



APPENDIX B



Guidebook: Key Recruitment and Other Procedures

Weill Cornell Medical College

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Summary of Faculty Positions at Weill Cornell Medical College

- I. **Titles Not Associated with a Faculty Pathway**
 - A. Lecturer in (Department) and Lecturer in Clinical (Department)
 - B. Senior Lecturer in (Department) and Senior Lecturer in Clinical (Department)
 - C. Instructor in (Department)
- II. **Unmodified Professorial Titles Associated with a Faculty Pathway**
 - A. **Pathway Recognizing Academic Achievement and Scholarship (Clinical Expertise and Innovation, Investigation, Educational Leadership)**
 1. Assistant Professor of (Department)
 2. Associate Professor of (Department)
 3. Professor of (Department)
- III. **Modified Titles Associated with A Faculty Pathway**
 - A. **Pathway Recognizing Clinical Excellence**
 1. Instructor in Clinical (Department)
 2. Assistant Professor of Clinical (Department)
 3. Associate Professor of Clinical (Department)
 4. Professor of Clinical (Department)
 - B. **Pathway Recognizing Excellence in Investigation**
 1. Assistant Professor of Research in (Department)
 2. Associate Professor of Research in (Department)
 3. Professor of Research in (Department)
 - a. **Pathway Recognizing Excellence in Teaching**
 1. Assistant Professor of Teaching in (Department)
 2. Associate Professor of Teaching in (Department)
 3. Professor of Teaching in (Department)
- IV. **Voluntary Faculty**
 1. Clinical Instructor in (Department)
 2. Clinical Assistant Professor of (Department)
 3. Clinical Associate Professor of (Department)
 4. Clinical Professor of (Department)

V. Affiliate Clinical Faculty

1. Affiliate Instructor in Clinical (Department)
2. Affiliate Assistant Professor of Clinical (Department)
3. Affiliate Associate Professor of Clinical (Department)
4. Affiliate Professor of Clinical (Department)

VI. Titles Associated with the Non-Professorial Faculty

1. Assistant (Discipline) in (Department)
2. Associate (Discipline) in (Department)
3. (Discipline) in (Department)

Academic Department Senior/Mid-Level Faculty Search Guideline Operating Procedure

1. Purpose

Weill Cornell Medicine policy requires that certain procedures be adhered to when selecting a new academic department senior or mid-level faculty member (generally professor or associate professor rank) to ensure a talented and diverse candidate pool, and an unbiased and equitable selection process. Additionally, there are some requirements to ensure NYP engagement for any clinical department senior or mid-level faculty recruit due to the close affiliation and shared clinical space between WCM and NYP.

This document serves to consolidate all of these requirements into a single operating guideline to govern appropriate procedures and adherence for the search, review and selection of a senior or mid-level faculty member.

2. Related Documents

- The training in “Unconscious Bias”... [What You Don't Know: The Science of Unconscious Bias and What To Do About it in the Search and Recruitment Process](#)
- [Unconscious Bias Training log](#)

- [Academic Applicant Search Plan](#)

- [Search Committee Confidentiality Agreement](#)

- [Search Committee Membership log](#)

- [Job Profile \(template from SuccessFactors\)](#)

- Equal Employment Opportunity (EEO) Statement:
 "Diversity is one of Weill Cornell Medicine’s core values and is essential to achieving excellence in patient care, research, and education. We welcome applications from candidates who share our commitment to fostering a culture of fairness, equity, and belonging. Weill Cornell Medicine is an Equal Employment Opportunity Employer, providing equal employment opportunities to all qualified applicants without regard to race, sex, sexual orientation, gender identity, national origin, color, age, religion, protected veteran or disability status, or genetic information."

3. Procedure

Step	Procedure
1	The Department Chair or Institute Director appoints the chair of a search committee. (A clinical department, institute, or center will henceforth be called “clinical unit”.)
2	The Department Chair or Institute Director, in consultation with the search committee chair, decide whether a search firm will be retained

3	If a search firm is to be retained, the Department Chair or Institute Director, in consultation with the search committee chair and WCM Human Resources (HR), selects the search firm.
4	The search committee membership is constituted by the Department Chair or Institute Director and search committee chair, in consultation with the Office of Diversity and Inclusion (ODI) and Office of Faculty (OoF). The search committee must consist of senior or mid-level faculty with subject matter familiarity and should aim to be balanced with respect to race/ethnicity and gender. The Search Committee Membership Form should be sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).
5	Each committee member must sign a Confidentiality Agreement to be allowed to participate. The committee chair will forward all agreements, along with other search committee documents, to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).
6	The search committee is charged by the Department Chair or Institute Director.
7	<p>All members must complete the training related to “Unconscious Bias” using the AAMC’s course entitled “What You Don’t Know: The Science of Unconscious Bias and What To Do About it in the Search and Recruitment Process”</p> <p>If a committee member has completed this training within the last year, then it is not required again. The Unconscious Bias Training form should be signed by all committee members and sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).</p>
8	Search committee members may be given specific assignments by the search committee chair. Examples of such assignments may include discussion with national leaders in the field, contact with relevant national or international societies, request for nominations from affinity groups (e.g., historically black institutions and minority medical societies or similar organizations), or other personal communications.
9	<p>A position description is drafted by the search committee chair in consultation with search committee members, the Department Chair or Institute Director, Office of Faculty and Office of Diversity and Inclusion. The position description should be sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).</p> <p style="padding-left: 40px;">Note: If a Search Firm is used, then the firm will develop the description with input from the committee.</p> <p>Position description must include:</p> <ul style="list-style-type: none"> i. Description of WCM and the department ii. Job description

