



## APPENDIX A



# **Guidebook: Criteria for Faculty Appointment and Promotion**

## **Weill Cornell Medical College**

## TABLE OF CONTENTS

|     |  |                                      |
|-----|--|--------------------------------------|
| 1.  | Introduction   | A-1                                  |
| 2.  | Steps Towards Promotion:<br>Selecting an Area of Excellence<br>Creating a Promotion Profile  | A-3<br>A-4                           |
| 3.  | Selecting a Pathway<br>Academic Achievement and Scholarship<br>Clinical Excellence<br>Excellence in Investigation<br>Teaching Excellence | A-5<br>A-6<br>A-7<br>A-7<br>A-7      |
| 4.  | Description of Areas of Excellence:<br>Clinical Expertise & Innovation   | A-8                                  |
| 5.  | Description of Areas of Excellence:<br>Investigation   | A-16                                 |
| 6.  | Description of Areas of Excellence:<br>Educational Leadership  | A-23                                 |
| 7.  | Excellence in Investigation  | A-33                                 |
| 8.  | Teaching Excellence  | A-37                                 |
| 9.  | Evaluation for Teaching Activities   | A-38                                 |
| 10. | Significant Supporting Activities  | A-41                                 |
| 11. | Longer Service Criteria  | A-47                                 |
| 12. | Lecturers<br>Instructors<br>Non-Professorial Faculty<br>Affiliate Clinical Faculty<br>Voluntary Faculty                                  | A-47<br>A-48<br>A-48<br>A-49<br>A-51 |
| 13. | FAQs   | A-53                                 |
| 14. | Resources  | A-56                                 |
| 15. | Letters from Evaluators  | A-57                                 |
| 16. | Policies and Procedures for Faculty Appointment, Promotion and<br>Appointment Renewal  | A-63                                 |

## INTRODUCTION

This guidebook describes the revised criteria for faculty appointment and promotion at Weill Cornell Medical College. These represent major changes from the previous criteria that classified faculty on numerous “faculty tracks”, whereby faculty members were evaluated as Researchers, Academic Clinicians, Clinicians or Educators, with titles for distinct tracks and specific criteria for appointment and promotion. Under the new guidelines, full-time faculty are given the opportunity to assemble a profile that reflects their unique combination of activities and accomplishments. This new structure also includes administrative leadership and service to the Weill Cornell community that contributes to the academic mission to the Medical College. This new system permits the total activities and achievements of a faculty member to be considered in the evaluation for promotion.

The fundamental concepts of the new criteria include:

1. demonstration of **excellence** in the major area of academic activity by objective achievements.
2. requirement for **scholarship and teaching activity** at all ranks except for promotion to Assistant Professor
3. a link between rank of appointment and the breadth of the candidate’s **reputation and achievement**. Appointment as Associate Professor requires a strong regional reputation and appointment as Professor requires a sustained national, and in many cases international, reputation.

A key aspect of this new system is to incorporate objective criteria that recognize new models of investigation and clinical care, and innovation in education and administration.

This booklet is intended to assist faculty in understanding the requirements for promotion, with an overview of the new criteria (pages 2.52-57), followed by sections that detail the metrics for promotion for faculty members with areas of excellence in investigation, clinical expertise, or educational leadership (pages 2.58-82).

This is followed by metrics of teaching activities (pages 2.83-85), and metrics of supporting activities (pages 2.86-89)

The final section includes resources for additional information and a “frequently asked questions” section tailored to common areas for clarification (pages 2.96-98).

This guidebook has been designed to provide examples of metrics, and to address questions that are frequently raised by faculty regarding promotion. The Academic Staff Handbook available on the Office of Faculty Affairs website at <http://weill.cornell.edu/handbook/> remains the more comprehensive source for all general policies that pertain to faculty affairs.

## Tenure

This guidebook does not change or modify the Cornell University or Weill Cornell Medical College policies regarding tenure. Further information regarding tenure can be found in the Academic Staff Handbook, "Tenure" (Section I).

## **STEPS TOWARD PROMOTION: SELECTING AN AREA OF EXCELLENCE**

The area of excellence should represent the candidate's major area of achievement and impact, including a consideration of the quantity as well as quality of contribution. The area of excellence should form the basis of the candidate's reputation and should be consistent with the type and focus of the candidate's scholarship. The area of excellence should also represent the activities to which the faculty member has devoted a substantial proportion of time and academic effort. The choice may also be influenced by how the candidate views his/her career path. The determination of the area of excellence is made by the Department Chair (or his/her designee) in consultation with the candidate.

In most cases, an individual will maintain a consistent academic focus over time, although the activities of a faculty member may occasionally change. If a substantive change in activities occurs, the area of excellence and significant supporting activities selected for subsequent promotions may change as well. The candidate will be expected to meet the standards for the new area of excellence.

Almost all candidates will be evaluated in a single area of excellence. Only rarely, when both the quality and quantity of contribution are comparable in two areas of excellence should two areas of excellence be proposed.

## Step 1: Identify an Area of Excellence



**Clinical Expertise  
& Innovation**



**Investigation**



**Educational  
Leadership**

## Step 2: Evaluate Teaching Activities

## Step 3: Provide Additional Supporting Activities

Education of  
Patients & Community

Clinical  
Expertise

Investigation

Administration  
or Institutional  
Service

## SELECTING A PATHWAY

The Weill Cornell Promotion System utilizes two major types of pathways.

The first type of pathway is for faculty members for whom academic achievement and scholarship is a primary activity. Individuals in this category hold unmodified titles. (Detailed on page 2.55)

The second type of pathway is for faculty members for whom clinical expertise, investigation, or teaching excellence will be the primary criteria for promotion. Scholarship and administrative expertise are recognized but are not the primary considerations for promotion. Individuals in this category will hold modified titles. (Detailed on page 2.56)

The decision regarding the most relevant pathway for each faculty member is a joint decision reached between the faculty member and the Departmental Chairperson.

Pathways will be noted in initial offer letters and will be reviewed yearly during Annual Faculty Reviews.

We will describe the Pathway Recognizing Academic Achievement and Scholarship (Page 2.55), followed by the pathways that recognize Clinical Expertise, Investigation, and Teaching Excellence (page 2.56).

## A. PATHWAY RECOGNIZING ACADEMIC ACHIEVEMENT AND SCHOLARSHIP

### Step 1. Select one of the three Areas of Excellence (required)

1. Clinical Expertise and Innovation
2. Investigation
3. Educational Leadership

The area of excellence should represent the candidate's major area of achievement and impact. This area should form the basis of the candidate's reputation and recognition. Scholarship, broadly defined, is a requirement in all categories. The area of excellence may be different at subsequent promotions; hence there is flexibility to permit the promotion of faculty members who have actively sought career changes from one area of excellence to another.

### Step 2. Report on Teaching Activities (required, pages 2.83-85)

All faculty members will be evaluated for contributions to teaching and education activities at WCMC and affiliated institutions. If this is the candidate's first faculty appointment at WCMC, teaching contributions at institutions where the candidate previously held a faculty position will also be considered. Teaching activities are broadly defined to include:

- Didactic teaching of students, trainees, and peers
- Research training and mentorship
- Clinical teaching and mentorship
- Administrative teaching roles
- Teaching of WCMC medical and graduate students, students in WCMC applied programs (Physician's Assistants) be particularly noted.

