#### **CURRICULUM VITAE**

#### Eric G. Campbell, PhD

Director of Research, Center for Bioethics and Humanities, University of Colorado Professor with Tenure, Department of Medicine – Division of General Internal Medicine Fulginiti Pavilion, 13080 E 19th Ave, Aurora, CO 80045, Room 203 (303) 724-9230 <u>Eric.G.Campbell@cuanschutz.edu</u>

#### EDUCATION

Completion	Degree	Institution	Field of Study
Date			
1990	BA	University of Minnesota	Psychology
1993	MA	University of Minnesota	Adult Education
1996	Ph.D.	University of Minnesota	Higher Education Policy
2012	MA	Harvard Medical School	Honorary

### ACADEMIC APPOINTMENTS

Date	Position	Institution	Department
1998 – 2003	Instructor	Harvard Medical School	Medicine
2003 – 2007	Assistant Professor	Harvard Medical School	Medicine
2007 – 2012	Associate Professor	Harvard Medical School	Medicine
2012 – 2018	Professor	Harvard Medical School	Medicine
2018 -	Professor (tenured)	University of Colorado School of Medicine	Medicine

#### **OTHER PROFESSIONAL POSITIONS**

Date	Position	Institution	Department
1996 – 1998	Postdoctoral Researcher	Massachusetts General Hospital, Harvard Medical School	Health Policy Research and Development Unit
1998 – 2018	Assistant in Health Policy	Massachusetts General Hospital	Medicine
2013 – 2018	Faculty Associate	Harvard Law School	Petrie-Flom Center for Health Law Policy, Biotechnology and Bioethics
2015 – 2018	Faculty Associate	Harvard Law School	Edmond J. Safra Center for Ethics
2015 – 2018	Affiliated Faculty	Harvard Medical School	Center for Bioethics
2019-	Affiliated Faculty	University of Colorado School of Public Health	Health Systems Management and Policy

### **Leadership Positions**

Date Position Institution De	Department
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2009-2016	Director of	Massachusetts General	Mongan Institute for Health Policy
	Research	Hospital	
2014-2018	Co-Director/Unit	Massachusetts General	Clinical Research Program, Clinical
	Chief	Hospital	Effectiveness Research Group
2015-2018	Director of Ethics	Harvard Medical School	Center for Bioethics
	Research		
2016-2018	Associate Director	Massachusetts General	Mongan Institute for Health Policy
		Hospital	
2018-	Director of	University of Colorado,	Center Bioethics and Humanities
	Research	Anschutz	

### HONORS, SPECIAL RECOGNITIONS AND AWARDS

Date	Award	Institution
2007	Individual Investigator Award, Clinical Research Day	Massachusetts General Hospital
2009	Investigator Team Award, Clinical Research Day	Massachusetts General Hospital
2011	2011 Professionalism Article of the Year for "Physicians' Perceptions, Preparedness for Reporting, and Experiences Related to Impaired and Incompetent Colleagues" published in JAMA.	American Board of Internal Medicine Foundation
2012	2012 Health Services Research Impact Award	AcademyHealth
2013	Visiting Professor Pro Tempore	The Cleveland Clinic Educational Foundation, Women's Professional Staff Association & Department of Bioethics
2014	Distinguished Alumni Award	University of Minnesota College of Education and Human Development
2018	Interdisciplinary Professor of Medicine	University of Colorado School of Medicine
2021	Elected Fellow	The Hastings Center
2021	Research Excellence Award	Division of General Internal Medicine, Department of Medicine, University of Colorado School of Medicine
2021	Top 10 Most Read Articles of 2021	Health Affairs

### MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

Date	Position	Organization
2007 – 2008	Independent Advisor Public/Private	American Board of Medical Specialties
	Relationships	Foundation for Research and Education
2009 - 2014	Member	Society of General Internal Medicine
2009 – 2012	Ethics Committee Member	Society of General Internal Medicine
2009 – 2011	Member	American Association for Public Opinion
		Research

2009 – 2012 Member Academy Health

### MAJOR COMMITTEE AND SERVICE RESPONSIBILITIES

Date	Position	Committee	Institution
2004	Advisory Board	Center for Genetic Research, Ethics and	Case Western University
	Member	Law	
2004	Committee	Committee of Alternative Funding	Institute of Medicine
	Member	Strategies for DOD's Peer Reviewed	
		Medical Research Programs	
2006-	Committee	Conflict of Interest Steering Committee	Federation of American
2007	Member		Societies for
			Experimental Biology
2007-	Committee	Conflict of Interest Committee in	Institute of Medicine
2009	Member	Medical Research, Education, and	
		Practice	
2008-	Member	CTSA Ethics Advisory Committee	Harvard Medical School
2015			
2009-	Committee	Dean's Conflict of Interest Faculty	Harvard Medical School
2010	Member	Reaction Group Committee	
2009-	Independent	Committee on Planning a Continuing	Institute of Medicine
2010	Agent	Health Care Professional Education	
		Institute	
2009-	Committee	CTSA National Clinical Research Ethics	National Institutes
2010	Member	Key Function Committee	of Health
2010	Committee	National Ambulatory Care Survey	National Center for Health
	Member	Electronic Medical Record Advisory	Statistics and Office of the
		Working Group	National Coordinator for
			Health Information
			Technology
2010-	Committee	ACCME Application Working Group	Partners Healthcare
2011	Member		
2010-	Reviewer	Awards and Honors Committee-Rose	Harvard Medical School
2012		Seegal Prize	
2010-	Advisory Board	Edmond J. Safra Center for Ethics Lab	Harvard University
2015	Member	Committee	
2011-	Working Group	Harmonizing the COI Disclosure Process	Institute of Medicine
2012	Member		Roundtable on Value &
			Science-Driven Healthcare
2013-	Advisory Board	Graduate Program in Survey Research	University of Massachusetts
2018	Member		Boston
2013-	Committee	Faculty Recruitment Committee	Division of General Medicine,
2018	Member		MGH

2015-	Advisory Board	Ethical Considerations for Public Private	Advisory Committee to the
2016	Member	Partnerships Work Group	Director of the CDC
2016-	Committee	Advisory Committee on Public Trust in	American Society for Nutrition
2018	Member	Nutrition	
2017-	Committee	Task Force on Conflicts of Interest	Infectious Disease Society of
2018	Member		America
2018-	Committee	Conflict of Interest Ethics Committee	Infectious Disease Society of
	Member		America
2018-	Group Member	General Internal Medicine Strategic	University of Colorado
		Planning Research Driver Group	Medical School
2020	Committee	Post Tenure Review Committee for Dr.	Univeristy of Colorado School
	Chair	Cathey Bradley	of Public Health

