

SANDRA I. MADAR

Co-Interim Vice President for Academic Affairs Founding Dean, College of Natural & Health Sciences University of Mount Union

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EDUCATION

PH.D. BIOMEDICAL SCIENCES, DEPARTMENT OF BIOLOGICAL ANTHROPOLOGY, DIVISION OF BIOMEDICAL SCIENCES, KENT STATE UNIVERSITY, 1996

B.S. Anthropology & Zoology, with Honors and Distinction, University of Michigan, Ann Arbor, 1989

ACADEMIC ADMINISTRATION

Co - Interim Vice President for Academic Affairs

July 2022

- Faculty Affairs (searches/appointments, evaluations, professional leaves), new program development, academic department operating budgets and budget development; accreditation.
- Pilot revised Periodic Program Review, steward strategic planning relating to academics; collaborate with Faculty Senate on implementing academic structure recommendations.
- Integrate new analytical tools for examining academic program financials into program assessment; initiate transition to HLC Open Pathway.
- Support the new Mount Union President on retention initiatives, and Chief Diversity Officer in identifying and initiating priorities within Academic Affairs.

Founding Dean, College of Natural & Health Sciences, University of Mount Union **July 2019 -**

- Administer Graduate Programs in Physician Assistant Studies and Physical Therapy, and 5 undergraduate natural and health science departments offering 13 academic programs. Support 74 faculty and staff serving 200+ graduate students and 700+ undergraduates, with management of operating costs of approximately \$8M.
- Oversee the Houston-Brumbaugh Nature Center, and the Spectrum Center for Autism
- Key accomplishments: Facilitated comprehensive, faculty-authored CNHS Mission and Roles and Responsibilities initiative; authored and awarded UMU's first Choose Ohio First STEMM grant to fund student scholarships; developed a professional development funding framework for faculty to prioritize student engagement; completed a comprehensive College of Natural and Health Sciences philanthropic opportunities assessment; lead feasibility studies for new graduate programs in Advanced Practice Nursing and Marriage and Family Therapy; established Early Assurance Pathways for UMU undergrads to matriculate to our PA and PT

programs, as well as partnership pathways to MD and Pharm D; facilitated Academic Program Analysis of existing programs, and development of a faculty led, ongoing process for peer review of programs; leading group revising the 7 year academic review system for non-accredited programs; established a new CNHS Resource Council; direct UMU's College Credit Plus program; supported successful reaccreditations in Nursing and Physical Therapy.

- Shared governance roles: Dean's Council, Academic Affairs Council, Graduate Council FY 20, 21; Senate Committee on Resources and Planning FY 20, 21,22, Faculty Development Committee FY 20,21,22; Faculty Personnel Policy Committee FY 22; Safe Reopening COVID Task Force - ongoing.

Associate Vice President, Strategic Academic Initiatives, Hiram College

January – June 2019

Director, Strategic Academic Initiatives, Hiram College

May 2009 – December 2019

Member of Senior Cabinet, dual report to the President and the VP & Academic Dean

Efforts directed at Hiram's interdisciplinary Centers of Distinction

- Worked with six Center Directors and the Institutional Advancement team to develop programmatic priorities that maximize recruitment of new students (e.g., competitions, summer programs, educational outreach, teacher training).
- Connected Development staff and Center directors to prepare major gift asks and grant proposals; stewarded restricted funds and donors.
- Maintained networks with regional institutions to plan co-curricular events that serve students and businesses, building co-sponsorship of events.
- Established Centers as the hub for co-curricular experiential learning – internships, research, service learning, and study away.
- Oversaw operational and restricted budgets and expenses.