### Step 3. Specify Significant Supporting Activities (optional, pages 2.86-89)

Many faculty members make significant contributions outside their designated area of excellence and teaching. Significant supporting activities may represent contributions of outstanding quality in areas in which the quantity of contribution is less than in the area of excellence. Contributions in five areas will be considered:

- Clinical Expertise
- Investigation
- Education of Patients and Service to the Community
- Administration and Institutional Service
- External Professional Activities

Substantial academic contributions in one or more supporting activities will supplement accomplishments in the area of excellence, in evaluation for promotion. However, while such activities may decrease the expected *quantity* of contribution in the area of excellence, they do not diminish the requirement for exceptional *quality* of academic achievement in the area of excellence.

Tenure Consideration: Select faculty on the Pathway Recognizing Academic Achievement and Scholarship, usually for whom Investigation is the Area of Excellence



may be eligible for tenure consideration. For these faculty members, evaluation for promotion to Associate Professor is required generally not later than the sixth year as an Assistant Professor, followed by consideration for tenure at year eight, with or without further promotion. Eligibility for tenure consideration is typically noted in initial offer letters and can be further discussed with Division Chief and Department Chairs during the Annual Faculty Review. The details for tenure consideration are further delineated in the Weill Cornell Academic Staff Handbook.

## **B. PATHWAY RECOGNIZING CLINICAL EXCELLENCE:**

**Step 1.** The area of clinical excellence should represent the candidate's major area of achievement and impact. This area should form the basis of the candidate's reputation and recognition. Scholarship, broadly defined, is a requirement, but the quantity of scholarship is typically less than that of faculty on the Pathway Recognizing Academic Achievement.

**Step 2. Report on Teaching and Education (required). (Pages 2.83-85)**

**Step 3. Specify Significant Supporting Activities (optional). (Pages 2.86-89)**

## **C. PATHWAY RECOGNIZING EXCELLENCE IN INVESTIGATION:**

**Step 1.** The area of excellence in scientific investigation should represent the candidate's major area of achievement and impact. This area should form the basis of the candidate's reputation and recognition. Scholarship, broadly defined, is a requirement, but the quantity of scholarship is typically less than that of faculty on the Pathway Recognizing Academic Achievement.

**Step 2. Report on Teaching Activities (required). (Pages 2.83-85)**

**Step 3. Specify Significant Supporting Activities (optional). (Page 2.86-89)**

## **D. PATHWAY RECOGNIZING EXCELLENCE IN TEACHING:**

**Step 1.** The area of excellence in teaching should represent the candidate's major area of achievement and impact. This area should form the basis of the candidate's reputation and recognition. Scholarship, broadly defined, is a requirement, but the quantity of scholarship is typically less than that of faculty on the Pathway Recognizing Academic Achievement.

**Step 2. Report on Teaching Activities (required). (Pages 2.83-85)**

**Step 3. Specify Significant Supporting Activities (optional). (Pages 2.86-89)**

## DESCRIPTION OF AREAS OF EXCELLENCE

### *Clinical Expertise and Innovation*

This section covers Weill Cornell Medical College academic titles and promotions criteria for all faculty members for whom patient care and other clinically related activities constitute the unifying theme for the candidate's academic activities and achievements.

#### **For Full-time and Regular Part-time Weill Cornell Medical College Faculty members**

#### **Pathway Recognizing Academic Achievement and Scholarship**

#### **Unmodified Titles in Clinical Departments; award of these titles must include substantial activity in Written Scholarship and Teaching**

Available Titles include Assistant Professor of (Department), Associate Professor of (Department), and Professor of (Department). In certain circumstances, the title Instructor in Discipline may also be awarded (see below).

To be considered for an unmodified title at any level, the candidate will be assessed on the basis of clinical excellence and leadership, scholarship, and teaching. The candidate may have a reputation as an innovator in approaches to diagnosis, treatment or prevention of disease, applications of technology to clinical care and/or in developing models of care delivery. With specific regard to clinical excellence and leadership, an assessment will be performed regarding both the candidate's recognition as a clinical expert as well as the candidate's influence on clinical practice; level specific metrics for both recognition and influence are provided within the attached table. The candidate must also demonstrate written scholarship, which may include chapters and reviews in the area of clinical expertise, guidelines for patient care, publications evaluating the impact of a clinical innovation and/or other research publications (for scholarship metrics for unmodified titles, the attached Metrics for Scholarship Table is used; other forms of scholarship are considered supplemental and do not replace the requirements for written scholarship in the Metrics for Scholarship Table). There should be a strong teaching component in the clinical field (for metrics, see attached Teaching Tables, pages 2.83-85) and the individual may participate in clinical, translational, or basic scientific research related to the clinical field.

At the **Assistant Professor** level, the candidate must have evidence of (or a clear potential for, if an initial appointment) a strong local reputation in a clinical field with a leadership role and/or a key role in activities that influence practice, such as approaches to diagnosis, treatment or prevention of disease, applications of technology to clinical care and/or development or local adoption of innovative models of care delivery. The candidate must have (or a clear potential for if an initial appointment) first author scholarship related to the clinical field and should be teaching in the clinical field.

For appointment as, or promotion to **Associate Professor of (Department)**, the candidate must have (in addition to distinguished service as an assistant professor) a strong regional, and frequently national, reputation as an independent expert who has influenced the clinical field. He/she may have demonstrated innovation in approaches to diagnosis, treatment or prevention of disease, the development/application of technology for clinical care and/or the development of novel models of care delivery that influence care at a regional, and often national, level. The candidate must have an active teaching role and have influential first and senior author scholarship in the area of clinical expertise.

For appointment as, or promotion to **Professor of (Department)**, the candidate must have (in addition to distinguished service as an associate professor) a sustained national, and in many cases international, reputation as a leader and innovator in a clinical field. The candidate's expertise must be demonstrated through high impact scholarship. The candidate must have a significant influence on practice in the clinical field nationally, and often internationally, as a result of his/her teaching, scholarship, and innovation.

**For Full-time and Regular Part-time Weill Cornell Medical College Faculty members**

**Pathway Recognizing Clinical Excellence**

**Modified Titles in Clinical Departments; award of these titles may include substantial activity in Scholarship and Teaching**

Award of a modified title the pathway recognizing clinical excellence does not require the same measure of written scholarship or teaching as an unmodified title although these activities are included in every assessment and are strongly encouraged throughout the medical college. With regard to scholarship and teaching metrics for candidates for a modified title, it is important to note that the evaluation will also consider the more broadly defined metrics given in the Recognition and Scholarship Metrics in Teaching and Education Table below and are not limited to those in the Metrics for Scholarship Table (which emphasizes written scholarship). In addition, although all candidates for a modified title will also be evaluated for teaching according to the attached tables, it is recognized that certain clinical settings may provide a limited opportunity for educational activities.

Available Titles include Assistant Professor of Clinical (Department), Associate Professor of Clinical (Department), and Professor of Clinical (Department). In certain circumstances, the title Instructor in Clinical (Department) may also be awarded (see below).

**Modified Titles**

To be considered for a modified title at any level, the candidate will be assessed on the basis of clinical excellence and leadership, scholarship, and teaching. With specific regard to clinical excellence and leadership, an assessment will be performed regarding both the candidate's recognition as a clinical expert as well as the candidate's influence

on clinical practice; level specific metrics for both recognition and influence are provided within the table below. The candidate may have a reputation as a provider or innovator in approaches to diagnosis, treatment or prevention of disease, applications of technology to clinical care and/or in developing models of care delivery.

