CA
- February 14, 2020 Facilitator, panel on “Supplement or Supplant – Credentials or Academic Degrees,” BHEF Winter 2020 meeting, Washington, D.C.
- January 24, 2020 Panelist, session on “Essential to a Functioning Democracy: Global concerns about the Erosion of Academic Freedom and Institutional Autonomy,” at the AAC&U annual meeting, Anaheim, CA
- January 17, 2020 Panelist, session the “Future of Downtown San Jose,” sponsored by the *Silicon Valley Business Journal*, San Jose, CA
- December 16, 2019 Interviewed Apple CEO Tim Cook and Noble Peace Prize winner Malala

- Technology (MIT), Cambridge, MA
- March 28, 2018 “New Presidents on Leadership, Innovation, and Student Success,”
Panelist, Podcast *To A Degree*, Gates Foundation (recorded at ACE
Annual Meeting), Washington, D.C.
- March 17, 2018 “Armenians in America: On the 400th 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

	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 (Vice Chair, 2020, Chair 2021)
2017 – present	Board Member, Business Higher Education Forum (BHEF)
2017 – 2021	Board Member, California Campus Compact (Treasurer 2019-2020; Chair 2020-2021)
2017 – 2020	Board Member, American Association of Colleges & Universities (AAC&U)
2017 – 2020	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

(tenured)

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.

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 foation

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

- Planning and development of K-4 magnet school on campus (later named the Barack H. Obama School), in partnership with the New Haven Public Schools. The Memorandum

- 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 was to be made at December 2015 meeting)
- 2015 – 2016 Founding Board Member, CT Chapter of Conscious Capitalism Initiative
- 2015 – 2016 Presidential Sponsor, CT ACE-Network
- 2015 – 2016 Board Member, CT Workforce Alliance Board, Southeast Region
- 2015, 2016 Greater New Haven Heart Walk (Vice Chair, 2015; Chair designee 2016)
- 2014 – 2016 Vice Chair and Board Member, CT Campus Compact; Chair, Sub-Committee on Governance
- 2013 – 2016 Member, Greater New Haven Heart Walk Executive Leadership Committee
- 2013 – 2015 Commissioner, Council for the Accreditation of 4 (r)3 (,)TJ[(C)-3 (. 0 Td[(Co9604 Tw [-10 (
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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.

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

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).
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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 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 programs with the University of Toronto (Fall 2009) and the University of

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- 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

(tenured)

Areas of Specialization: Early Modern Non-Dramatic Literature, Poetry and Prose of 16th-century English Literature

in launching the Teachers as Scholars program at MSU.

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- **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 d dan teated1 an

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.

“Donne’s Secular and Sacred Reactions to Loss: Fr/TT1 13A.Td(, 2003Sh.b)Ty.33 d(0 (F1 (osAn/.08 0.004 Tw

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~~ Christopher Hodgkins,

Papazian,