Key administrative duties:

- **Strategy Officer** - Focus President and Senior Cabinet on initiatives to grow the College according to the 2010 and 2017 Strategic Plans. Research and implement new academic programs that align with emerging Academic Redesign, and work with the Academic Dean to evaluate all existing programs within the context of redesign.
- **Director, College Credit Plus** dual credit program, which has grown from an average of 4 students enrolled annually to 320 in 3 years, with Hiram courses offered in 9 school systems.
- Formulated (2012) and directed (2012-2015) the **Eclectic Scholars Honors**. Established admissions process, drafted curriculum, developed Honors Council of faculty and students to shape academic and co-curricular activities and develop program policy. Program achieves a 95% retention rate and exceeds enrollment targets annually.
- Chair, Criterion 5 workgroup, 2020 Higher Learning Commission Self Study.
- Oversaw Hiram's **Study Away** program, and update and expand tuition free exchange programs to attract greater participation using clearly articulated academic pathways.
- Established the **Bachelors to MD early assurance program** with Northeast Ohio Medical University, grounded in Hiram's signature Biomedical Humanities program. Program Director.
- Established the **3+4 BA to DDM dual degree program** with Case Western Reserve University.
- Founding member of the Persistence Team: 2011-14. Tasked with identifying and ameliorating conditions that constitute 'insults' to students' progress toward degree completion.

- Founding member of the Extended Learning Steering Team, 2010-2012, to grow/modernize adult studies. Resulted in Community College Partnerships with Lorain County, Lakeland and Cuyahoga County community colleges, as well as fully online degrees. Teamed with VP Dean of the College to evaluate new programs and enrollment driven revenue streams.
- Chair – Centers of Distinction Task Force of the Board of Trustees
- Chair – Presidential Experiential Learning Workgroup for implementation of new initiatives, resulting in *Hiram Connect*, Hiram's new brand for liberal arts, implemented in 2015.
- **Director, Hiram Health** – an initiative to establish new programs in the health sciences, and promote whole student, faculty and staff wellness. Led effort to create Integrative Exercise Science and Public Health programs. Orchestrate annual recruiting/campus wellness event.

Co-chair | Co-Author 2010 Strategic Plan

January 2010-October 2010

- Part of steering team responsible for organizing the campus wide process of strategic planning that evolved from Hiram's re-accreditation process. Integrated Alumni Executive Board and Board of Visitors in the process to engage broader campus community. Organized workgroups to develop ideas around experiential learning and global initiatives. Partnered in the authoring and vetting of the *Firmly Rooted in the Future* plan.

Interim Vice President & Academic Dean, Hiram College

November 2007-May 2009

- Responsible for undergraduate, adult weekend college and graduate programs
- Dean of the faculty; negotiated hiring of 26 new faculty of a full-time staff of 80, responsible for Library, Registrar's office, Centers of Distinction, Director of Assessment.
- Chair of the constitutional Academic Program Committee and Appointment, Tenure & Promotion Committee.
- Managed academic appointments and instructional budgets.
- Initiated and authored Hiram's 2010 HLC-NCA accreditation self-study (see below)
- Worked with faculty to determine student learning outcome goals for the new Core Curriculum adopted in 2006.
- Worked with the Dean of the Weekend College and Director of Information Technology to design and pilot Hiram's first synchronous online courses.
- Represented the Faculty and the Academic Program to the Faculty and Academic Affairs Committee of the Board.

Chair | Author, Higher Learning Commission Accreditation Self-Study January 2008 – March 2010

- Established and directed a 20-member Steering Committee that undertook a thematic approach to Hiram College's *Environments that Matter* HLC-NCA self-study. Created a process that also served as professional development for the entire campus, and as the foundation of our overlapping strategic planning effort. Undertook 55 campus wide interviews to identify criterion-based evidence for the report. Led Board retreat focused self-study and planning, engaged Alumni Executive Committee and Board of Visitors in exercises to examine Hiram's role in the community. Created a weekly campus messaging system derived from our evidence four months prior to site visit. Wrote report and executive summary with Director of Assessment. *Hiram received a 10-year re-accreditation from the Higher Learning Commission.*

Associate Academic Dean

June 2005 – December 2007

- Ongoing responsibility for organizing and staffing First Year Program, New Student Orientation, New Student Institute in partnership with Student Life
- Managed faculty workload.