Consequently, there may be candidates who are primarily or exclusively clinical in focus for whom none of the teaching and education criteria pertain; these candidates may still be considered for a modified title based on clinical excellence and leadership criteria alone.

At the **Assistant Professor of Clinical (Department)** level, the candidate must have evidence of (or a clear potential for, if an initial appointment) a strong local reputation as an expert in a clinical field and must have demonstrated clinical expertise that is recognized for its reliable high quality. While not absolutely required for appointment, the documentation of (or potential for, if an initial appointment) scholarship (metrics from both tables: Metrics for Scholarship and Recognition and Scholarship Metrics in Teaching and Education) and/or meeting the level specific teaching and education minimum standards where possible, will be valued.

For appointment as, or promotion to **Associate Professor of Clinical (Department)**, the candidate must have (in addition to distinguished service as an assistant professor) a strong regional reputation as an expert who is highly regarded in a clinical field and must have demonstrated clinical expertise that is consistently outstanding. While not absolutely required for appointment, the documentation of scholarship (metrics from both tables: Metrics for Scholarship and Recognition, and Scholarship Metrics in Teaching and Education) and/or meeting the level specific teaching and education minimum standards where possible, will be valued.

For appointment as, or promotion to **Professor of Clinical (Department)**, the candidate must have (in addition to distinguished service as an associate professor) a sustained national or international reputation as an expert who has achieved exceptional proficiency in a clinical field and must have demonstrated clinical expertise that is consistently distinguished by the depth and breadth of attainment. While not absolutely required for appointment, the documentation of scholarship (metrics from both tables: Metrics for Scholarship and Recognition, and Scholarship Metrics in Teaching and Education) and/or meeting the teaching and education minimum standards where possible, will be valued.

## Clinical Expertise & Innovation

### Metrics for Recognition as a Clinical Expert and for Influencing Clinical Practice: Assistant Professor

The metrics provided for each area of excellence in the following sections are not comprehensive but are meant to serve as examples of common achievements for a given rank. Candidates may report achievements not specified in the metrics. At initial appointment, faculty members are evaluated for potential in attaining these metrics. During their Assistant Professorship, faculty members should provide evidence of attaining one or more of these metrics.

#### Assistant Professor Examples of Metrics

##### Recognition as a clinical expert

Strong local reputation as a clinical expert, may hold local clinical leadership roles.

##### Specific metrics

- Invitations to speak locally, and in many cases regionally, on issues related to area of clinical expertise.
- Role in local professional organizations related to clinical expertise, including participation as a speaker in courses and program development.
- Invitations to participate locally in the development of guidelines/protocols for quality improvement or management in area of clinical expertise.
- Service as peer reviewer for clinical journals
- Peer-reviewed funding to support innovations that influence clinical practice locally.
- Local awards for contributions and/or innovation in the area of clinical expertise

##### Influencing clinical practice

Key role in the development or local adoption of innovative approaches to diagnosis, treatment or prevention of disease, use of technologies and/or models of care delivery.

Examples of activities (many others are possible) include:

- Assisting with the creation of a novel interdisciplinary clinical service
- Key role in development and local implementation of practice guidelines for care or to prevent medical errors.
- Utilizing and disseminating the use of a new surgical procedure

##### Written Scholarship

- Publication of first author original research, reviews and/or chapters related to area of clinical expertise; may include publication of research that assesses the effectiveness of innovative approaches to clinical care.
- Development of guidelines and/or protocols for patient treatment or delivery of care that are adopted locally.

## Clinical Expertise & Innovation

### Metrics for Recognition as a Clinical Expert and for Influencing Clinical Practice: *Associate Professor*

The metrics provided for each area of excellence in the following sections are not comprehensive but are meant to serve as examples of common achievements for a given rank. Candidates may report achievements not specified in the metrics.

| Associate Professor                     | Examples of Metrics  |
|---|--|
| <b>Recognition as a clinical expert</b> | <p>Strong regional, and most often national, recognition as an independent clinical expert as evidenced by regional and/or national leadership roles and reputation related to the clinical field.</p> <p><b><u>Specific metrics</u></b></p> <ul style="list-style-type: none"><li>• Invitations to speak regionally, and most often nationally, on issues related to area of clinical expertise.</li><li>• Leadership roles in regional, and most often national, professional organizations related to clinical expertise, including leadership in regional and/or national courses or programs.</li><li>• Service on regional, and most often national, committees developing guidelines and policies for management in area of clinical expertise.</li><li>• Service on regional, and most often national, committees evaluating programs in area of clinical expertise.</li><li>• Membership on editorial boards in area of clinical expertise</li><li>• Peer-reviewed funding to support innovations that influence clinical practice regionally, and most often nationally.</li><li>• Regional and/or national awards for contributions and/or innovation in the area of clinical expertise</li></ul> |
| <b>Influencing clinical practice</b>    | <p>Development of innovative approaches to diagnosis, treatment or prevention of disease, applications of technologies and/or models of care delivery that influence care at a regional, and most often national, level. Examples of activities (many others are possible) include the development of:</p> <ul style="list-style-type: none"><li>• a clinical care model</li><li>• practice guidelines</li><li>• an innovative application of an existing technology</li></ul>   |
| <b>Written Scholarship</b>              | <ul style="list-style-type: none"><li>• Publication of first and senior author original research, chapters, reviews, and/or textbooks related to area of</li></ul>   |

---

clinical expertise that are recognized as authoritative and are widely cited.

- Development of guidelines and/or protocols for patient treatment or delivery of care that are adopted regionally, and in some cases, nationally.
  - Publication of first and senior author manuscripts that demonstrate the impact of the candidate's innovation on quality of care, clinical outcomes, and/or access to care.
-

## Clinical Expertise & Innovation

### Metrics for Recognition as a Clinical Expert and for Influencing Clinical Practice: *Professor*

The metrics provided for each area of excellence in the following sections are not comprehensive but are meant to serve as examples of common achievements for a given rank. Candidates may report achievements not specified in the metrics.

| Professor                               | Examples of Metrics   |
|---|---|
| <b>Recognition as a clinical expert</b> | <p>National, and in many cases international, recognition as a clinical expert as evidenced by national, and in many cases international, leadership roles and reputation related to the clinical field,</p> <p><b><u>Specific metrics</u></b></p> <ul style="list-style-type: none"><li>• Visiting professorships and invitations to speak nationally, and in many cases internationally, on issues related to area of clinical expertise.</li><li>• Leadership roles in national, and in many cases international, professional organizations related to area of clinical expertise including leadership of national, and in many cases international, courses or programs.</li><li>• Service as a consultant on issues related to area of clinical expertise.</li><li>• Service on national, and in many cases international, committees developing guidelines and policies for management or evaluating programs in area of clinical expertise.</li><li>• Editor of a journal in the area of clinical expertise</li><li>• Peer-reviewed funding to support innovations that influence clinical practice nationally, and in many cases, internationally.</li><li>• National, and in many cases international, awards for contributions and/or innovation in the area of clinical expertise</li></ul> |
| <b>Influencing clinical practice</b>    | <p>Development of innovative approaches to diagnosis or treatment, applications of technologies and/or models of care that influence care at a national, and in many cases international, level. Examples of activities (many others are possible) include:</p> <ul style="list-style-type: none"><li>• Having a critical role in defining a new field</li><li>• Developing innovative treatments, procedures, or technologies demonstrated to be superior to previous approaches.</li></ul>  |