### **REVIEW AND REFEREE WORK**

Date	Position	Institution	
2003	Study Section Member	National Human Genome Research Institute National	
		Institutes of Health	
2003	Study Section Member	National Institutes of Health	
2004	Study Section Member	Centers for Disease Control and Prevention	
2003-	Independent Advisor:	CDC/CDC Foundation	
2006	Public/Private Relationships		
2007	Ad Hoc Reviewer	National Science Foundation: Science and	
		Society Program	
2009	Ad Hoc Reviewer	National Science Foundation: Science and	
		Innovation Program	
2010	Grant Reviewer	Institute on Medicine as a Profession: Columbia University	
2011	Study Section Member	National Institutes of Health: RFA ES 11-004	
2011	Study Section Member	Department of Veterans Affairs: Health Services Research &	
		Development Service	
2012	Study Section Member	National Institutes of Health: SEIR Societal and Ethical Issues	
		in Research	
2012	Study Section Member	Department of Veterans Affairs: Research Best Practices	
		(RBP) Review Special Panel	
2012	Ad Hoc Reviewer	Medical Research Council (MRC): United Kingdom	
2013	Study Section Member	National Institutes of Health: ZRG1 AARR-F(57) "Ethical	
		Issues in Research on HIV/AIDS and its Co-morbidities"	
		Special Emphasis Panel.	
2014	Ad Hoc Study Section	National Institutes of Health: ZRG1 PSE N 02 M "Societal	
	Member	and Ethical Issues in Research Study Section."	
2016	Study Section Chair	National Institutes of Health: ZRG1-N 55 "AIDS and Related	
		Research Special Emphasis Panel"	
2020	Ad Hoc Study Section	National Institutes of Health: "Health Services Organization	
	Member	and Delivery Study Section	

# **Editorial Activities**

Ad hoc Reviewer (selected):

- 1. Journal of the American Medical Association
- 2. New England Journal of Medicine
- 3. JAMA Internal Medicine
- 4. Journal of General Internal Medicine
- 5. British Medical Journal
- 6. American Journal of Bioethics
- 7. Nature Biotechnology
- 8. Academic Medicine
- 9. Science
- 10. American Journal of Bioethics
- 11. Journal of Empirical Research on Human-Research Ethics
- 12. American Journal of Managed Care
- 13. Health Affairs
- 14. Rural Sociology
- 15. The Lancet
- 16. Science Translational Medicine
- 17. Nature Medicine
- 18. The Milbank Quarterly

#### INVITED EXTRAMURAL LECTURES, PRESENTATIONS, AND VISITING PROFESSORSHIPS

Local and Regional (New England & Colorado)

Date	Task	Торіс	Host/Institution
1996	Presentation,	Academic health centers and the	American Federation for Medical
	Peer Reviewed	care of vulnerable populations	Research and the Society of General
			Internal Medicine Joint Program,
			Boston, MA
1997	Presentation,	Understanding the social	Society of General Internal
	Peer Reviewed	missions of academic health	Medicine20th Annual Meeting, Session
		centers	E-01, Boston, MA
2001	Invited	Secrecy in academic genetics	Annual Advisory Board Meeting of the
	Presentation		Institute for Health Policy, Boston, MA
2005	Invited	Science and commerce:	2005 American Agricultural Economics
	Presentation	University industry relationships	Association, Providence, RI
		in biotechnology	
2008	Invited	Institutional regulation of	Massachusetts General Hospital Board
	Presentation	academic industry relationships	of Trustees, Boston, MA
2009	Invited	Conflicts of interest in medical	2009 Massachusetts General Hospital
	Presentation	research	Program in Cancer Outcomes Research
			Training, Boston, MA
2010	Invited	Institutional corruption and	Edmond J. Safra Foundation Center for
	Commentary	conflicts of interest	Medical Ethics Lectures on the Question
			of Institutional Corruption, Harvard
			Medical School, Boston, MA

	Invited Presentation	Conflicts of interest in academic medicine	2010 Harvard University Division of Medical Ethics Faculty Seminar Series, Boston, MA
	Invited Presentation	Impaired and incompetent physicians: Results of a national study	2010 Dana Farber/Harvard Cancer Center Outcomes Research Program Seminar Series, Harvard Medical School, Boston, MA
2011	Invited Presentation	Conflict of interest in the practice of medicine	Dartmouth University , Hanover, NH
2012	Invited Presentation	Primer on survey research	Brigham and Women's Hospital Center on Expertise in Medical Education, Boston, MA
	Invited Presentation	Doctor/Patient communication: Results of a national survey	Massachusetts General Hospital Institute on Technology Assessment, Department of Radiology, Boston, MA
	Invited Presentation	Understanding Emerging Trends in Industry-Academic Relationships	2012 National Physician Alliance National Grand Rounds, Farmington, CT
2014	Invited Presentation	Conflicts of interest in the practice of medicine, education and research	Dartmouth University, Hanover, NH
2015	Invited Presentation	Ethics to policy: Conflicts of interest between IRB members and industry	Harvard Center for Bioethics Harvard Medical School, Boston, MA
2017	Invited Presentation	Empirical research spanning bioethics and healthcare policy	University of Colorado Anschutz School of Medicine, Denver, CO
2021	Invited Presentation	Medicine Grand Rounds: Disabilty and Access to Care	University of Colorado Anschutz School of Medicine, Denver, CO
2021	Invited Presentation	Ethics Grand Rounds: Medical Aid In Dying in Colorado	University of Colorado School of Medicine
2021	Invited Presentation	HSMP Research Seminar: Medical Aid in Dying in Colorado	Department of Health Systems Management and Policy: University of Colorado School of Public Health
2021	Invited Presentation	Cardiology Grand Rounds: Medical Aid in Dying in Colorado	University of Colorado: Department of Medicine: Division of Cardiology
2022	Invited Presentation	Center for Bioethics and Humanites: Medical Aid in Dying in Colorado: What do doctors think?	University of Colorado and the Colorado Medical Society
2022	Invited Presentation	Center for Bioethics and Humanities Community Board: Progress on the Research Mission at CBH.	University of Colorado, Center for Bioethics and Humanities.