- Solicited and organized all year academic course schedules, directed New Course Committee.
- Academic honesty officer
- Initiated new midterm progress reporting and changes in drop add policy that resulted in fewer students with probation and suspension.
- Collaborated in designing new Nursing curriculum with founding director, which included research-based genetics and microbiology, as well as a Biomedical Humanities minor.
- Academic representative in the Student Life Partners initiative
- Organized New Faculty orientation and Writing Across the Curriculum workshops
- Orientation advisor for all international and transfer students.
- Chair of the New Course Committee
- Coordinated annual updates to the College Catalog in coordination of the Registrar's office.
- Member, Academic Review Board.

Co-Director, Center for Literature, Medicine & Biomedical Humanities Dec 2006 - May 2009

- Developed and managed the budget(s) with the co-director.
- Worked with the Center's development liaison, and internal steering committee to coordinate the co-curricular programming, publicity and fundraising efforts based upon the strategic goals of Centers of Excellence to support advancement and recruitment.
- Coordinated and grew student interest in the biomedical humanities; work with faculty and APC to coordinate timing of core interdisciplinary content derived out of the center.
- Completed the annual Center assessment reports and other reporting functions as required; coordinated and supervised adjunct faculty affiliated with programs under the authority of the Center.
- Taught courses that support the Biomedical Humanities program.

Assistant Academic Dean & Director of the First Year Program May 2004 - June 2005

- Ongoing responsibility for organizing and staffing First Year Program, collaborate with Associate Dean of students to direct New Student Orientation and New Student Institute

Founder & Co-Director, Biomedical Humanities Program August 1998 – May 2009

- Instituted and directed a new interdisciplinary major with six core components: life sciences, medical humanities, experiential learning (bench science, shadowing and service), communications and diversity. Serve as academic advisor for the program and direct senior capstone.
- Collaborated on successful NEH grant to endow the Center's co-curricular program and provide faculty development. Expansion of the academic program led to establishment of an endowed chair in Biomedical Humanities.
- In 2006, developed a three year accelerated program.
- In 2008, collaborated with Director of Nursing to use the Center's minor as the platform for providing nursing students with required bioethics curriculum content.

Academic Service:

GRADUATE COUNCIL (2019 - 2021)

FACULTY DEVELOPMENT COMMITTEE (2019-)

SENATE RESOURCES AND PLANNING COMMITTEE (2019-)

ACADEMIC AFFAIRS COUNCIL (2020 -)
FACULTY PERSONNEL AND POLICY COMMITTEE (2021 -)
STRATEGIC ACADEMIC TEAM (PROGRAM PRIORITIZATION; 2017-18)
MEMBER, COLLEGE OF MEDICINE STRATEGIC PLANNING COMMITTEE, NEOMED (2018)
ACADEMIC PROGRAM COMMITTEE (CHAIR, MEMBER)
APPOINTMENT, TENURE & PROMOTION COMMITTEE (CHAIR)
COLLEGE EXECUTIVE STEERING COMMITTEE
GRADUATE STUDIES COUNCIL
HEALTH SCIENCES BOARD (CHAIR)
NEW COURSE COMMITTEE (CHAIR)
ENROLLMENT MANAGEMENT COMMITTEE
STUDENT LIFE PARTNERS
ETHICS AND VALUES COMMITTEE
RETENTION COMMITTEE
FACULTY TRUSTEE COMMITTEE
ACADEMIC REVIEW BOARD
BRANDING INITIATIVE STEERING TEAM
PERSISTENCE TEAM

TEACHING & SCHOLARLY EXPERIENCE

Professor of Biology & Biomedical Humanities, Hiram College 2008-present (half time teaching),
Associate Professor of Biology, Hiram College: 2000-2007, Assistant Professor of Biology: 1996-2000,
Visiting Instructor, 1994-1996

UNDERGRADUATE: INTRODUCTORY BIOLOGY: HOW SCIENCE WORKS, ANIMAL PHYSIOLOGY, VERTEBRATE BIOLOGY, HUMAN ANATOMY & PHYSIOLOGY, INTRODUCTION TO ZOOLOGY, DEVELOPMENTAL BIOLOGY, EVOLUTION, COLLOQUIUM: THE SCIENCE OF BEING HUMAN, SCIENCE IN THE NY TIMES, HUMAN VARIATION, PHYSICAL ANTHROPOLOGY, SERVICE IN A HEALTH CARE SETTING, THE ETHICS OF REPRODUCTION, GENETICALLY MODIFIED KIDS?, NATURAL HISTORY IN THE 21ST CENTURY – GALAPAGOS STUDY ABROAD, NARRATIVE BIOETHICS; WHAT IS HUMAN?; FIRST YEAR SEMINAR: THE AGE OF REPRODUCTIVE CHOICE.