- Developing treatment protocols or practice guidelines that influence the standard of care

- Written Scholarship**
- Publication of first and senior author original research, chapters, reviews, and/or textbooks related to area of clinical expertise that are recognized as authoritative and are widely cited.
  - Development of guidelines and/or protocols for patient treatment or delivery of care that are adopted regionally, and in some cases, nationally.
  - Publication of first and senior author manuscripts that demonstrate the impact of the candidate's innovation on quality of care, clinical outcomes, and/or access to care

### ***Investigation***

This area of excellence is appropriate for individuals who spend the majority of their time performing research. Investigation is broadly defined to include basic, translational, and clinical research, including epidemiology, outcomes and health services research, and biostatistics as well as research in social sciences, ethics, bioinformatics and health economics, among others. Investigation also includes the development of innovative methods/technologies and/or novel applications of existing methods and technologies. This area of excellence may also be used to recognize the contributions of individuals with research training in diverse fields who bring a unique or critical expertise to the biomedical research team. It includes individuals participating in large collaborative and multicenter research, as well as those conducting research individually or in small groups. The candidate must demonstrate scholarship, which may include first or senior author publications of original research, and/or publications from large multidisciplinary studies on which the candidate was in another authorship position and to which the candidate made documented, significant intellectual contributions.

### **Pathway Recognizing Academic Achievement and Scholarship Unmodified Titles in Department; award of these titles must include substantial activity in Written Scholarship and Teaching**

At the **Assistant Professor** level, the candidate must have evidence of a strong reputation for contributions to research with an identified research focus or area of expertise. He/she must demonstrate scholarship which most often includes publications on which the candidate is first author; the candidate may also be in another authorship position on publications from collaborative research to which he/she has made documented, substantive intellectual contributions.

For appointment as, or promotion to **Associate Professor of (Department)**, the candidate must have a national reputation as an independent investigator and major contributor to the field. There must be a record of independent scholarship which nearly always will include senior authorship on high quality publications that have advanced the field; the candidate may also be in another authorship position on publications from collaborative research that significantly advance biomedical science to which he/she contributed critical ideas or innovations, having taken the role of first or senior author on some publications. The candidate should have a successful record of peer-reviewed extramural funding and must have evidence of teaching and supervision of trainees.

For appointment as, or promotion to **Professor of (Department)**, the candidate must have a sustained international reputation as one of the top researchers in the field. He/she must be the leader of an exceptional independent research program and may also have key leadership roles in collaborative studies. The candidate must have a longstanding record of exceptional scholarship, which includes senior authorship on high impact publications of original research. The candidate may also have played a leadership role on, and made critical contributions to, publications of high impact collaborative research. The candidate should have a sustained record of peer-reviewed extramural funding, which will include principal investigator funding, and must have evidence of effective teaching and supervision as demonstrated by the number and stature of his/her trainees.

Metrics for Assistant Professor, Associate Professor and Professor are detailed on pages 2.66-70.

Teaching Assessment for Faculty on the Investigative Pathway are similar to that detailed on pages 2.83-85.

## Investigation

### Metrics for Recognition as an Expert in Investigation

#### *Assistant Professor*

The metrics provided for each area of excellence in the following sections are not comprehensive but are meant to serve as examples of common achievements for a given rank. Candidates may report achievements not specified in the metrics.

At initial appointment, faculty members are evaluated for potential in attaining these metrics. During their Assistant Professorship, faculty members should provide evidence of attaining several of these metrics.

#### Assistant Professor

#### Examples of Metrics

##### Recognition as an Investigation Expert

- Invitations to speak locally, and in many cases nationally, about research.
- Peer-reviewed funding to conduct research.
- Service as an ad hoc reviewer for scientific journals
- Role in planning sessions for scientific societies locally, and in many cases nationally
- Faculty oversight role in an institutional research core
- Local and/or regional awards for research and/or innovation
- Role as an investigator on multiple studies based on specific expertise.

##### Scholarship

Publication of original research that contributes new knowledge; most often includes publications on which the candidate is corresponding author; may be in another authorship position on publications of collaborative research to which the candidate has made documented, substantive intellectual contributions.

**Investigation**  
**Metrics for Recognition as an Expert in Investigation**  
**Associate Professor**

**Summary**

National reputation as an original, independent investigator and major contributor to the field; may include development of or novel application of methods or technologies that significantly advance biomedical science; must have a record of independent scholarship which may include: senior author on high quality publications that have advanced the field, perhaps with additional publications from collaborative research that significantly advance biomedical science to which the candidate contributed critical ideas or innovations; candidate should have a successful funding record; must have evidence of teaching and supervision of trainees.

***In addition to distinguished service as an Assistant Professor:***

**Associate Professor**                      **Examples of Metrics**

**Recognition as an Investigation Expert**

Conducts original research that significantly advances biomedical science; may include any or all of the following:

- Basic research
- Clinical research and/or laboratory or clinically based translational research which may include studies of disease mechanisms, diagnostic techniques and/or other investigations contributing knowledge that may significantly advance the prevention, diagnosis, or management of disease; may have a defined role in building a multidisciplinary team and/or center that conceptualizes novel investigative approaches.
- Quantitative or social science research such as epidemiology, outcomes and health services research, and biostatistics as well as research in social sciences, ethics, bioinformatics and health economics, among others; should have an independent leadership role in design of studies, conduct of studies and/or analysis of study data; for multicenter studies, makes key, original intellectual contributions to critical elements in study design, protocol development, protocol implementation, study conduct, and/or data analysis
- Development of new methods/technologies and/or novel applications of existing methods/technologies

Candidate will usually be principal investigator on peer-reviewed federal, investigator-initiated industry, and/or foundation grants;

may be site principal investigator of a multicenter study; in some cases, may be primarily funded as a co-investigator if candidate brings a critical expertise to multiple studies in an area in which the candidate is nationally recognized as uniquely qualified among the team members. This should include a significant record of peer-reviewed funding.

**Investigation**  
**Metrics for Recognition as an Expert in Investigation**  
*Associate Professor*

| <b>Associate Professor</b>                                       | <b>Examples of Metrics</b>   |
|--|--|
| <p><b>Recognition as an Investigation Expert (continued)</b></p> | <ul style="list-style-type: none"> <li>• Invitations to speak regionally and nationally about research.</li> <li>• Principal investigator of peer-reviewed funding to conduct research.</li> <li>• Service on editorial boards of scientific journals or as a consultant to journals in area of expertise.</li> <li>• Leadership role(s) on institution research-related committees such as the human subjects committee</li> <li>• Service on national committees related to research including grant review panels such as NIH study sections, FDA panels, and data and safety monitoring boards for multicenter trials.</li> <li>• Role in planning sessions for scientific societies nationally</li> <li>• Faculty oversight role in an institutional research core</li> <li>• National awards for research and/or innovation</li> <li>• Membership on steering committees, other study committees and/or writing groups of national multicenter studies.</li> <li>• Invitations to serve as a key investigator on multiple, significant studies based on unique expertise.</li> </ul> |
| <p><b>Scholarship</b></p>  | <ul style="list-style-type: none"> <li>• Publication of senior author high quality, original research that significantly advances the field.</li> <li>• Publication of original research from multidisciplinary studies on which the candidate was senior author; may be in another authorship position or member of an unnamed authorship group, to which the candidate made documented, key intellectual contributions; should have taken the lead role on several manuscripts from the study.</li> </ul> <p>Publications of senior author original work describing new methods/technologies and/or innovative applications of existing methods/technologies</p>   |

**Investigation**  
**Metrics for Recognition as an Expert in Investigation**  
**Professor**

**Summary**

Sustained national, and usually international, reputation as one of the top researchers in the field; leader of an exceptional independent research program and/or key leadership role in collaborative studies; longstanding record of exceptional scholarship which may include: senior author on high impact publications of original research, and/or major leadership role on, and critical contribution to, publications of high impact collaborative research; candidate should have a sustained record of extramural funding; must have evidence of effective teaching and supervision as demonstrated by stature of trainees.