	<ul style="list-style-type: none"> iii. Requirements and qualifications iv. Application process v. <u>EEO statement</u>
10	<p>The CAO/DA submits the position through the position creation process. Once the position is created in SuccessFactors, the link will be generated and provided to the search committee chair for recruitment purposes. All candidates considered will need to use the link to apply. This information will generate the Affirmative Action log that will be maintained by HR.</p> <p style="text-align: center;">Note: Applicants are said to be ‘considered’ for the position once they have met the minimum qualifications established by the Committee.</p>
11	<p>The search committee chair develops a <u>written search plan</u> in consultation with the search committee members, search firm (if one has been retained), Department Chair or Institute Director, the Office of Diversity and Inclusion (may be engaged, but is not typically part of the search process), and the Office of Faculty. The search plan must include specific measures designed to maximize opportunities to recruit applicants who identify as under-represented in medicine (URiM). The search plan will be kept on file in the Office of Faculty (Please send to Jeanne Tejada; jed2029@med.cornell.edu).</p> <p>Considerations are made for the following items:</p> <ul style="list-style-type: none"> i. Advertisements in target publications with diverse audiences ii. Personal networking iii. Determination of external search firms
12	<p>All documentation for the search must be sent to the Office of Faculty for appropriate retention and compliance (Jeanne Tejada; jed2029@med.cornell.edu).</p> <ul style="list-style-type: none"> i. Names of search committee chair and members ii. Documentation of completion of unconscious bias training iii. Search plan iv. List of applicants v. Documentation of confidentiality agreement by all committee members <p>Note: Documents must be retained for 3 years from the date the position is filled; therefore, the date that the appointment is approved.</p> <p>If a Search Firm is used, then the Search Firm is responsible for maintaining the documentation for WCM for the 3 years, but copies should be sent to the Office of Faculty.</p>
13	<p>A search announcement letter is drafted by the search committee chair, in consultation with the search committee members, search firm (if one has been retained), Department Chair or Institute Director, and the Office of Faculty and is distributed to the WCM faculty community, requesting the names of potential candidates.</p>

	<ul style="list-style-type: none"> - The announcement is distributed to a diverse group to ensure appropriate pool of candidates. - The announcement must include the link to the posting. - The announcement must include the EEO statement.
14	<p>An advertisement is drafted by the search committee chair in consultation with search committee members, the Department Chair or Institute Director, Office of Faculty and Office of Diversity and Inclusion. Advertisements must be aligned with the Search Plan specifications.</p> <p style="text-align: center;">Note: If a Search Firm is used, then they will handle the advertisements.</p>
15	<p>The search committee chair or designee or search firm will prepare the candidate pool.</p> <ul style="list-style-type: none"> - Committee members define the evaluation criteria for the candidate pool. (Criteria cannot be biased towards any one group of candidates.) - All candidates are evaluated against the same established criteria by the Committee. (It is encouraged to produce a candidate pool listing that is diverse as well as qualified.) - The first cut of the candidates is made; list is provided to the Committee
16	<p>Applications are received and evaluated by the search committee to identify candidates to be interviewed. Candidate pool reviews determine whether an interview is warranted, and:</p> <ol style="list-style-type: none"> i. Ensure each application is reviewed by multiple committee members to allow a fair evaluation, and, ii. Although unusual, may coordinate an onsite visit to candidate’s current work environment, if appropriate.
17	<p>Top candidates are invited for in-person interviews with committee members and other stakeholders.</p>
18	<p>Search committee members determine the finalists and further recommendations.</p> <ul style="list-style-type: none"> - 2-3 candidates are selected as finalists. - Subsequent visits and any speaking engagements are coordinated. - 3 reference checks are made (Search Firm may conduct this if used.) <p>Note: Persons used as reference checks at this point cannot be used as evaluators for the tenure review process.</p>
19	<p>A recommendation packet is prepared by the search committee to include:</p> <ol style="list-style-type: none"> i. The final list of candidates ii. The criteria used to evaluate the candidates iii. Documentation, including the candidate’s CV, showing the rationale behind the final candidate choices

20	The search committee chair submits the list of recommended finalists (ranked or unranked, per the Department Chair’s or Institute Director’s instructions), and their dossiers to the Department Chair or Institute Director.
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Academic Department Chair/Institute Director Search Guideline Operating Procedure

1. Purpose

Cornell University policy requires that certain procedures be adhered to when selecting a new academic department chair or institute/center director to ensure a talented and diverse candidate pool, and an unbiased and equitable selection process. Additionally, there are requirements to ensure NYP engagement for any clinical department chair or director recruitment due to the close affiliation and shared clinical space between WCM and NYP.

