

**Julie H. Sandell**  
**Associate Provost for Faculty Affairs**  
**Professor of Anatomy and Neurobiology**  
**Boston University**

**Work Address:** Office of the Provost, Boston University  
1 Silber Way, 8<sup>th</sup> Floor, Boston, MA 02215

**Telephone (direct office):** 617-358-5846  
**Telephone (mobile):** 617-699-0643  
**E-mail (direct):** jsandell@bu.edu

**Education:**

Ph.D. Massachusetts Institute of Technology (Neuroscience, 1984)  
A.B. Princeton University (Psychology, *summa cum laude*, 1979)

**Academic Positions:**

**Professor of Anatomy and Neurobiology, Boston University School of Medicine,**  
2007-present

**Associate Professor of Anatomy and Neurobiology, Boston University School of  
Medicine, 1998-2007**

**Assistant Professor of Anatomy and Neurobiology, Boston University School of  
Medicine, 1991-1998**

**Instructor in Neuroscience (Neurosurgery), Harvard Medical School, 1987-1991**

**Research Fellow (Neurosurgery), Massachusetts General Hospital, 1984-1987**

**Professional Experience:**

**Associate Provost for Faculty Affairs, Boston University, January 2011 – present**

In my present position I serve as the senior officer reporting to the Provost with responsibility for all aspects of recruitment, appointment, promotion, and compensation for approx. 1800 full-time and 900 part-time faculty across 14 schools and colleges including Arts & Sciences, Global Studies, Education, Fine Arts, Engineering, Business, Communications, and Law; represent the Provost in discussions with the deans and faculty on all issues concerning both full-time and part-time faculty; lead the development and implementation of university-wide policies related to faculty employment, promotion, diversity initiatives, and work-life balance and review and approve exceptions to these policies; serve as the academic officer at the

bargaining table for contract negotiations with the SEIU for two faculty unions; ensure faculty data integrity and integration of the enterprise management system into all business processes that affect faculty; and supervise the Office of Equal Employment Opportunity, including Affirmative Action and Title IX for the University. Additional details are included in the bullet list of leadership roles and accomplishments on p.10-12.

**Associate Provost for Faculty Development, Boston University, August 2009-December 2010**

Led professional development initiatives for tenure track and non-tenure track faculty across Boston University; worked with deans and chairs to develop an appropriate promotion path for all types of faculty; advised individual faculty at all career stages; developed and sponsored a complete revision of university policies regarding childbirth leave and support for new parents; provided faculty salary analyses for the provost, deans, chairs and individual faculty with questions about salary equity. Additional details are included on p.10-12.

**Chair of the Boston University Faculty Council and Member of the Board of Trustees, June, 2006 – May, 2008**

Elected by the faculty university-wide to lead the faculty governance body of Boston University and by virtue of that position, served as a voting member of the Board of Trustees. Highlights as Chair included the creation of new faculty tracks, and leadership during our 10-year university-wide reaccreditation by NEASC. Additional details are included on p.10-12.

**Vice-Chair Department of Anatomy & Neurobiology, Boston University School of Medicine, March 2004-August 2009**

As the Vice-Chair of a large basic science department in the Medical School, shared responsibility for a population of graduate students, faculty and staff of over 150 individuals and an academic program that included medical school education, doctoral and master's programs, and a robust, highly ranked research program. I also maintained an externally supported research lab from 1991-2010 and was an award-winning teacher. Additional details are included on p.10-12.

---

**Research Funding: \$3.3m in direct costs/\$5.4m total costs**

NIH/NINDS 2R44 NS049687 "Functionalized Coatings for Enhanced Neural Interfaces"  
SBIR grant to EIC Laboratories; JH Sandell, Co-I, Sandell funding: \$195,434 direct costs;  
9/1/2007-8/31/2010.

Department of Veterans Affairs #C2726C, Center for Innovative Visual Rehabilitation, JF Rizzo, Center Director; Sandell PI for subproject "Anatomical Studies of Retinal Degeneration," 20-25% salary support 10/1/2001-3/31/2010 and \$159,735 in research direct costs.