***In addition to distinguished service as an Associate Professor:***

| <b>Professor</b>                              | <b>Examples of Metrics</b>   |
|---|--|
| <b>Recognition as an Investigation Expert</b> | Sustained record of conducting exceptional research that has a major impact on the field and/or changes clinical practice; may include any or all of the following: <ul style="list-style-type: none"><li>• Basic research</li><li>• Clinical research and/or laboratory or clinically based translational research which may include studies of disease mechanisms, diagnostic techniques and/or other investigations that provide fundamental insight into the prevention, diagnosis, or management of disease; may lead an established multidisciplinary team and/or center that has created novel investigative approaches that have resulted in critical contributions to the field.</li><li>• Quantitative or social science research such as epidemiology, outcomes and health services research, and biostatistics as well as research in social sciences, ethics, bioinformatics, and health economics, among others; outstanding record of leadership in design, conduct and analysis of studies; for multicenter studies, overall principal investigator, or one of a small number of key national leaders of studies.</li><li>• Development of innovative methods/technologies and/or novel applications of existing methods/technologies that have been adopted by others in the field.</li></ul> |

Sustained record of funding as principal investigator; may be funded by a combination of federal, investigator-initiated industry, and foundation grants. This should include a sustained record of peer-reviewed funding.

**Investigation**  
**Metrics for Recognition as an Expert in Investigation**  
*Professor*

| <b>Professor</b>                              | <b>Examples of Metrics</b>  |
|---|---|
| <b>Recognition as an Investigation Expert</b> | <ul style="list-style-type: none"><li>• Invitations to speak nationally, and internationally about research.</li><li>• Sustained record of principal investigator peer-reviewed research funding</li><li>• Service as an editor and/or on editorial boards of scientific journals or as a consultant to journals in area of expertise.</li><li>• Service on, and may have a leadership role on, national, and/or international, committees related to research including grant review panels such as NIH study sections, NIH advisory groups, FDA panels, data, and safety monitoring boards for major multicenter trials.</li><li>• Leadership role in planning sessions for major scientific societies nationally, and in many cases, internationally</li><li>• Prestigious national or international awards for research and/or innovations</li><li>• Overall principal investigator or one of a small number of key national leaders and/or leadership roles on key committees and writing groups of national, and/or international, multicenter studies.</li><li>• Adoption by others in the field of novel methods/technologies</li></ul> |
| <b>Scholarship</b>                            | <ul style="list-style-type: none"><li>• Senior authorship on studies of exceptional, original, and innovative research which has had a major impact on the field.</li><li>• Continuing record of publication from multidisciplinary research that has had a major impact on the field and/or changed clinical practice; candidate may be in various authorship positions on manuscripts but should have</li></ul>   |

served as the senior author on a substantial number of manuscripts from the study.

- Publication of senior author original work describing novel methods/technologies that advance the field.



## Educational Leadership

### Pathway Recognizing Academic Achievement and Scholarship

#### Unmodified Titles in (Department); award of these titles must include substantial activity in Written Scholarship and Teaching

A distinction is made here between teachers and educators. Teachers are faculty who spend their time teaching others, managing the learning of individuals. Educators are faculty who take a scholarly approach to the learning mission, developing curriculum, creating assessment tools, and managing the learning systems.

Teaching activities are broadly defined as including didactic teaching of students, residents, clinical fellows, research fellows and peers; research training and mentorship; clinical teaching and mentorship; and, educational administrative or leadership roles. A candidate on the Educational Leadership Pathway will be evaluated on both the quantity and quality of his/her teaching activities, recognition for his/her role as educator, and on teaching scholarship. The candidate must demonstrate scholarship, which may include publication of original research, reviews, and chapters; educational material in print or other media such as syllabi, curricula, web-based training modules and courses; and/or, educational methods, policy statements, and assessment tools.

At the **Assistant Professor** level, the candidate must have evidence of a strong local reputation as an active and highly effective teacher with increasing involvement and responsibility over time. The candidate must demonstrate scholarship, which will often include first author publications in and may also include educational materials in print or other media that have been developed by the candidate and have been adopted locally.

For appointment as or promotion to **Associate Professor of (Department)**, the candidate must have a strong regional, and often national, reputation as an independent leader in education. He/she must have developed innovative teaching methods, curricula, educational policy, or educational assessment tools, or have performed influential research related to education. The candidate's expertise must be demonstrated through scholarship which may take the form of influential senior author publications related to education, or educational materials developed by the candidate and adopted for use regionally or nationally.

For appointment as or promotion to **Professor of (Department)**, the candidate must demonstrate a sustained national, and in some cases international, reputation as an educational leader and innovator, and must be considered to be among the best in the country in the development of educational methods, curricula, policy and/or assessment tools, or in the conduct of educational research. The candidate's expertise must be demonstrated through high impact scholarship that influences the field nationally or internationally.

This area of excellence is appropriate for candidates who spend a high proportion of their time on educational activities and who view education as their primary academic

focus. Evaluations will be for teaching contributions at WCMC, WCMC-Q, and WCMC affiliates or, for newly hired faculty appointments at WCMC, at the institution where a candidate for appointment previously held a faculty position. Teaching of WCMC medical, allied health, and graduate students will be particularly noted.

**Educational Leadership**  
**Assistant Professor**

**Summary**

Candidates for Assistant Professor must provide evidence of a strong local reputation as an active and highly effective teacher **in at least 2 of the 4 teaching domains** (didactic teaching, mentorship, clinical teaching, or administrative/leadership roles); as well as recognition as an expert and demonstration of scholarship related to education and/or an area of clinical expertise (see footnote, page 2.74).

| <b>Teaching Domain:</b>   | <b>Examples of Metrics</b>  |
|---|---|
| <b>Didactic teaching of students, trainees, and peers (e.g., lectures, continuing medical education courses, grand rounds, professional development programs, seminars, tutorials)</b>                                | <ul style="list-style-type: none"><li>• Participation in courses and lectures at Weill Cornell and its affiliates</li><li>• Learner and/or peer evaluations of teaching</li><li>• Increasing involvement and responsibility over time</li></ul> |
| <b>Mentorship (e.g., mentor for medical student, graduate student, resident, clinical or postdoctoral research fellow or junior faculty projects; service as graduate student thesis advisor or committee member)</b> | <ul style="list-style-type: none"><li>• Number of individuals trained.</li><li>• Publications with trainees</li><li>• Feedback from trainees, if available</li></ul>  |
| <b>Clinical teaching (e.g., teaching in the clinic or hospital including bedside teaching, teaching in the operating room, preceptor in clinic)</b>   | <ul style="list-style-type: none"><li>• Quantified level of activity</li><li>• Evaluations by students, residents, fellows</li></ul>  |
| <b>Administrative teaching leadership role (e.g., residency or fellowship co-director or director, course or seminar co-director or director)</b>   | <ul style="list-style-type: none"><li>• Evaluations and success of course(s) and or program(s) for which candidate was a leader.</li><li>• Participant enrollment in non-required courses for which the candidate was a leader.</li></ul>       |