ACADEMIC ADVISING: ANNUALLY ADVISE BETWEEN 20-30 BIOMEDICAL HUMANITIES AND BIOLOGY MAJORS. MENTORED STUDENTS IN THE CREATION OF 6 INDIVIDUALIZED MAJORS (E.G. BIOMIMICRY, HEALTH AND WELLNESS, PUBLIC HEALTH)

GRADUATE: WHAT IS SEX?, A TEAM TAUGHT INTERDISCIPLINARY COURSE WITH PROFESSOR OF HISTORY; HUMAN BIOLOGY

Laboratory Instructor & Lecturer, Northeastern Ohio Universities College of Medicine - 1991 through 1995:

HUMAN GROSS ANATOMY & EMBRYOLOGY (medical and graduate students), MEDICAL PHYSIOLOGY (medical students).

Research and Field Experience:

Team director: reconnaissance survey of Eocene marine strata, Oman. 1998. With collaborators Dr. Lois Roe, University of Arizona and Dr. Neil Wells, Kent State University

Research Associate (Kala Chitta Hills, Pakistan; NEOUCOM), in consort with NEOUCOM, Howard University and the Geological Survey of Pakistan, 1994 - present. Project focuses on radiations of mammalian orders (cetaceans, sirenians, artiodactyls, primates) during the early Eocene.

Field survey and excavation associate (Potwar Plateau, Pakistan), in consort with the University of Illinois, Harvard University, and the Geological Survey of Pakistan, 1993 - 1998. Project examines primate and other mammalian evolution during the Miocene of Indo-Pakistan.

Professional Associations:

AKRON NORTH HIGH SCHOOL UNIVERSITY PARTNERSHIP
AMERICAN CONFERENCE OF ACADEMIC DEANS
THE OHIO ALLIANCE
SOCIETY OF VERTEBRATE PALEONTOLOGY
PROJECT KALEIDOSCOPE
NATIONAL SCIENCE FOUNDATION – GRANTS REVIEWER
AMERICAN ASSOCIATION OF PHYSICAL ANTHROPOLOGISTS
CO-CHAIR, TRIENNIAL EVOLUTION OF AQUATIC TETRAPODS CONFERENCE, 2005

PUBLICATIONS

Higher Education Publications/Presentations

Madar, SI; Duda, H; Still, KL. (2023). Normalizing Academic Program Review to Transition from Crisis Cutting to Intentional Design, American Conference for Academic Deans.

Varlotta, LE, Madar, SI. (in preparation for Johns Hopkins University Press). A Simple Model for Leading Difficult Change: A “How To” Guide for Higher Education.

Breese, J; Bushnell, E; Schuchert, MK; Duda, HE, Madar, SI and Still, KL (2020). A Year in the Life of a College Restructure Process, American Conference for Academic Deans Preconference Workshop.

Chema, TV and Madar, SI (2009). Hiram College, Higher Education, and the Medical Mart. Crain’s Cleveland Business. June 1:8-9.

Fried, CA; Madar, SI and Donley, CC (2003). The Biomedical Humanities program: merging humanities and science in a premedical curriculum at Hiram College. Academic Medicine: Journal of the Association of American Medical Colleges. 78(10): 993-6.

Research Publications

Cooper, LN; Seiffert ER; Clementz, M; Madar, SI; Bajpai, S; Hussain, ST; Thewissen, JGM. (2014). Anthracobunids from the Middle Eocene of India and Pakistan Are Stem Perissodactyls. PLoS ONE 9(10): e109232.