# National (Outside New England and Colorado)

		Date	Task	Торіс	Institution
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1996	Presentation, Peer Reviewed	Withholding of the results of scientific research: Effects of relations with industry and faculty productivity	The Association for the Study of Higher Education Annual Meeting, Indianapolis, IN
1997	Presentation, Peer Reviewed	The relationships between market competition and the activities and attitudes of medical school faculty	Association for Health Services Research 14th Annual Meeting, Chicago, IL
	Presentation, Peer Reviewed	Participation of life science faculty in research relationships with industry	1997 Technology Transfer Society Annual Meeting, Denver, CO
	Presentation, Peer Reviewed	Quid pro quo: Emerging academic and corporate expectations of research-related gifts	Association for the Study of Higher Education Annual Meeting, Albuquerque, NM
1998	Invited Presentation	Academic industry relationships and commercialization in the life sciences	Institute of Molecular Biology, University of Oregon, Eugene, OR
	Invited Presentation	Academic industry relationships in the life sciences: Policy concerns for science	Committee on Science, Engineering, and Public Policy, National Academy of Sciences, Washington, DC
	Invited Presentation	Academic industry research relationships and commercialization: Implications for policy and practice	Annual Meeting of the Licensing Executives Society, Boston, MA
	Invited Presentation	Looking a gift horse in the mouth: Corporate philanthropy in support of life sciences research	The Future Location of Research in a Triple Helix of University- Industry-Government Relations: An International Symposium, Purchase, NY
1999	Invited Presentation	Academic industry research relationships and faculty productivity in Genetics and the other life sciences	Board on Science, Technology and Economic Policy, National Academy of Sciences and the National Research Council, Washington, DC
	Presentation to General Session	Understanding the effects of market competition on the managed care content of undergraduate medical education	Competing Constituencies of Medical Education: Meeting Accountability with Innovation, Chicago, IL
2000	Invited Presentation	Academic industry research relationships in the life sciences: Policy options	Science and Technology Diplomats Society, Royal Danish Embassy. Washington, DC
	Invited Presentation	Commercializing university-based research through academic industry research relationships: Policy options and opportunities	Genetic Engineering and Cloning Animals Symposium, Park City, UT
	Invited Presentation	Conflict of interest in academic research: From practice to policy	Annual Retreat of the Council on Federal Relations, Association of

			American Universities, Tucson, AZ
	Invited Presentation	Financial conflicts of interest in academic research: Public affairs and public policy	Council on Public Relations, Association of American Universities, Washington, DC
	Invited Presentation	Academic industry research relationships in the life sciences	Annual Meeting, American Association for the Advancement of Science. Washington, DC
2002	Invited Presentation	Clinical research in the current academic environment	Second Annual Medical Research Summit, Washington, DC
	Invited Presentation	Data-sharing and withholding in academic genetics. At the Crossroads: Public/Private Priorities Concerning Access to Genetic Information Conference	The University of Maryland School of Law, Washington, DC
	Presentation, Peer Reviewed	Research directions and funding opportunities on research integrity and misconduct	Annual Meeting of the American Sociological Association, Chicago, IL
	Presentation, Peer Reviewed	Data-sharing and withholding among trainees in science	Office of Research Integrity. 2002 Conference on Research Integrity. Washington, DC
2003	Invited Presentation	Changes in United States graduate medical education: residents and programs	Centers for Medicare and Medicaid Services. Washington, DC
	Invited Presentation	Academic health centers: Current status, future prospects	Association of Governing Boards of Universities and Colleges. Washington, DC
	Invited Presentation	Intellectual property rights in academe: Lessons from the life sciences	Crop Science Society Annual Meeting. Denver, CO
2004	Invited Presentation	Strategies for minimizing conflicts of interest on IRBs	American Conference Institute Meeting Minimizing and Preventing Liability in Clinical Trials: Strategies for Compliance. Washington, DC
	Presentation, Peer Reviewed	Innovative approaches to auditing hospital patient safety data and practices	2004 AHRQ Annual Patient Safety Research Conference, Washington, DC
	Presentation, Peer Reviewed	Assessing patient safety culture: Results from implementation of the hospital survey on patient safety	2004 AHRQ Annual Patient Safety Research Conference, Washington, DC
	Invited Presentation	Government academic industry relationships in science: Implications for the CDC and CDC Foundation	Bi-annual Meeting of the Board of Trustees of the Foundation for the CDC. Atlanta, GA

	Invited Presentation	Public private partnerships: Implications for the CDC Foundation	Inaugural Meeting of the Board of External Advisors of the Foundation for the CDC. Atlanta, GA
	Presentation, Peer Reviewed	Data-withholding among trainees in science: Results of a national study	2004 ORI Research Conference on Research Integrity. San Diego, CA
2005	Invited Presentation	Conflicts of interest in life science research	2005 FASEB Board Meeting. Washington, DC
2006	Invited Presentation	Academic industry relationships in medicine: What the future may hold for other fields of science	2006 Agricultural Biotechnology Research for Public Goods and Private Goods: The Roles of University-Industry Relationships. Washington, DC
	Invited Presentation	Academic industry relationships among IRB members: Results of a national study	2006 Cleveland Clinic Ethics Department. Cleveland, OH
	Invited Presentation	Partnerships in science: Academic industry relationships and conflicts of interest	2006 Forum on Conflicts of Interest in Academe. Cleveland, OH
	Invited Presentation	Conflicts of Interest in Translational Research	2006 Duke Translational Medicine Symposium. Durham, NC
	Presentation, Peer Reviewed	Entrepreneurial professors and secrecy in science: Variations and impacts	2006 ORI Research Conference on Research Integrity. Tampa, FL
2007	Invited Presentation	A public policy perspective on academic industry relationships: Setting the national policy agenda	2007 National Academy of Sciences Conference on Financial Relationships with Industry. Washington, DC
	Invited Presentation	Institutional academic industry relationships in academic health centers and teaching hospitals: Results of a national survey	2007 AAMC Forum on Conflicts of Interest in Academe. Baltimore, MD
	Invited Presentation	AIRs in medical education, research and practice	2007 National Academy of Sciences: Institute of Medicine Meeting. 2007 Washington, DC
	Invited Presentation	Conflict of interest: Nature extent and consequences for individuals and institutions	2007 Provost Interdisciplinary Seminar Series: University of Pennsylvania. Philadelphia, PA
	Invited Presentation	Relationships with Industry: Implications for the University of Minnesota Conflicts of Interest Task Force	2007 University of Minnesota Task Force of Conflicts of Interest. Minneapolis, MN
2008	Invited Presentation	Industry Relationships: What do the data tell us	2008 Seton Hall Center for Health and Pharmaceutical Law