Discovery Eye Foundation, "Functional Reconstruction of the Outer Retina," Sandell subcontract PI, \$110,241 direct costs; 1/1/2007-7/31/2009.

NIH/NIA 2P01 AG00001 "Neural Substrates of Cognitive Decline in Aging Monkeys" DL Rosene, PI; JH Sandell Co-PI with A Peters for Project 4, "Structural Studies of the Central Nervous System" Project dates: 4/1/2007-3/31/2012; Sandell dates: 4/1/2007-3/31/2009, \$560,209 direct costs.

NIH/NINDS 5R01 NS33975 "Cognition After Lesions of Immature Cortex" Sandell PI (appointed PI by NIH following the death of the original PI, B. Payne), \$407,500 direct costs; 4/1/2004-6/30/2005. Responsible for successful completion of research objectives and orderly resolution of budgetary and personnel matters after the death of the original PI in the middle of the funding period.

NIH/NINDS 5R01 NS032137 "Cortical Circuits Underlying Cognitive Functions" Sandell PI (appointed PI by NIH following the death of the original PI, B. Payne), \$407,500 direct costs; 7/1/2003-6/30/2005. Responsible for successful completion of research objectives and orderly resolution of budgetary and personnel matters after the death of the original PI in the middle of the funding period.

NIH/NIA 2P01 AG00001 "Neural Substrates of Cognitive Decline in Aging Monkeys" DL Rosene, PI; Sandell Co-PI for Project 2, "Glia and Supporting Cells" \$387,576 direct costs; Project 3 "Myelin" \$107,988; and Project 4 "Layer 1 and its Connections" \$296,155 direct costs, all 2/1/97-1/31/2000.

NIH/NINDS 1P01 NS031649 "Cognition and Cerebrovascular Disease: A Primate Model," MB Moss, Program Project PI; Sandell PI on Project 4: "Retinal Involvement in a Primate model of Cerebrovascular Disease," \$366,888 direct costs project 4; 12/1/1993-11/30/1998.

NIH/NEI 5R29 EY009081 "Anatomy of the Human Inner Nuclear Layer," Sandell PI, \$307,530 direct costs, 7/1/1991-4/30/1998.

**Research Fellowships:**

1984-1987	Individual National Research Service Award (F32 EY05808), National Eye Institute, National Institutes of Health, postdoctoral training with Dr. Richard Masland, Dept. of Neurosurgery, Massachusetts General Hospital.
1979-1983	Individual National Science Foundation Predoctoral Graduate Fellowship, for work with Dr. Peter Schiller, Dept. of Brain and Cognitive Science, M.I.T.

**Honors:**

2004	Who's Who in Medical Science Education
------	--

2001	Stanley L. Robbins Award for Excellence in Teaching at Boston University School of Medicine (the highest teaching award at the Medical School)
2000-2007	Nominee for Educator of the Year Award for PreClinical Medical and/or Graduate Sciences 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, Boston University School of Medicine
1984	Sigma Xi, life member
1979	Howard Crosby Warren Prize, Department of Psychology, Princeton University

**Major Teaching Experience (excludes guest lectures):**

1992-2009	Medical Neurosciences, GMS AN 703, <b>Course Director for 5 years, 1999-2003</b> , Boston University School of Medicine required course for first-year medical students, teaching labs and lectures, offered yearly Fall/Spring semesters
1991-2006	Microscopic Anatomy, GMS AN 700, Boston University School of Medicine, required course for first-year medical students, core faculty member teaching labs and lectures, Fall, Spring, Summer semesters every year
2006-2009	Professional Skills for Students in the Biomedical Sciences, GMS AN 715, <b>Course Director and Developer</b> , offered yearly Spring semester
2006-2008	Systems Neurosciences, BI 755-AN 810, cross-campus graduate and advanced undergraduate survey course, team taught, offered yearly Fall semester
2004, 2005	Research Ethics module for Graduate Students, (part of GMS AN 802), Boston University School of Medicine, curriculum development as well as teaching