- Noel-Marie Gray*, Kimberly Kainec*, Sandra Madar, Lucas Tomko*, Scott Wolfe* (all authors contributed equally, *indicates undergraduate). (2007). Sink or Swim? Bone Density as a Mechanism for Buoyancy Control in Early Cetaceans. *The Anatomical Record* 290:638-653.
- Madar, SI (2007). The postcranial skeleton of early Eocene pakicetid cetaceans. *Journal of Paleontology* 81(1):176-200.
- Madar, SI; Thewissen JGM; Hussain, ST. (2002). Additional remains of the type specimen of *Ambulocetus natans*, an Eocene cetacean from Indo-Pakistan: new evidence of transitional morphology in early whales. *Journal of Vertebrate Paleontology* 22(2): 405-422.
- Madar, SI; Kelley, J; Rose, MR; Pilbeam, D; McLatchy, L. (2002). New postcranial remains of the Miocene hominoid *Sivapithecus* from the Siwaliks of Pakistan. *Journal of Human Evolution* 42(6):705-752.
- Thewissen, JGM and Madar, SI. (1999). Ankle morphology of the earliest cetaceans and its implications for the phylogenetic relations among ungulates. *Systematic Biology*, 48:21-30.
- Thewissen, JGM; Hussain, ST; Arif, M; Aslan, A; Madar, SI and Roe, LJ. (1998). New localities of Eocene vertebrates in northern Pakistan and their significance for the origin of modern orders of mammals. *Proceedings of the third GEOSAS Workshop held at Islamabad, Pakistan, March 1-5, 1998*, pp. 19-34.
- Thewissen, JGM; Madar, SI and Hussain, ST. (1998.) Whale ankles and phylogenetic relations. *Nature*, 395:452.
- Madar, SI. (1998). Structural adaptations of early archaeocete long bones. In *The Emergence of Whales*, JGM Thewissen, ed. pp. 353-378. New York, Plenum Press.
- Thewissen, JGM; Hussain ST; Arif, M; Aslan, A; Madar, SI; Roe, LJ (1997). The origin of the modern orders of mammals within the context of Paleogene deposition in Northern Pakistan. In *The Siwaliks of South Asia*. The Records of the Geological Survey of Pakistan, Quetta.
- Thewissen, JGM; Madar, SI; Hussain ST; Ganz, E* (1997). Fossil yak (*Bos grunniens*: Artiodactyla, Mammalia) from the Himalayas of Pakistan. *Kirtlandia*. 50:11-16.
- Thewissen, JGM; Madar, SI, and Hussain, ST (1996). *Ambulocetus natans*, an Eocene cetacean (Mammalia) from Pakistan. *Courier Forschungsinstitut Senckenberg*. 191:1-86.
- Scoles, PV; Latimer, B; DiGiovanni, BF; Vargo, E; Bauza, S; and Jellemma, LM (1990). Vertebral alterations in Scheuermann's kyphosis. *Spine*. 16:509-515.

Published Abstracts

- Madar, SI* (2005). The tail makes the whale. 3rd International Evolution of Aquatic Tetrapods Conference; published abstracts, Akron, OH.
- Madar, SI. (2004). Postcranial remains of Anthracobunidae (Mammalia, Tethytheria) from the Eocene Kuldana Formation of Pakistan. *Journal of Vertebrate Paleontology* 24:87.