			Meeting. Seton Hall University. Newark, NJ
	Presentation, Peer Reviewed	Research, commercialization, expenditures, and faculty	2008 Annual Meeting of the Association for the Study of Higher Education. Jacksonville, FL
	Invited Presentation	Continuing medical education: Economic modeling	2008 IOM Committee on Planning a Continuing Health Care Professional Education Institute, Institute of Medicine. Washington, DC
	Invited Presentation	Transparency in cancer research	2008 National Coalition for Cancer Survivorship 2008 Cancer Research Roundtable. Washington, DC
	Invited Presentation	Conflicts of interest in clinical radiology	2008 Radiological Society of American Professionalism Instructional Course. Chicago, IL
2009	Keynote Address	Conflicts of interest and research integrity	2009 ILSI North America Joint Meeting of the Assembly of Members and the Food, Nutrition and Safety Program. Tucson AZ
	Invented Presentation	The ethics of conflict-of-interest in scientific research and physician relationships with industry	2009 Yale Medical School Medical Student Council Meeting. New Haven, CT
	Invited Presentation	Medical professionalism in the US: Results of a national survey	2009 Leonard Davis Institute of Health Economics Research Seminar Series at the University of Pennsylvania. Philadelphia, PA
	Invited Presentation	Conflicts of interest in university- industry relationships: Emerging regulatory trends and their impact upon universities	2009 University of Alabama at Birmingham Office of the Provost. Birmingham, Al
	Presentation, Peer Reviewed	Government-industry relationships in science: Results of a survey of NIH employees	2009 Office for Research Integrity Annual Meeting. Buffalo, NY
	Presentation, Peer Reviewed	Research integrity at the NIH and the impact of the 2005 ethics rules	2009 Research Conference on Research Integrity. Niagara, NY
	Invited Presentation	Conflicts of interests and where do we go from here: A conference summary	2009 American Legacy Foundation Conference on Industry-medicine Relationships Comparing Tobacco, Alcohol, Food and Pharmaceuticals. New York, NY

	Invited Testimony	Conflicts of Interest in Medical Research, Education and Practice	United States Senate, Special Committee on Aging
2010	Invited Presentation	Physician industry relationships in medicine, medical education and research: Setting the policy stage	2009 Heart Rhythm Society, Health Policy Town Hall: Financial Relationships with Industry in this Changing Environment. Denver, CO
	Invited Presentation	The new landscape for industry- profession relations: From policy to practice	46 <sup>th</sup> Drug Information Association Annual Meeting. Washington, DC
	Invited Presentation	Changes in physician industry relationships from 2004 to 2009: Results of a national study	2010 Dartmouth Health Policy Faculty Workshop. Hanover NH
2011	Invited Presentation	Survey: Doctors Cutting Financial Ties to Drug Companies Amid Scrutiny	Third Annual Summit on Disclosure, Transparency and Aggregate Spend for Drug, Device and Biotech Companies. Washington DC
	Invited Presentation	Innovation, Product Development Process, and Technical Professionals	2011 Annual Meeting Academy of Management. San Antonio TX
	Invited Presentation	Academic Scientists and Industry Relationships	2011 Georgetown University Pharma Knows Best? Managing Medical Knowledge Conference. Washington DC
	Invited Presentation	Setting the stage: What do we know from prior consensus panels	2011 Conflicts of Interest in the Practice of Medicine: A National Symposium, Pittsburgh, PA
2012	Presentation	Scientific collaboration: What's going on beneath the radar?	The Quest Conference 2012, sponsored by the Office of Research Integrity, Washington, DC
2013	Invited Presentation	Gender and leadership in academic medicine	2013 Ethics Grand Rounds. Cleveland Clinic. Cleveland OH
	Invited Presentation	Pharmaceutical company influence over physician use of genetic drugs: Result of a national Study	2013 Forum on Conflicts of Interest in Academe, American Association of Academic Health Centers, Baltimore MD
2014	Invited Presentation	Conflicts of interest and industry sponsorship in clinical research	Research with Human Participants: The National Debate. University of Minnesota. Minneapolis MN
	Invited Presentation	Ethics to policy: IRB members and conflicts of interest	Trent Center for Medical Ethics Humanities in Medicine Lecture, Duke University School of Medicine, Raleigh, NC

	Invited Presentation	Physician openness and honesty	University of Michigan, Ann
		with patients	Arbor, MI
2015	Invited Presentation	Data Sharing and Withholding In	2015 Cold Spring Harbor
		Genetics: Results of a 2014 National	Laboratory's International
		Study Funded by the NHGRI	Biology of Genomes Conference.
			Cold Spring Harbor, NY
2017	Keynote Speaker	Empirical Bioethics: Conflicts of	University of North Dakota,
		interest among IRB members	Dean's Lecture Series, Grand
			Forks, ND
2020	Invited Presentation	Metabolic Bariatric Surgery Among	Essential Health Bariatric
		Adolesecents	Research Group, Fargo ND
2021	Session Moderator	The Ethics of Wearable Tech	University of Colorado School of
			Business Daniels Fund Ethics
			Initiative
2022	Invited Presentation	The Experiences and Perceptions of	NYU Center for Bioethics
		MAiD Providers in Colorado	
	Invited Presentation	Medical Aid in Dying Experiences	Developing Issues in Bioethics
		and Perspectives: Results of a	Series, Baylor College of
		Survey of Physicians in Colorado	Medicine Center for Medical
			Ethics and Health Policy
	Invited Presentation	Conflicts of Interest Among	2022 National Nurse
		Advanced Practice Providers	Practitioner Symposium,
			Keystone CO. (unable to attend
			due to illness).