**Professional Service outside Boston University:**

2007 – 2010	National Board of Medical Examiners: United States Medical Licensing Examination (USMLE) Neurology/Neuroscience Task Force, Steps 1-3
2006	National Board of Medical Examiners: United States Medical Licensing Examination (USMLE) Step 1 Standard Setting Panel
2005	Test development/review for American Institute for Research
2004	DoDEA/ACT Expert Panel, Biology
1999 - 2012	American Federation for Aging Research (AFAR), National Scientific Advisory Council (grant reviewer)
1998 - 2009	Test development/review for ACT, Inc.
1997, 1998	NSF grant review group, Program in Developmental Neuroscience
1997	NIH/DRG Study Section VISB (ad hoc)
1996	NIH/DRG Study Section VISC (ad hoc)
1995, 1996	NSF grant review group, Program in Sensory and Motor Systems

**Manuscript reviewer:** Biochemica and Biophysica Acta  
 Brain Research  
 Brain Research Bulletin  
 Experimental Eye Research  
 Investigative Ophthalmology and Visual Science  
 Journal of Comparative Neurology  
 Journal of Histochemistry and Cytochemistry  
 Journal of Neurochemistry  
 Journal of Neurocytology  
 Journal of Neuroscience  
 Journal of Neuroscience Methods  
 Molecular Membrane Biology  
 Neurobiology of Aging  
 Proceedings of the National Academy of Science (USA)  
 Visual Neuroscience

**Boston University Service (past 15 years only):**

2016-present	Supervisory Responsibility for the Office of Equal Opportunity, including Affirmative Action, Title IX, and Disability Services
2015-present	Faculty Systems Steering Committee, Boston University
2012-present	Administrative Systems and Reporting Steering Committee, Boston University
2011-present	Benefits Committee, Boston University
2011-present	Graduate Women in Science and Engineering (GWISE) Advisory Board
2009-present	University-wide Appointment, Promotion and Tenure Committee, Boston University, <b>convener and voting member</b> , 40-60 cases/year
2004-present	University Council Committee on Faculty Policies, <b>Co-Chair 2010-present</b>
2004-present	University Council member – as a member I review and vote on all new degree programs, substantive curricular changes, and changes to student and faculty policies
2016-2017	Search committee for inaugural Associate Provost for Diversity and Inclusion, <b>Chair</b>
2015-2016	Summer Term Working Group, Boston University
2015-2016	Faculty Diversity and Inclusion Task Force, Boston University
2014-2015	Employee Benefits Task Force, Boston University
2011-2012	Executive Steering Committee, BU Works (multiyear planning and implementation of an integrated enterprise management system for Boston University), <b>Provost Business Owner</b>
2011-2012	Search Committee for Chief of Human Resources, Boston University
2010	Search Advisory Committee, University Provost, Boston