**Educational Leadership**  
**Metrics for Recognition and Scholarship**  
***Assistant Professor***

The metrics provided for each area of excellence in the following sections are not comprehensive but are meant to serve as examples of common achievements for a given rank. Candidates may report achievements not specified in the metrics.

| <b>Assistant Professor</b>                   | <b>Examples of Metrics</b>  |
|--|---|
| <b>Recognition as an Expert in Education</b> | <ul style="list-style-type: none"><li>• Invitations to speak and teach locally about education, including outside the candidate's department.</li><li>• Contributions to local professional educational organizations</li><li>• Funding to conduct educational research, to develop educational materials, methods, assessment tools or programs.</li><li>• Service as a peer reviewer for educational journals</li><li>• Selection for participation in limited enrollment training programs for educators</li><li>• Local awards for teaching or mentoring</li><li>• Awards for teaching or mentoring</li></ul> |
| <b>Scholarship</b>                           | <ul style="list-style-type: none"><li>• Publication of first author original research, reviews, and/or chapters*</li><li>• Development and local adoption of educational material in print or other media; may include syllabi, curricula, web-based training modules or courses, and/or technologies (e.g., simulation); may also include development of educational methods, policy statements, and/or assessment tools.</li></ul>  |

\*Since faculty being promoted to Assistant Professor in this area of excellence may not have yet demonstrated peer-reviewed scholarship related to education, some of the publications supporting this promotion may be related to the candidate's area of clinical expertise or investigation. Please note that promotion in this area of excellence to all other ranks requires scholarship related to education.

**Educational Leadership  
Metrics for Recognition and Scholarship  
Associate Professor**

**Summary**

Strong regional, and often national, reputation as a leader in education by evidence of metrics **in at least all 3 of the 4 teaching domains** (didactic teaching, mentorship, clinical teaching, or administrative/leadership roles) as well as Recognition as an Expert and demonstration of scholarship related to education and/or an area of clinical expertise. Must have developed innovative teaching methods, curricula, educational policy, or assessment tools or have performed influential research related to education; expertise must be demonstrated through influential scholarship.

***In addition to distinguished service as an Assistant Professor:***

| <b>Teaching Domains:</b>  | <b>Examples of Metrics</b>   |
|---|--|
| <b>Didactic teaching<br/>(e.g., lectures, continuing medical education courses, grand rounds, professional development programs, seminars, tutorials)</b>   | <ul style="list-style-type: none"><li>• Innovation in classroom teaching methods or novel application of existing teaching methods with adoption regionally and, in some cases, nationally</li><li>• Teaching/lecturing regionally and, most often, nationally about issues related to education</li></ul>   |
| <b>Mentorship<br/>(e.g., mentor for medical student, graduate student, resident, clinical or postdoctoral research fellow or junior faculty projects.<br/>service as graduate student thesis advisor<br/>or committee member)</b> | <ul style="list-style-type: none"><li>• Number and stature of trainees upon whom the candidate had a major influence; stature may be assessed by trainees' academic rank, publications, funding and awards.</li><li>• Publications with trainees</li><li>• Feedback from trainees, if available</li><li>• Involvement in Regional or National Mentoring programs</li></ul> |
| <b>Clinical teaching<br/>(e.g., teaching in the clinic or hospital including bedside teaching, teaching in the operating room, preceptor in clinic)</b>   | <ul style="list-style-type: none"><li>• Regional and, in many cases, national leadership role related to education in a professional society.</li><li>• Evaluation and success of courses for which the candidate was a leader</li></ul>   |

**Administrative teaching leadership role(e.g., residency or fellowship co-director or director, course or seminar co-director or director)**

- Evaluations and success of course(s) and or program(s) for which candidate was a leader.
- Participant enrollment in non-required courses for which the candidate was a leader

**Educational Leadership  
Metrics for Recognition and Scholarship  
Associate Professor**

**Associate Professor**

**Examples of Metrics**

**Recognition as an  
Expert in Teaching**

- Invitations to speak regionally, and most often nationally, about education.
- Leadership role in regional, and most often national, courses related to education.
- Senior local leadership role in education
- Service on regional, and most often national, committees developing guidelines and policies for education/training programs.
- Service on regional, and most often national, committees evaluating education programs or grant proposals related to education.
- Funding to conduct educational research or to develop educational materials, methods, assessment tools or programs.
- Funding to support mid-career mentoring about education by the candidate.
- Service on editorial boards of educational journals
- Awards for teaching or mentoring from sources other than the candidate's department/institution.

**Scholarship**

- Publication of first or senior author chapters, reviews, textbooks related to education that are recognized as authoritative and are widely cited.
- Development of educational material in print or other media with regional, and in some cases national, adoption; may include syllabi, curricula, web-based training modules or courses, and/or technologies (e.g., simulation); may also include development of educational methods, policy statements, and/or assessment tools.
- Publication of first or senior author influential original research related to educational methods, assessment and/or policy.

**Educational Leadership  
Metrics for Recognition and Scholarship  
Professor**

**Summary**

Sustained national, and in some cases international, reputation as an educational leader and innovator by evidence of metrics **in at least 3 of the 4 teaching domains** (didactic teaching, mentorship, clinical teaching, or administrative/leadership roles) as well as Recognition as an Expert and demonstration of scholarship related to education and/or an area of clinical expertise. Among the best in the country in the development of educational methods, curricula, policy and assessment or educational research; expertise must be demonstrated through high impact scholarship that influences the field.

*In addition to distinguished service as an Associate Professor:*

| Teaching Domains:  | Examples of Metrics  |
|--|--|
| <p><b>Didactic teaching</b><br/>(e.g., lectures, continuing medical education courses, grand rounds, professional development programs, seminars, tutorials)</p>   | <ul style="list-style-type: none"> <li>• Innovation in classroom teaching methods with adoption nationally, and in some cases, internationally</li> <li>• Teaching/lecturing nationally and, in some cases, internationally, about issues related to education</li> </ul>  |
| <p><b>Mentorship</b><br/>(e.g., mentor for medical student, graduate student, resident, clinical or postdoctoral research fellow or junior faculty projects; service as graduate student thesis advisor or committee member)</p> | <ul style="list-style-type: none"> <li>• Number and stature of trainees upon whom the candidate had a major influence; stature may be assessed by the trainees' academic rank, leadership positions, impact on the field and prestigious awards</li> <li>• Publications with trainees</li> <li>• Feedback from trainees, if available</li> <li>• Involvement in Regional or National Mentoring programs</li> </ul> |
| <p><b>Clinical teaching</b><br/>(e.g., teaching in the clinic or hospital including bedside teaching, teaching in the operating room, preceptor in clinic)</p>   | <ul style="list-style-type: none"> <li>• Regional and, in many cases, national leadership role related to education in a professional society.</li> <li>• Evaluation and success of courses for which the candidate was a leader.</li> </ul>   |
| <p><b>Administrative teaching leadership role</b></p>  | <ul style="list-style-type: none"> <li>• Evaluations and success of course(s) and or</li> </ul>  |



**(e.g., residency or fellowship co-director or director, course or seminar co-director or director)**

program(s) for which candidate was a leader.