# International

Date	Task	Торіс	Host
1998	Invited	Academic industry research	The Commercialization of Genetic
	Presentation	relationships: Implications for	Research: Ethical, Legal and Policy
		policy and practice.	Issues conference. University of
			Alberta, Health Law Institute. Alberta,
			Canada
2005	Invited	University, government and	2005 Bringing Science to Life.
	Presentation	industry relationships in the life	University of Toronto. Toronto,
		sciences: A forty years	Canada
		retrospective	
2009	Invited	Medical professionalism in the	2009 China-United States World
	Presentation	US—Implications for China	Conference on Medical
			Professionalism. Shanghai, China
2010	Invited	Medical professionalism results	2010 China-United States World
	Presentation	of 2009 survey	Conference on Medical
			Professionalism. Beijing, China

2011	Invited	Medical professionalism in US	2011 China-United States World
	Presentation	and England	Conference on Medical
			Professionalism. Beijing, China
2013	Keynote	The impact of industry	Conflicts of Interest in Modern Life
	Presentation	relationships on patient care in	Sciences. Hanover, Germany
		the United States	

### **TEACHING RECORD**

# Selected Presentations to Undergraduate Students, Graduate Students, and House Officers

Date	Presentation	Audience	Course Information
1999-	Conducting Large Scale	Fellows and Medical	Harvard School of Public
2000	Mailed Survey	PhD students	Health/Epidemiology 242cd
			Professor: Daniel Singer
2004-	Conducting Large Scale	MDs and Fellows	Harvard Medical School/Center for
2005	Mailed Surveys		Excellence in Minority Health
			Professor: Joan Reed
2005	Conflicts of Interest in the	MBA students	Harvard Business School/Commercializing
	Academic Life Sciences		Science and High Technology
			Professor: Lee Fleming
2010	Introduction to Health	Business PhD	Harvard Medical School
	Care Management	students	Professor: Peter Slavin, MD
2011-	Fundamentals of Survey	MGH Medicine	Massachusetts General Hospital Medicine
2012	Research	residents	Department Tools of Human Investigation
			Elective
			Professor: Deborah Wexler, MD
2013	Introduction to Survey	MDs and Fellows	MGH Clinical Research Program
	Research and Design	(100 participants)	Professor: Eric Campbell, PhD
2014	Survey Research	First Year Medical	Harvard Medical School
		Students	Professor: Jeffrey Linder MD
		(50 participants)	
2014	Authorship Practices	Masters Students	Harvard School of Public Health
		(50 participants)	Professor: Joel S. Weisman, PhD
2015	Survey Research	First Year Medical	Harvard Medical School
		Students	Professor: Jeffrey Linder
		(50 participants)	
2015	Conflicts of Interest In	Masters Students	Harvard Medical School
	Research	(25 participants)	Professor: Jeffrey Linder
2016-	Research Ethics	Masters Students in	Harvard Medical School
2017		HMS Bioethics MA	Professor: Spencer Hey
		program	
		(20 participants)	
2022	Research Methods in	HSMP 6617 (20	University of Colorado School of Public

	1	
Health Policy	participants	Health Professor: Matt Wynia

# Courses Taught

Date	Course	Students	Course Number	Institution
2016- 2017	Methods in Bioethics	Masters Students in HMS Bioethics MA program (10 students)	BEth714	Harvard Medical School
2016- 2017	Empirical Bioethics Research Methods	Greenwall Faculty Scholars (10 participants	n/a	Greenwall Faculty Scholars Bootcamp
2018	Interpreting Health Policy and Management Research	Masters Students in Public Health (25 students)	HSMP 6617	University of Colorado School of Public Health
2019	Interpreting Health Policy and Management Research	Masters Students in Public Health (33 students)	HSMP 6617	University of Colorado School of Public Health
2020	Interpreting Health Policy and Management Research	Masters Students in Public Health (15 students)	HSMP 6617	University of Colorado School of Public Health

## **Teaching of Peers**

Date	Event/Topic	Institution/Program
2004	Research on Research Integrity Fellowship	Harvard Pediatric Health Services Research
	Program	Program
2010	MGH Clinical Effectiveness Seminar, Using	Massachusetts General Hospital Clinical
	MGH Clinical Care and Survey Data	Effectiveness Seminar
2010	Professionalism in Medicine:	Massachusetts General Hospital Pediatric
	Results of a National Survey	Health Policy Seminar
2010	Survey Research Methods	Harvard Academy

# Key Administrative Positions

Date	Position	Institution	Department
1998 – 2018	Assistant in Health Policy	Massachusetts General Hospital	Medicine
2013 – 2018	Faculty Associate	Harvard Law School	Petrie-Flom Center for Health Law Policy, Biotechnology and Bioethics

2015 – 2018	Faculty	Harvard Law School	Edmond J. Safra Center for Ethics
	Associate		
2015 – 2018	Affiliated	Harvard Medical School	Center for Bioethics
	Faculty		
2018-	Director of	University of Colorado	Center for Bioethics and Humanities
	Research	Anschutz Medical	
		School	

# Formally Supervised Trainees/Faculty

Date	Trainee	Current Title	Description of Mentorship
1998 -	Manju	Data Scientist at IBM	Ms. Gokhale worked as a programmer on multiple
2003	Gokhale		projects conducted at the Institute for Health Policy
			at the MGH under Dr. Campbell.
2000-	John Ausiello,	Assistant Professor of	Dr. Ausiello worked as research assistant on several
2003	MD	Medicine, Columbia	of Dr. Campbell's research projects that culminated
		University Medical	in publications in the medical literature.
		Center	
2001-	Eran Bendavid,	Associate Professor of	Dr. Bendavid served as a research assistant on Dr.
2003	MD, MS	Medicine at Sanford	Campbell's projects related to technology transfer in
		School of Medicine	academic science. The results of his work were
			published in academic journals.
2002-	Melissa	Chair of the MGH and	Dr. Abraham served as a research assistant on one
2003	Abraham, PhD,	BWH Panels of the	of Dr. Campbell's federally funded project related to
	MS	Partners Human	the nature, extent and consequences of industry
		Research Committee,	relationships among IRB members and IRB chairs in
		Assistant Professor of	medical schools across the US. The results of this
		Psychology in the	research were published in leading academic
		Department of	journals.
		Psychiatry, Harvard Medical School	
2003-	Russel Gruen,	Professor of Surgery,	Dr. Gruen served as a fellow in the IHP at MGH and
2003- 2004	MD	Lee Kong Chian	worked on the initial physician professionalism
2004		School of Medicine,	project working as a peer and mentee with Dr.
		Executive Director,	Campbell.
		Nanyang	Campbell.
		Technological	
		University, Singapore	
2004-	Barry Kitch,	Senior Vice President	Dr. Kitch served as junior faculty at the IHP at MGH.
2010	MD, MPH	of Clinical Affairs and	Dr. Campbell provided peer and supervisory
		Chief Medical Officer,	mentoring on Dr. Kitch's K award related to the
		Emerson Hospital	culture of patient safety in hospitals and also in
			nursing homes.
2007-	James	Director of Quality,	Dr. Mountford served and fellow in the IHP at MGH
2008	Mountford,	Royal Free London	and worked on the initial physician professionalism
	MD	NHS Foundation	project. His work on this project was published in
		Trust	JAMA and other high profile journals.