	University
2008-2010	Boston University Research Council
2008-2009	Ombudsperson for Graduate Students, Dept. of Anatomy & Neurobiology (elected by the students)
2008	Committee on the Structure of the Division of Graduate Medical Sciences, Boston University School of Medicine, <b>Co-Chair</b> , with President Robert A. Brown
2008	Search Committee for Biochemistry Chairperson, Boston University School of Medicine
2007-2008	Steering Committee for Boston University 10-year New England Association of Schools and Colleges (NEASC) Re-accreditation, <b>Chair</b> for Standard 5, Faculty
2006-2009	President's Council on Faculty Diversity and Inclusion, Boston University, <b>Chair</b> : Salary Subcommittee
2006-2008	Boston University Board of Trustees (voting member, <i>ex officio</i> )
2006-2008	Student Affairs Committee of the Board of Trustees, member
2006-2008	Boston University Faculty Council, <b>Chair (elected university-wide)</b>
2006-2008	University Council Planning Committee
2006-2008	University Council Budget Committee
2005-2006	Boston University Faculty Council, <b>Vice Chair (elected university-wide)</b>
2005	Search Committee for Pathology Chairperson, Boston Medical Center and Boston University School of Medicine
2004-2006	Elected MED representative to Boston University Faculty Council / University Council
2004-2009	Appointment, Promotion and Development Committee, Dept. of Anatomy & Neurobiology, <b>Chair</b>
2003-2009	Advisor for Master's in Medical Science Program, Division of Graduate Medical Sciences (15-18 students/year)
2003-2009	Admissions Committee, Boston University School of Medicine
2003-2007	Leadership Committee: Carnegie Initiative to Examine the Doctorate, Dept. of Anatomy & Neurobiology and the Carnegie Foundation
2003-2004	Curriculum Pathways Committee, Dept. of Anatomy & Neurobiology
2002	Faculty Search Committee Chair, Dept. of Anatomy & Neurobiology
2002-2009	Latin Honors Selection Committee, Boston University School of Medicine
2001-2004	Faculty Development Committee, Dept. of Anatomy & Neurobiology
1999-2009	Steering Committee on the Responsible Conduct of Research, Boston University
1998-2006	Committee on Faculty Affairs, Boston University School of Medicine, <b>Chair 2002-2006</b>

1998-2003	First Year Medical School Promotions Committee
1998-2003	Admissions Committee, Program in Cell and Molecular Biology
1996-2003	Executive Committee, Program in Cell and Molecular Biology

**Scientific Research Interests:**

1. Anatomical remodeling of the retina in human retinal degenerations such as retinitis pigmentosa, and animal models of these diseases.
2. Anatomical evidence of the efficacy of novel therapeutic approaches to treat retinal degeneration.

**Google Scholar Profile:** <http://scholar.google.com/citations?user=rVVkSUwAAAAJ&hl=en>

**Publications:** Ph.D. and M.D. trainees in my lab are underlined.

Noel, JM, Fernandez de Castro, JP, DeMarco, PJ, Franco, LM, Wang, W, Vukmanic EV, Peng X, Sandell JH, Scott PA, Kaplan, HJ, McCall, MA Iodoacetic acid, but not sodium iodate, creates an inducible swine model of photoreceptor damage. *Experimental Eye Research*, 2012, 97: 137-147. PMID:22251455

Scott, PA, Kaplan, HJ, **Sandell, JH**. Anatomical Evidence of Photoreceptor Degeneration Induced by Iodoacetic Acid in the Porcine Eye. *Experimental Eye Research*, 2011, 93: 513-527. PMID:21740901

Liang, L, Katagiri, Y, Franco, LM, Yamauchi, Y, Enzmann, V, Kaplan, HJ, **Sandell, JH** Long term cellular and regional specificity of the photoreceptor toxin, iodoacetic acid (IAA), in the rabbit retina. *Visual Neuroscience*, 2008, 25: 167-177. PMID:18442439

Liang, L, **Sandell JH**. Focus on molecules: Chx10. *Exp. Eye Research*, 2008, 86: 541-542. PMID:17582398

**Sandell, JH**, Peters, A. Disrupted myelin and axon loss in the anterior commissure of the aged rhesus monkey. *J. Comp. Neurol.*, 2003, 466: 14-30. PMID:14515238

**Sandell, JH**, Peters, A. Effects of age on the glial cells in the rhesus monkey optic nerve. *J. Comp. Neurol.*, 2002, 445:13-28. PMID:11891651

**Sandell, JH**, Peters, A. Effects of age on nerve fibers in the rhesus monkey optic nerve. *J. Comp. Neurol.*, 2001, 429:541-553. PMID:11135234

Daly, FJ, **Sandell, JH**. Inherited retinal degeneration and apoptosis in mutant zebrafish. *Anatomical Record*, 2000, 258: 145-155. PMID:10645962

**Sandell, JH**. GABA as a developmental signal in the inner retina and optic nerve. *Perspectives Dev. Neurobiol.*, 1998, 5: 269-278. PMID:9777642