- Participant enrollment in non-required courses for which the candidate was a leader.

**Educational Leadership**  
**Metrics for Recognition and Scholarship**  
*Professor*

**Professor**

**Examples of Metrics**

**Recognition as an expert in Education**

- Visiting professorships and invitations to speak nationally, and in some cases internationally, on issues related to education.
- Leadership of national, and in some cases international, courses related to education.
- Serving as a consultant nationally, and in some cases internationally, on issues related to development of educational programs or on educational methods, policy or assessment.
- Service on national, and in some cases international, committees developing guidelines and policies for education/training programs.
- Service on national, and in some cases international, committees evaluating education/training programs or reviewing grant proposals related to education.
- Funding to conduct educational research or to develop educational materials, methods, assessment tools or programs.
- Editor of an educational journal
- National and/or international awards related to education or educational scholarship.

**Scholarship**

- Publication as author or editor of a major textbook on education
- Development of innovative educational methods/materials in print or other media that are widely adopted and influence education nationally, and in some cases, internationally.
- Publication of senior author high impact research related to educational methods, assessment and/or policy that influence the field nationally, and in some cases, internationally.

## Pathway for Excellence in Investigation

### **For Fulltime Weill Cornell Medical College Faculty members Pathway Recognizing Excellence in Investigation Modified Titles in Research Disciplines; award of these titles may include substantial activity in Scholarship and Teaching**

Award of a modified title within the area of research excellence does not require the same measure of written scholarship or teaching as an unmodified title although these activities are included in every assessment and are strongly encouraged throughout the medical college. With regard to scholarship and teaching metrics for candidates for a modified title, it is important to note that the evaluation will also consider the more broadly defined metrics given in the Recognition and Scholarship Metrics in Teaching and Education Table (pages 2.83-85) and are not limited to those in the Metrics for Scholarship Table (which emphasizes written scholarship, page 2.66-70). In addition, although all candidates for a modified title will also be evaluated for teaching according to the attached tables, it is recognized that certain research settings may provide a limited opportunity for teaching activities.

Available Titles include Assistant Professor of Research Department, Associate Professor of Research Department, and Professor of Research.

At the **Assistant Professor of Research in (Department)** level, the candidate must have evidence of (or a clear potential for, if an initial appointment) a strong local reputation as an expert in their field and must have demonstrated expertise that is recognized for its reliable high quality. While not absolutely required for appointment, documentation of metrics for Investigation, Scholarship, and Recognition, as described in Table page 2.66 for Assistant Professor, will be valued.

For appointment as or promotion to **Associate Professor of Research in (Department)**, the candidate must have (in addition to distinguished service as an assistant professor) a strong regional reputation as an expert who is highly regarded in their field and must have demonstrated expertise that is consistently outstanding. While not absolutely required for appointment, documentation of metrics for Investigation, Scholarship, and Recognition, as described in Table page 2.67-68 for Associate Professor, will be valued. Contributions in support of the Medical College's teaching, clinical, and administrative activities will also be valued.

For appointment as or promotion to **Professor of Research in (Department)**, the candidate must have (in addition to distinguished service as an associate professor) a sustained national or international reputation as an expert who has achieved exceptional proficiency in their field and must have demonstrated expertise that is consistently distinguished by the depth and breadth of attainment. While not absolutely required for appointment, documentation of metrics for Investigation, Scholarship, and Recognition, as described in Table page 2.69-70 for Professor, will be valued. Contributions in

support of the Medical College's teaching, clinical, and administrative activities will also be valued.

## Investigation Metrics for Research Faculty

The metrics provided for each area of excellence in the following sections are not comprehensive but are meant to serve as examples of common achievements for a given rank. Candidates may report achievements not specified in the metrics.

| Activity           | Examples of Metrics   |
|--------------------|---|
|                    | <p>Defined role and/or independent conduct of research which may include:</p> <ul style="list-style-type: none"><li>• Basic research</li><li>• Clinical research and/or laboratory or clinically based translational research which may include studies of disease mechanisms, diagnostic techniques and/or other investigations that may contribute to the prevention, diagnosis or management of disease; may have a role in multidisciplinary or other collaborative research team; may enroll patients in clinical trials.</li><li>• Quantitative and social science research such as epidemiology, outcomes and health services research, and biostatistics as well as research in social sciences, ethics, bioinformatics and health economics, among others; note intellectual contributions of the candidate to protocol development/implementation, conduct of studies, data collection and/or analysis of new or existing data; may make intellectual contributions to multicenter studies.</li><li>• Development of new methods/technologies and/or novel applications of existing methods/technologies</li><li>• Important role in a Research Core Facility</li></ul> |
| <b>Recognition</b> | <ul style="list-style-type: none"><li>• Invitations to speak about research.</li><li>• Funding to conduct research.</li><li>• Editorial service as an ad hoc reviewer, editorial board member, or consultant for scientific journals</li><li>• Service on committees related to research such as the IRB, data safety monitoring board or grant review panel.</li><li>• Leadership role in professional societies including planning scientific sessions for meetings.</li><li>• Awards for research and/or innovation</li><li>• Membership on steering committees, other study committees and/or writing groups of multicenter studies.</li></ul>  |

- Invitations to participate as an investigator based on specific expertise

## Scholarship

Publication of original research that contributes new knowledge; may be first or senior author, in another authorship position, or member of an unnamed authorship group on publications of collaborative research to which the candidate has made documented, substantive intellectual contributions

## Promotion in Teaching Based on Service (modified title)

Individual faculty are eligible to be promoted based on teaching quality and quantity, but *only if they are ineligible to be promoted based on service related to scientific investigation or to clinical care and excellence*. It is anticipated that the modified teaching titles will apply to a limited number of faculty.

In teaching, the modified titles include Assistant Professor of Teaching in (Department), Associate Professor of Teaching in (Department), and Professor of Teaching in (Department).

### ***Assistant Professor of Teaching in (Department)***

At the Assistant Professor level, the candidate must provide evidence of service as an active and highly effective teacher by evidence of metrics **in at least 1 of the teaching categories (page 2.83)** which include 1) didactic teaching, 2) mentorship, or 3) clinical teaching. If the faculty member is teaching in the basic or translational sciences, this venue may substitute for clinical teaching.

### ***Associate Professor of Teaching in (Department)***

At the Associate Professor level, the candidate must provide evidence of service as an active and highly effective teacher by evidence of metrics **in at least 2 of the teaching categories (page 2.83)** which include 1) didactic teaching, 2) mentorship, or 3) clinical teaching. If the faculty member is teaching in the basic or translational sciences, this venue may substitute for clinical teaching. Candidates at this level should have evidence of teaching ability above and beyond the average faculty including local recognition (teaching awards).

### ***Professor of Teaching in (Department)***

At the Professor level, the candidate must provide evidence of service as an active and highly effective teacher by evidence or metrics in three of the teaching categories (**page 2.83**) which include 1) didactic teaching, 2) mentorship, 3) clinical teaching or 4) administrative teaching leadership. If the faculty member is teaching in the basic or translational sciences, this venue may substitute for clinical teaching. Candidates at this level should have evidence of teaching ability above and beyond the average faculty, including regional recognition (teaching awards).

**EVALUATION FOR TEACHING ACTIVITIES**  
**Teaching and Education Report Overview\* ‡**  
*(Step #2, see page 2.55)*

Given the importance of the educational mission of WCMC, it is expected that, with rare exception, **all faculty will engage in teaching**. Faculty will be evaluated for contributions to teaching and educational activities at WCMC, WCMC-Q, and WCMC affiliates.