2006-	Doug Levy, PhD	Associate Professor, Harvard Medical School, Massachusetts General Hospital	Dr. Levy joined Dr. Campbell's group as an Instructor after completing his Ph.D. in health policy with a focus on economics at HMS.
2007- 2009	Carrie Thiessen, MD, PhD	Surgical Resident, Yale School of Medicine	Dr. Thiessen worked as a research assistant on a survey related to patient enrollment in clinical trials.
2008- 2009	Robert Rogers, MD	Research Fellow in Medicine, Massachusetts General Hospital	Dr. Rogers worked as a research assistant on a project related to continuing medical education in the US. This project resulted in a paper that was published in JAMA and a report to the Josiah Macy Junior Foundation.
2005- 2008	Darren Zinner, PhD, MS, BSE	Associate Professor; Associate Dean for Academic Personnel; Director, Brandeis	Dr. Zinner worked on two NIH grants related to secrecy in science, and another related to industry relationships. These studies resulted in numerous publications and presentations.
2014	Aaron Kesselheim, MD, JD, MPH	Professor, Harvard Medical School	Dr. Campbell mentored Dr. Kesselheim on research methods and served as a Co-I on a number of Dr. Kesselheim's grants.
2015- 2016	Stephanie Morain, Ph.D	Assistant Professor in the Center for Medical Ethics and Health Policy at Baylor School of Medicine	Dr. Morain completed a one year post doctoral fellowship in my research group at MGH from 2015- 2016 after completing her Ph.D. in Health Policy with bioethics concentration at HMS. Dr. Morain worked on my grant from the Greenwall Foundation to study physicians' attitudes and behaviors related to truth telling in Medicine.
2017	Jeffery Peppercorn, MD	Cancer Oncologist, Massachusetts General Hospital	Dr. Campbell served as an advisor on Dr. Peppercorn's grants from the Greenwall Foundation
2018 - 2022	Vinay Kini, MD	Assistant Professor of Medicine - Cardiology, University of Colorado School of Medicine	Dr. Campbell mentored Dr. Kini on a grant from the Greenwall Foundation to study Medical Aid in Dying in Colorado.
2018 - 2022	Hillary Lum, MD	Assistant Professor of Medicine - Geriatrics, University of Colorado School of Medicine	Dr. Campbell mentored Dr. Lum on a grant from the Greenwall Foundation to study Medical Aid in Dying in Colorado.
2018 - 2022	Elizabeth Kessler, MD	Assistant Professor of Medicine – Medical Oncology, University of Colorado School of Medicine	Dr. Campbell mentored Dr. Kesssler on a grant from the Greenwall Foundation to study Medical Aid in Dying in Colorado.
2018 - 2019	Maryam Guiahi, MD	Associate Professor of Medicine – OBGYN,	Dr. Campbell is mentoring Dr. Guiahi in writing and executing her own grants.

2019-	Christine	University of Colorado School of Medicine Assistant Professor of	Dr. Campbell is Dr. Baugh's primary faculty mentor.
	Baugh, PhD	Medicine, University of Colorado School of Medicine	
2018-	Matthew DeCamp, MD, PhD	Associate Professor of Medicine, University of Colorado School of Medicine	Dr. Campbell is Dr. DeCamp's primary faculty mentor.
2020-	Christopher Knoepke, PhD	Assitant Professor of Medicine, University of Colorado School of Medicine	Dr. Campbell is Dr. Knoepke's methods mentor on his NIH K award.
2021-	Megan Morris, PhD	Associate Professor of Medicine, University of Colorado School of Medicine	Dr. Campbell is Doctor Morris's primary faculty mentor.
2022-	Gwenyth Day, MD	Critical Care Fellow, Division of Pulmonary Sciences and Critical Care Medicine, Univerisity of Colorado School of Medicine	Dr. Campbell is one of Dr. Day's mentors as she prepares her K-award application.
2022-	Zachary Macchi, MD	Instructor in Medicine and Aging and Palliative Research Fellow, University of Colorado School of Medicine	Dr. Campbell is one Dr. Macchi's mentors as he prepares for his K-award application.
2022-	Jose Diaz- Miron, MD	Assistant Professor of Pediatric Surgery, University of Colorado School of Medicine	Dr. Campbell is one of Dr. Diaz-Miron's mentors as he prepares his K-award application.
2022	Jayalene Arias, PhD	Assistant Professor of Public Health, Georgia State University	Dr. Campbell is a mentor to Dr. Arias and assisted her in getting her first NIH R01 related to data- sharing in science.

## **GRANT SUPPORT**

<u>Active</u>

Date	Funding Source	Title	Description	Role
2022- 2027	National Institutes of Health (1R01AG079555-01) (\$3,093,168)	Decision trajectories of patients at the end of life: An epidemiological exploration of MAID and the impact on caregivers and clinicians	To understand patients choices regarding MAiD at the end of life as well as the impact of MAiD on caregivers and clinicians.	Co-I
2021- 2022	The Greenwall Foundation: Making a Difference Program (\$210,575)	The Chatbot Is In: Ethics and Conversational AI in Health Care	To understand the experiences of patients with Chatbots in healthcare.	Co-I
2021- 2022	Department of Veterans Affairs (\$17,110)	Center for Innovation for Veteran Centered and Value Driven Care (COIN) Survey of Veterans with Prosthetics	To characterize veterans on their experiences with prosthetics at the VA and the factors determining their utilization of prosthetic services	Co-I
2022- 2024	National Institutes of Health (R01NS119622-01A1) (\$242,958)	The RATIOS Study: Risk/benefit Assessment by IRB review of Phase One Studies	To understand how IRBs assess the risks and benefits of early phase clinical trials.	Co-I/PI on CU subcontract
2022- 2025	National Institutes of Health (1RO1NR019782- 01A1 \$2,927,777)	A Mixed methods study of the nature, extent and consequences of AI for individualized treatment planning in End-of-Life Palliative Care.	To understand the ethical implications and guidelines of AI in patient and family centered ELOPC.	Co-I
2022- 2023	Greenwall Foundation Making a Difference Program (\$224,2110)	Conflicts of interest among advanced practitioners and industry	Analysis of conflicts of interest arising from industry payments to advanced practitioners and their practice networks	CO-I
2022- 2023	Department of Veteran Affairs (\$379,516)	The VIONE evaluation	To evaluate the the impact of the VA VIONE program on deprescribing, patient outcomes, and costs.	Co-I