- Sandell, JH**, Baker, L.S., Jr., Davidov, T. The distribution of neurotrophin receptor TrkC-like immunoreactive fibers and varicosities in the rhesus monkey brain. *Neuroscience*, 1998, 86: 1181-1194. PMID:9697125
- Martin, SC, Heinrich, G, **Sandell, JH**. Sequence and expression of glutamic acid decarboxylase isoforms in the developing zebrafish. *J. Comp. Neurol.*, 1998, 396: 253-266. PMID:9634146
- Martin, SC, **Sandell, JH**, Heinrich, G. Zebrafish TrkC1 and TrkC2 receptors define two different populations in the nervous system during the period of axonogenesis. *Dev. Biol.*, 1998, 195: 114-130. PMID:9520329
- Amaratunga, A, Abraham, CR, Edwards, RB, **Sandell, JH**, Schreiber, BM, Fine, RE. Apolipoprotein E is synthesized in the retina by Müller glial cells, secreted into the vitreous, and rapidly transported into the optic nerve by retinal ganglion cells. *J. Biol. Chem.* 1996, 271: 5628-5632. PMID:8621425
- Martin, SC, Marazzi, G, **Sandell, JH**, Heinrich, G. Expression of five Trk receptor tyrosine kinases in the zebrafish. *Dev. Biol.* 1995, 169: 745-758. PMID:7781913
- Sandell, JH**, Martin, SC, Heinrich, G. Development of neurotrophin receptor Trk immunoreactivity in the retina of the zebrafish (*Brachydanio rerio*). *Dev. Brain Res.* 1994, 81: 192-200. PMID:7813042
- Sandell, JH**, Martin, SC, Heinrich, G. Development of GABA immunoreactivity in the retina of the zebrafish (*Brachydanio rerio*). *J. Comp. Neurol.* 1994, 345: 596-601. PMID:7962702
- Masland, RH, Rizzo, JF, **Sandell, JH**. Developmental variation in the structure of the retina. *J. Neuroscience* 1993, 13: 5194-5202. PMID:7902864
- Morin, PJ, Abraham, CR, Amaratunga, A., Johnson, RJ, Huber, G, **Sandell, JH**, Fine, RE. Amyloid precursor protein is synthesized by retinal ganglion cells, rapidly transported to the optic nerve plasma membrane and nerve terminals and metabolized. *J. Neurochemistry* 1993, 61: 464-473. PMID:7687653
- O'Malley, DM, **Sandell, JH**, Masland, RH. Co-release of acetylcholine and GABA by the starburst amacrine cells. *J. Neuroscience* 1992; 12: 1394-1408. PMID:1556600
- Sandell, JH**, Masland, RH. Indoleamine uptake by retinal neurons exposed to blood. *Histochemistry.* 1989, 92: 57-60. PMID:2768002
- Sandell, JH**, Masland, RH, Raviola, E, Dacheux, RF. Connections of indoleamine-accumulating cells in the rabbit retina. *J. Comp. Neurol.* 1989,



282: 303-313. PMID:2738200

**Sandell, JH**, Masland, RH. Shape and distribution of an unusual retinal neuron. J. Comp. Neurol. 1989, 280: 489-497. PMID:2918103

**Sandell, JH**, Masland, RH. Photoconversion of some fluorescent markers to a diaminobenzidine product. J. Histochem. and Cytochem. 1988, 36: 555-559. PMID:3356898

Schiller, PH, **Sandell, JH**, Maunsell, JHR. The effects of frontal eye field and superior colliculus lesions on saccadic latencies in the rhesus monkey. J. Neurophysiol. 1987, 57: 1033-1049. PMID:3585453

**Sandell, JH**, Masland, RH. A system of indoleamine accumulating neurons in the rabbit retina. J. Neuroscience. 1986, 6: 3331-3347. PMID:3772435

Schiller, PH, **Sandell, JH**, Maunsell, JHR. The functions of the ON and OFF channels of the visual system. Nature. 1986, 322: 824-825. PMID:3748169