This document serves to consolidate all of these requirements into a single operating guideline to govern appropriate procedures and adherence for the search, review and selection of a chair/director. This procedure should be used when:

- A new academic department or institutional center/institute is designated.
- An incumbent chair or director has either vacated or will vacate his/her role.

Note: Please advise the Office of Faculty prior to beginning any search.

2. Related Documents

- The training in “Unconscious Bias”... [*What You Don't Know: The Science of Unconscious Bias and What To Do About it in the Search and Recruitment Process*](#)
- [Unconscious Bias Training log](#)

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3. Procedure- *(Please advise the Office of Faculty prior to beginning any search)*

Step	Procedure
1	The Dean appoints the chair of a search committee for chair or director of a non-clinical department, institute, or center. If the search is for the chair of a clinical department, institute, or center (henceforth called "clinical unit"), the Dean and the NYP President select the chair.
2	The Dean and NYP President (if a clinical unit), in consultation with the search committee chair, decide whether a search firm will be retained
3	If a search firm is to be retained, the Dean, and NYP President (if a clinical unit), in consultation with the search committee chair and WCM Human Resources (HR), selects the search firm.
4	The search committee membership is constituted by the Dean, NYP President (if a clinical unit), and search committee chair, in consultation with the Office of Diversity and Inclusion (ODI) and Office of Faculty (OoF). The search committee must consist of senior faculty from diverse backgrounds and should aim to be balanced with respect to race/ethnicity and gender. The Search Committee Membership Form should be sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).
5	Each committee member must sign a Confidentiality Agreement to be allowed to participate. The committee chair will forward all agreements, along with

	other search committee documents, to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).
6	The search committee is charged by the Dean and NYP President (if a clinical unit).
7	<p>All members must complete the training related to “Unconscious Bias” using the AAMC’s course entitled “<u>What You Don't Know: The Science of Unconscious Bias and What To Do About it in the Search and Recruitment Process</u>”</p> <p>If a committee member has completed this training within the last year, then it is not required again. The Unconscious Bias <u>Training form</u> should be signed by all committee members and sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).</p>
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9	<p>A position description is drafted by the search committee chair in consultation with search committee members, the Dean, and NYP President (if a clinical unit), Office of Faculty and Office of Diversity and Inclusion. The position description should be sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).</p> <p style="padding-left: 40px;">Note: If a Search Firm is used, then the firm will develop the description with input from the committee.</p> <p>Position description must include:</p> <ol style="list-style-type: none"> i. Description of WCM and the department ii. <u>Job description</u> iii. Requirements and qualifications iv. Application process v. <u>EEO statement</u>
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11	<p>The search committee chair develops a <u>written search plan</u> in consultation with the search committee members, search firm (if one has been retained), Dean, NYP President (if a clinical unit), the Office of Diversity and Inclusion (may be engaged, but is not typically part of the search process), and Office of Faculty. The search plan must include specific measures designed to maximize opportunities to recruit applicants who identify as under-represented in medicine (URiM). The search plan will be kept on file in the Office of Faculty (Please send to Jeanne Tejada; jed2029@med.cornell.edu).</p> <p>Considerations are made for the following items:</p> <ul style="list-style-type: none"> i. Advertisements in target publications with diverse audiences ii. Personal networking iii. Determination of external search firms
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15	<p>The search committee chair or designee or search firm will prepare the candidate pool.</p> <ul style="list-style-type: none"> - Committee members define the evaluation criteria for the candidate pool. (Criteria cannot be biased towards any one group of candidates.) - All candidates are evaluated against the same established criteria by the Committee. (It is encouraged to produce a candidate pool listing that is diverse as well as qualified.) - The first cut of the candidates is made; list is provided to the Committee
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17	<p>Top candidates are invited for in-person interviews with committee members and other stakeholders.</p>
18	<p>Search committee members determine the finalists and further recommendations.</p> <ul style="list-style-type: none"> - 2-3 candidates are selected as finalists. - Subsequent visits and any speaking engagements are coordinated. - 3 reference checks are made (Search Firm may conduct this if used.) <p>Note: Persons used as reference checks at this point cannot be used as evaluators for the tenure review process.</p>
19	<p>A recommendation packet is prepared by the search committee to include:</p> <ul style="list-style-type: none"> i. The final list of candidates ii. The criteria used to evaluate the candidates iii. Documentation showing the rationale behind the final candidate choices
20	<p>The search committee chair submits the list of recommended finalists (ranked or unranked, per the Dean’s instructions), and their dossiers to the Dean.</p>