# **Completed**

Date Funding Source * Title	Description	Role **
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2021- 2023 2019- 2022	National Institutes of Health (3T UL1 TR002535-03S3) (\$8,699,359) The Greenwall Foundation: Making a Difference Program (\$301,257)	Implementation and Real-World Effectiveness of Monoclonal Antibodies to Treat High-Risk Outpatients with COVID-19 A Novel Methodology to Explore Bioethics Issues in Medical Aid in Dying	The goal of this project is to develop, implement, and evaluate strategies to optimize equitable nMAb access in Colorado and determine the effectiveness and safety of nMAb treatment in high-risk COVID-19 outpatients. The purpose of this grant is to develop a novel sampling method to explore bioethical issues in physician aid-in- dying.	Co-I PI
2017- 2021	National Institutes of Health (NIH) (1RO1HD091211- 01A1) (\$267,489)	Surveying Physicians to Understand Health Care Disparities Affecting Persons with Disability and to Identify Approaches to Their Care.	The purpose of this grant is to understand physicians perspectives of care health care disparities for patients with disability.	Co-I/PI on University of Colorado Sub- contract
2019- 2020	NIH Administrative Supplement PA-19-217 (\$155,317)	Engaging patients, family members and caregivers in end-of- life and palliative care (EOLPC) research: Addressing the bioethical challenges	The goals of this project are to advance the science of bioethics and engagement in research and to provide ethics guidance to support researchers in engaging palliative care patients, caregivers, and others in EOLPC research.	Co-I
2015- 2018	PCORI (\$236,545)	Research Ethics in Patient-Centered Outcomes Research	This grant will understand the unique challenges faced by IRB in overseeing patent centered outcomes research	Co-I/PI on MGH Subcontract
2016- 2017	Greenwall Foundation (\$108,656)	Promoting Ethical Research with Stored Biospecimens as Science Evolves	This grant will understand the unique ethical changes regarding biospecimen sharing in evolving fields of science.	Co-I
2016- 2017	Greenwall Foundation (\$79,625)	Greenwall Faculty Scholars Bootcamp on Empirical Bioethics Research Methods	This grant is intended to support the development and offering of a six session educational program related to research methods in bioethics research.	PI

2016	Hans and Mavis Lopater Foundation (\$70,000)	Oncologists Views and Practice Around Therapeutic Use of Marijuana.	This grant is intended to support the development and administration of a national survey of Oncologists related to Medical Marijuana.	Co-I/PI Subcontract
2015- 2016	MGH Executive Committee on Research	Patterns of Care for HIV and Chronic Comorbidities in Those Over 50	This grant will explore the attitudes, preparedness and experiences of primary care physicians and infectious disease physicians in caring for the chronic conditions of patients over the age of 50 who have HIV/AIDS	PI
2012- 2016	NIH/NIGMS 1-R01GM100026-01 (\$1,033,463)	IRB members and industry relationships	The goal of this grant is to examine the nature, extent, consequences and trends in relationships between IRB members in academic institutions and industry	PI
2011- 2016	NIH/NIA RO1 1R01AG040138-01 (\$2,721,329)	Deliberative engagement of communities in decisions on research spending.	The goal of this study is to explore the role of communities in making research spending decisions at the NIH.	Co-I/PI on subcontract
2014- 2015	The Greenwall Foundation (\$59,789)	Physician Truthfulness in Primary Care: A Qualitative Exploration	This project will identify the real life facilitators and barriers to physician truthfulness (and untruthfulness) among primary care physicians to support future development of techniques to promote physician honesty and fulfill the demands of patient- centered care.	PI
2011- 2015	NIH/NHGRI 1RO1HG006281-01 (\$1,512,917)	Data sharing and data withholding in genetics	The goal of this grant is to explore the nature, extent and consequences of data-sharing and data-withholding in Genetics and the other life sciences.	PI

2013- 2015	FDA	Does Variation in the Physical Characteristics of Generic Drugs Affect Patient's Experiences	The goal of this contract is to examine the extent to which the size and color of a pill affect patients' experiences with the medication.	Co-I/PI on Subcontract
2013- 2015	FDA/HHS F22320100008I 1T	New Methods for Evaluation of Impact of Drug Safety Communications	The goal of this contract is to design and field national surveys of physicians and patients to evaluate their perceptions about the drug safety communications process used by the FDA	Co-I/PI on Subcontract
2013- 2015	FDA 1 UO1 FD004	Assessing Clinical Equivalence for Generic Drugs Approved By Innovative Methods	The goal of this contract is to explore physician and patient experiences with genetic drugs.	Co-I/PI on Subcontract
2011- 2012	The Greenwall Foundation	Doctors as stewards: Where are we and where do we need to go?	The major goal of this grant is to explore physicians' perspectives on their responsibilities, or lack thereof, regarding the conservation of scare medical resources	Co-I/PI on Sub- Contract
2010- 2012	NIH/NCRR 5-R21 RR031916-02 (\$485,810)	Restrictive provisions in faculty consulting agreements with industry (Phase 1)	The major goal of this grant is to better understand the restrictive conditions that often accompany faculty consulting agreements with industry.	Co-I/PI on Sub- contract
2010- 2012	Safra Center-Harvard Medical School	Clearinghouse for conflict of interest policies and practices	The goal of this grant is to develop a national clearinghouse for conflict of interest policies and practices.	Co- Investigator
2008- 2013	NIH/UL1 5UL1RR025758-04	Harvard clinical and translational science center	To create an infrastructure for bringing together ethicists, policy researchers, investigators and statisticians from across Harvard to address pressing empirical questions in clinical and translational research.	Co-I/PI on Subcontract
2009- 2011	American Board of Internal Medicine Foundation	Systems model of physician professionalism	The goal of this project is to develop a Systems Model of Physician Professionalism in the United States.	PI