**Sandell, JH**. NADPH diaphorase histochemistry in the macaque striate cortex. J. Comp. Neurol. 1986, 251: 388-397. PMID:3771835

**Sandell, JH**, Graybiel, AM, Chesselet, M-F. A new enzyme marker for striatal compartmentalization: NADPH diaphorase activity in the caudate nucleus and putamen of the cat. J. Comp. Neurol. 1986, 243: 326-334. PMID:2419368

**Sandell, JH**. NADPH diaphorase cells in the mammalian inner retina. J. Comp. Neurol. 1985, 238: 466-472. PMID:4044926

**Sandell, JH**. The distribution of hexokinase compared to cytochrome oxidase and acetylcholinesterase in the somatosensory cortex and superior colliculus of the rat. Brain Res. 1984, 290: 384-389. PMID:6318913

Schiller, PH, **Sandell, JH**. Interactions between visually and electrically elicited saccades before and after superior colliculus and frontal eye field ablations in the rhesus monkey. Exp. Brain Res. 1983, 49: 381-392. PMID:6641836

**Sandell, JH**, Schiller, PH. Effects of cooling area 18 on striate cortex cells in the squirrel monkey. J. Neurophysiol. 1982, 48: 38-48. PMID:6288886

**Sandell, JH**, Gross, CG, Bornstein, MH. Color categories in macaques. J. Comp. Physiol. Psych. 1979, 93: 626-635. PMID:113431

Gattass, R, Gross, CG, **Sandell, JH**. Visual topography of V2 in the macaque. J.

Comp. Neurol. 1981, 201: 519-539. PMID:7287933

Rudy, JW, Rosenberg, L, **Sandell, JH**. Disruption of a taste familiarity effect by novel exteroceptive stimulation. *J. Exp. Psych.: Animal Behavior Processes*. 1977, 3: 26-36. PMID:845543

**Other Publications:**

**Sandell, JH**. Invited contributor for > 1000 entries in the field of Visual Perception for the *APA Dictionary of Psychology*, GR Vandebos, Ed., American Psychological Association Press, 2006. ISBN: 978-1591473800.

**Sandell, JH**. "Sight", *Encyclopedia of Psychology*, AE Kazdin, Ed., Oxford University Press, 2000. ISBN: 978-1557981875.

\*\*\*\*\*

**List of Leadership Roles and Administrative Accomplishments**

**Associate Provost for Faculty Affairs, Boston University**, January 2011 – present

- Faculty Recruitment – Instituted detailed strategic and budgetary analysis of all proposed full-time faculty searches (e.g. 102 in 2016) including the incorporation of Academic Program Review (in depth, systematic review of graduate and undergraduate programs) in strategic decisions regarding faculty investment; instituted an applicant tracking system for the search cycle and developed and implemented formal training for search committees; assumed oversight of AA/EEO compliance for academic hires and provided the first real-time analysis of applicant pools for ongoing searches; became the Provost’s primary reviewer for the suitability of senior faculty proposed for endowed chairs and special recruitments to support diversity initiatives.
- Promotion – Assumed leadership of the faculty promotion process for 14 schools and colleges, including promotions of all tenure track and non-tenure track professorial faculty; raised promotion standards rapidly in a coordinated effort with the new Provost and President; led a successful campus-wide process to change the length of the tenure probationary period (tenure clock) for the University; streamlined the promotion review process, reducing the time-to-decision by at least 4 months even as the caseload increased 50% to approx. 60 cases per year.
- Compensation – Assumed responsibility for the annual faculty merit increase process for approximately 1800 full-time faculty with an annual salary base of over \$164M and an annual increase pool of over \$5M; as the final reviewer for all faculty performance evaluations and salary recommendations I work closely with Deans to analyze and resolve equity and performance issues; our faculty salary standing among our strategic peers has risen from last among 16 in 2008 to the 8/16 today, which we consider to be optimal.