- Madar, SI. (2003). The locomotor repertoire of pakicetid cetaceans; combined evidence of gross morphology and skeletal ultrastructure. *Journal of Vertebrate Paleontology* 23:84.
- Madar, SI. (1997). Diaphyseal morphology and the locomotor capabilities of archaeocete cetaceans. *Journal of Vertebrate Paleontology*. 17(Suppl. 3): 61A.
- Madar, SI. (1997). Comparative humeral morphology of anthropoid primates and the Miocene hominoid *Sivapithecus*. *Journal of Morphology*. (Suppl. 32) for Vertebrate Morphology IV conference, June 1997).
- Thewissen, JGM; Hussain, ST; and Madar SI. (1996). The origin of Cetacea: morphological diversity of archaeocetes from the Kuldana Formation of Pakistan. *Paleontological Society Special Publication* 8: 391.
- Brown, BA; Ward, SC; Madar, SI (1996). New mandibles of Miocene hominoids from Pakistan. *American Journal of Physical Anthropology*. Supplement 20: 141.
- Madar, SI; Brown BA; Ward, SC (1995). Humeral shaft morphology of *Sivapithecus*. *American Journal of Physical Anthropology*. Supplement 19: 144.
- Madar, SI; Thewissen, JGM (1995). Vertebral morphology of Early Eocene archaeocete *Ambulocetus natans* from the Kala Chitta Hills, Pakistan. *Journal of Vertebrate Paleontology*. 14(Suppl. 3): 35A.
- Madar, SI; Lovejoy, CO (1993). Scapular ontogeny and the role of mechanical loading in extant hominoids. *American Journal of Physical Anthropology*. Supplement 16:136.
- Bauza, SI; Latimer, BM; Scoles, PV (1991). Thoracic kyphosis in a chimpanzee, with implications for its appearance in early hominids. *American Journal of Physical Anthropology*. 85:120.

Invited Lectures:

Hudson High School CCP New Dimensions Course 2017-present
 Northeast Ohio Medical University, May 2016
 The Ohio Alliance: Pipeline to Practice Conference, June 2013
 John Carroll University Biology Department: October 2010
 Ohio Wesleyan: July 2008 – The Hiram College 12-3 plan
 Geneva College: April 2007 – The Hiram College 12-3 plan
 Northeast Ohio Fossil Club: February 2005, October 2002
 Northeast Ohio Universities College of Medicine, Department of Anatomy: October 2004
 Cleveland Museum of Natural History: November 2004
 Kent State University: Primatology Seminar Series: October 1999

HONORS, GRANTS AND AWARDS

Ohio Department of Higher Education – Choose Ohio First Scholarship Program: University of Mount Union Choose Ohio First Scholars' Program: Enhancing Inclusivity in STEMM by Leveraging University Partnerships. 2020 - 2025. \$275,000.

Mary Renkert Wendling Foundation – Pediatric Simulation and Community Health Capacity for Mount Union Nursing – 2020. \$25,000.

Ohio Department of Higher Education – Choose Ohio First Scholarship Program: Pathways to STEM: a Life and Health Science Program to Grow NE Ohio Bio-Industries 2017 - 2019. \$484,000

HRSA Health Careers Opportunity Program – PI for Sub-award from NEOMED to support under-represented students in health professions. 2015-2017. \$120,000 to Hiram College

MEDTAPP Community Health Worker Grant – PI for Sub-award from NEOMED to establish a new program to train 19 Hiram College undergraduates to become certified Community Health Workers. 2014-2017. \$233,169 to Hiram College

Hiram Community Trust Grant: Pipelines to Career Pathways – Establishing Health Professions Affinity Communities at Crestwood and James A. Garfield School districts, 2013. \$1,750

Ohio Board of Regents – Choose Ohio First Scholarship Program in Bioscience and Healthcare: Co-Author and Co-Director. 2008-2016. \$705,000

Martha Holden Jennings Foundation Grant: Using whales as an interdisciplinary curriculum area to teach evolution in high school biology. 2005. \$25,000

NSF-Geoscience: Postcranial Functional Morphology of Early Eocene Cetaceans. 2003-2004. \$41,500

National Endowment of the Humanities Grant: Biomedical Humanities as an interdisciplinary model for liberal arts training of pre-medical students. 2002. \$800,000 challenge grant

National Geographic Society: Eocene Vertebrate Paleontology in Oman. Research exploration grant. 1999. \$38,000

Martin Award for Outstanding Faculty Service: 1998, 2000, 2002, 2005

Michael Starr Award to New Faculty, Hiram College 1997

Senckenberg Forschungsinstitut: Alexander von Humboldt Prize for Scientific Publication, 1997