2008-	Josiah Magy Jr	Dationt cofaty	This study doveloped a new	PI
2008-	Josiah Macy Jr. Foundation	Patient safety,	This study developed a new	PI
2009	Foundation	quality	model of continuing medical	
		improvement, and	education that was related to	
		system performance	health care reform and quality	
			improvement	
2007-	DHHS/ONC	Evaluating the value	The major purpose of this	Co-I
2010	HHSP23320045013X1	of secure messaging	research contract was to	
			examine value of secure	
			messaging between patients	
			and caregivers.	
2007-	NIH/GMS	Government industry	The major purpose of this	PI
2010	1R01GM084455-01-	relationships in	study was to explore the	
	A2	science	nature, extent and	
	(\$564,718)		consequences of industry	
			relationships among NIH	
			intramural scientists before	
			and after the new NIH conflict	
			of interest rules.	
2007-	Institute of Medicine	Survey of	The purpose of this grant was	PI
2010	as a Profession	professionalism in	to conduct a national survey	
2010		medicine: Round 2	of physician related to medical	
			professionalism.	
2007-	The RX Foundation.	Culture of patient	The major purpose of this	Co-l
2007-	The KXT oundation.	safety in nursing	grant was to explore patient	0-1
2010		homes	safety culture in a random	
		nomes	-	
			sample of nursing homes in Massachusetts.	
2000		Lever and a materia alternation		Co. I
2006-	NIH/NHGRI	Lay understanding of	The goal of this research was	Co-l
2010	5-R01-HG003475-02	race addiction and	to examine how diverse lay	
	(\$2,030,522)	genetics	audiences understand,	
			interpret and respond to	
			emerging genetic research on	
			addiction and potential clinical	
	-		applications.	
2006-	Massachusetts	Assessment of	The major purpose of this	PI
2007	General Physician	handoffs between	contract was to study the	
	Organization	resident physicians	safety of handoffs between	
		on in-patient	residents at the MGH.	
		services at the MGH		
2005-	NIH/NHGRI	Academic industry	The purpose of this study was	PI
2007	5-R01GM074915-02	relationships in	to explore the phenomenon of	
	(\$809,933)	Genetics	Academic-Industry	
			Relationships (AIRs) in the life-	
			sciences, with an emphasis in	
			the field of genetics.	
2005-	NIH/NCI	Supplement:	The major purpose of this	PI
2006	R01CA095400-02-51	Academic industry	grant was to provide the first	
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	\$19,395	relationships among IRB members	national data on academic industry relationships among IRB members in the US.	
2005- 2006	American Board of Internal Medicine Foundation	Assessing physician specialty society involvement in measuring physician performance	The goal of this project was to explore the potential role of specialty societies in measuring physician performance.	Investigator
2005- 2006	Massachusetts General Physician Organization	Measuring the culture of patient safety in high risk hospital units in the MGH	The major purpose of this contract was to explore the culture of patient safety among caregivers in high risk units in the MGH.	PI
2005- 2006	Tenet Health Corporation	Assessing the culture of patient safety	The major goal of this grant was to field a culture of patient safety survey in several Tenet owned hospitals.	PI
2004- 2005	The Greenwall Foundation	Institutional academic industry relationships: A national survey	The purpose of this grant was to explore the nature, extent and consequences of institutional academic industry relationships in the US	PI
2004- 2005	Ewing Marion Kauffman Foundation	Conflicts of interest in the university/ government/industry triple helix	The major purpose of this grant was to write a policy paper explicating the role of the university, government and industry in the development of new medical technology.	PI
2003- 2005	NIH/NCI R01CA095400-02 (\$528,644)	Academic industry relationships among IRB members	The major purpose of this grant was to provide the first national data on academic industry relationships among IRB members in the US	PI
2003	The Ewing Marion Kauffman Foundation	Improving technology transfer in life and health related sciences	The major goal of this report was to empirically explore the facilitators and barriers to technology transfer in medical schools and teaching hospitals in the US.	PI
2002- 2006	AHRQ/PO1	Improving medical safety across clinical settings: Project #6 The role of organizational	The major goal of this subproject was to survey health care providers regarding organizational culture and patient safety in	Co-I/PI on subcontract

		culture in promoting	the clinical units in which they	
		patient safety	worked.	
2002-	The Greenwall	Institutional	The major purpose of this	PI
2003	Foundation	academic industry	grant was to conduct case	
		relationships	studies exploring institutional	
			industry relationships.	
2002-	Open Society	National survey on	The major goal of this grant	Co-l
2003	Institute	medical	was to conduct the first	
		professionalism	national survey on medical	
			professionalism in the US	
2001-	NIH/NINDS	Data-sharing and	The major goal of this grant	PI
2003	1R01NS042444-01	data-withholding	was to explore the impact of	
	(\$339,060)	among trainees in	data-sharing and withholding	
		science	on trainees in science.	
1998-	HCFA/Contract	Design for the	The goal of this project was to	Co-I
2002		evaluation of the	evaluate the impact of the	
		New York Medicare	1997 BBA on graduate medical	
		Graduate Medical	education payments in the US	
		Education Payment		
		Demonstration and		
		related provisions in		
		Public Law 105-33		
		(Balanced Budget Act		
		of 1997)		
1998-	NIH/NHGRI/	Data-sharing and	The major goal of this study	Co-l
2001	5-R01HG001789-01	data-withholding in	was to provide the first	
	(\$519,834)	genetics research	national data on the data-	
			sharing and data-withholding	
			practices of academic	
			geneticists in the US	
1996-	The Commonwealth	The future of	The major goal of this project	Co-l
2002	Fund	academic health	was to explore the impact of	
		centers	managed care on the missions	
			of Academic Health Centers	

\* I spent the majority of my career Harvard Medical School whose policy specifically requires that funding amounts not to be included on CVs. Thus, amounts for some grants are not available.

\*\*This list does not include grants on which I served as a Consultant.

### PUBLICATIONS

### Peer-reviewed Publications-Research Investigations

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- 3. Blumenthal D, Campbell EG, Anderson MS, Causino N, Louis KS. Withholding of research results in

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- 17. Blumenthal D, Causino NA, **Campbell EG**, Weissman JS. The relationship of market forces to the satisfaction of faculty at academic health centers. *Am J of Med.* 2001;111:333-339.
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- 19. **Campbell EG**, Clarridge BR, Gokhale M, Birenbaum L, Hilgartner S, Holtzman NA, Blumenthal D. Datawithholding in academic genetics: Evidence from a national survey. *JAMA*. 2002; 287(4): 473-481.
- 20. Louis KS, Jones L, **Campbell EG**. Sharing in science: Faculty attitudes, industry ties and consequences. *American Scientist*. 2002; 90: 304-308.
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