- Diversity – Co-chaired the university-wide committee that crafted the first University statement on diversity; served as the Recruitment subcommittee chair on the subsequent Task Force on Diversity and Inclusion; developed and implemented data-driven accountability metrics on diversity for schools and colleges recruiting faculty and helped to integrate this analysis into annual decanal performance evaluations. Chaired the successful search for our inaugural Associate Provost for Diversity and Inclusion.
- Professional development – Developed and implemented a new Junior Scholar Leave (pre-tenure sabbatical) for all tenure track faculty; formalized the nomination, selection and ongoing support for a wide variety of Career Development Professorships each year, the number has grown from one professorship supporting 3 junior faculty in 2006, to 11 professorships supporting 23 junior faculty this coming year.
- Work-life balance – Implemented and now oversee the Childbirth Leave and Paid Workload Reduction policies for new parents; formalized our “stop the clock” policies for tenure track faculty and sponsored the approval of these policies through our faculty governance and university-wide policy approval process.
- Faculty Data/SAP – Became the Provost’s business owner for a new integrated enterprise management system (SAP) encompassing Human Resources, Budget & Finance, and Reporting; developed and now supervise a Faculty Data Shared Service Center; serve as the Client Lead for the development and implementation of an on-line system to support the Library Open Access Policy for faculty publications and a central, integrated repository for faculty activity.
- Union Activities – Served as the only academic leader on our bargaining team in all negotiations with the SEIU to establish our first contract for adjunct faculty in 2015-2016; the contract was ratified in May, 2016 within-budget and without a job action. I am currently in negotiations with the SEIU for our first contract for salaried Lecturers and Instructors. I also serve as the Step 3 Grievance Officer for the University for grievances brought by unionized faculty members.

**Associate Provost for Faculty Development, Boston University, August 2009-December 2010**

- Established our first criteria for the appointment and promotion of Lecturers, Senior Lecturers and Master Lecturers including a financial model allowing deans to transfer long-time non-tenure track professorial faculty to the Lecturer track as appropriate.
- Completed a comprehensive revision of the University’s policy for Childbirth Leave (the first revision in 30 years); developed a novel Paid Workload Reduction Policy to support all new parents who become the primary caregiver of a child as a result of birth, adoption, new primary foster care, divorce or bereavement.

**Chair of the Boston University Faculty Council and Member of the Board of Trustees, June, 2006 – May, 2008**

- Brought to a successful conclusion the first comprehensive revision of the Faculty Handbook, in process since 2004.
- Facilitated “Open-Access” discussions between the faculty at large and the library; this was a multi-year discussion that culminated in the adoption of our first Open Access policy in 2009.
- Worked across all schools and colleges to define and later create a new faculty title and track, “Professor of the Practice.”
- Co-chaired, with President Robert A. Brown, the first comprehensive evaluation of Graduate Medical Sciences (both teaching and research) at Boston University.
- Represented the faculty throughout the university’s successful 10-year re-accreditation preparation and evaluation by the New England Association of Schools and Colleges (NEASC); chaired Standard 5, *Faculty*.
- Worked with the faculty and the leadership of the University to shepherd the first University-wide Strategic Plan through approval at all levels, including the Faculty Council and the Board of Trustees.

**Vice-Chair Department of Anatomy & Neurobiology, Boston University School of Medicine,**  
March 2004-August 2009

- Shared day-to-day responsibility for a research-intensive department of approx. 150 individuals (faculty, students and staff) operating under a challenging RCM budget model.
- Helped to create several revenue-generating Master’s programs, including a popular “Vesalius Program” to train anatomical educators.
- Developed courses and curricular paths for students at all levels, from advanced undergraduates through doctoral and medical students.
- Chaired the Anatomy & Neurobiology Appointments and Promotion Committee.
- Served as a leader in the Carnegie Foundation Initiative to Examine the Doctorate, which focused on Neurobiology departments.
- Chaired the Committee on Faculty Affairs for the Medical Campus, the medical campus-wide faculty governance body.