If this is the candidate’s first faculty appointment at WCMC, teaching contributions at institutions where the candidate previously held a faculty position will be considered. The metrics below are for those faculty whose area of excellence is **not** Educational Leadership. Teaching of WCMC medical, allied health, and graduate students will be particularly noted.

**Teaching Metrics**

| Teaching may take the form of:  | Examples of Metrics  |
|---|--|
| <p><b>Didactic teaching</b><br/>           (e.g., lectures, continuing medical education courses, grand rounds, professional development programs, seminars, tutorials)</p>   | <ul style="list-style-type: none"> <li>• Report level of activity (noting lectures and courses taught) and measures of quality (e.g., participant or peer evaluation); specifically note WCMC courses for graduate allied health, and medical students.</li> <li>• May note if candidate has devised innovative methods in classroom teaching and/or taught or lectured on issues related to education.</li> </ul> |
| <p><b>Mentorship</b><br/>           (e.g., mentor for medical student, graduate student, resident, clinical or postdoctoral research fellow or junior faculty projects; service as graduate student thesis advisor or committee member)</p> | <ul style="list-style-type: none"> <li>• Number and stature of individuals upon whom the candidate had a major influence.</li> <li>• Feedback from mentees, if available</li> <li>• Publications with mentees</li> </ul>   |
| <p><b>Clinical teaching</b><br/>           (e.g., teaching in the clinic or hospital including bedside teaching, teaching in the operating room, preceptor in clinic)</p>   | <ul style="list-style-type: none"> <li>• Quantified level of activity</li> <li>• Quality of teaching as measured by evaluations by students, residents, fellows, others.</li> </ul>  |



**Administrative teaching leadership role (e.g., residency or fellowship director, course or seminar director or co-director)**

- Quality as measured by evaluations and success of courses/programs for which the candidate was a leader

\* All faculty will be evaluated to meet these minimum standards unless their area of excellence is ***Educational Leadership***.

‡ For more detailed examples of activities and metrics, see the criteria for ***Educational Leadership*** as an area of excellence starting on page 2.71.

## Teaching and Education Metrics

### Examples of Metrics

#### Recognition\*

- Invited presentations in the field of expertise.
- Contributions to professional educational organizations
- Leadership role in education
- Service on education-related committees
- Awards for teaching, mentoring or other education-related achievements.

#### Scholarship\*

- Development of educational materials (e.g., syllabi or curricula) and/or publications related to education.

\* Since this is not the area of excellence, many faculty may not have recognition for teaching activities or educational scholarship.

There are **four** activity categories of teaching contribution listed above: didactic teaching, mentorship, clinical teaching, and administrative/leadership teaching roles. Recognition and Scholarship in Education are valued but not required as part of the minimum standard for teaching excellence for faculty whose area of excellence is ***not*** Teaching and Educational Leadership.

At the ***Assistant Professor*** level, a faculty candidate must demonstrate excellence in **one teaching activity (defined on page 2.83) on a continuous basis**.

At the **Associate Professor** level, a faculty candidate must demonstrate excellence in activities that span **at least two teaching categories (defined on page 2.83) on a continuous basis** with evidence of high quality in these activities.

At the **Professor** level, a faculty candidate must demonstrate excellence in activities that span **at least two teaching categories (defined on page 2.83) on a continuous basis** with evidence of high quality in these activities.

### Teaching Metrics

**Additional Information regarding Recognition and Scholarship Metrics in Teaching and Education for all individuals seeking appointment within the area of Clinical Expertise and Innovation.**

For individuals seeking appointment or promotion within the area of Clinical Expertise and Innovation, Recognition and Scholarship in the area of Education are not required as part of the minimum standard of excellence, but when present, are valued. The Table below gives examples of metrics for Recognition and Scholarship in Teaching and Education.

### Recognition and Scholarship Metrics in Teaching

#### Recognition related to teaching of medical professionals

- Invited presentations in the field of expertise.
- Contributions to professional educational organizations
- Leadership role in education
- Service on education-related committees
- Awards for teaching, mentoring or other education-related achievements

#### Scholarship related to teaching

Development of educational materials (e.g., syllabi or curricula) and/or publications related to education.

#### Recognition related to teaching of patients and lay individuals

- Development of material related to health conditions for use by patients.
- Development of programs and material that improve health literacy and educate the public about biomedical sciences.
- Writing for magazines, newspapers, health letters or websites on issues related to health.
- Publication of books for the public that address important health issues.
- Speaking to lay populations to educate them about important health issues.
- Presenting information related to health through the media, including radio, television or podcasts.

- Educating and mentoring pre-professional students in biomedical science
- Service to communities locally, nationally or abroad that improves the health of populations such as through improved delivery of care, provision of disaster/ crisis relief or a decrease in health disparities.
- Awards recognizing contributions to patient and community education, access to care for underserved populations, community service, and/or the health of the public.
- Invitations to speak to lay audiences on issues related to health.
- Membership on the advisory boards of lay health-related organizations or government committees evaluating health-related issues.
- Widespread use of patient education materials developed.

### Significant Supporting Activities Overview

(Step 3, as defined in pages 2.55)

Many faculty make substantial contributions outside their area of excellence. These activities are often of outstanding quality and importance but are in domains in which the quantity of the candidate’s contribution is less than in the area of excellence. These significant supporting activities will supplement accomplishments in the area of excellence, allowing the sum total of an individual’s achievements to be considered in the evaluation for promotion.

### Clinical Expertise Metrics

| Activity | Examples of Metrics  |
|----------|--|
|          | <ul style="list-style-type: none"> <li>• Reputation as a clinical expert</li> <li>• Leadership roles related to clinical expertise</li> <li>• Role in development of innovative models of care delivery, approaches to treatment, or technology that contributes to high quality care</li> </ul> |

### Recognition

- Invitations to speak on issues related to area of clinical expertise

- Active role in professional organizations related to clinical expertise; may have a leadership role
- Service on committees developing guidelines and policies or evaluating programs in area of clinical expertise
- Editorial service as an ad hoc reviewer, editorial board member, or consultant for journals in area of clinical expertise
- Awards for contributions and/or innovation in the area of clinical expertise

### **Scholarship**

- Publication of original research, chapters, reviews, and/or textbooks related to area of clinical expertise
- Guidelines and/or protocols for clinical care

## Significant Supporting Activities Overview

### Investigation Metrics

#### Activity

#### Examples of Metrics

- Defined role and/or independent conduct of research which may include:
- Basic research
- Clinical research and/or laboratory or clinically based translational research which may include studies of disease mechanisms, diagnostic techniques and/or other investigations that may contribute to the prevention, diagnosis or management of disease; may have a role in multidisciplinary or other collaborative research team; may enroll patients in clinical trials
- Quantitative and social science research such as epidemiology, outcomes and health services research, and biostatistics as well as research in social sciences, ethics, bioinformatics and health economics, among others; note intellectual contributions of the candidate to protocol development/implementation, conduct of studies, data collection and/or analysis of new or existing data; may make intellectual contributions to multicenter studies
- Development of new methods/technologies and/or novel applications of existing methods/technologies

#### Recognition

- Invitations to speak about research
- Funding to conduct research
- Editorial service as an ad hoc reviewer, editorial board member, or consultant for scientific journals
- Service on committees related to research such as the IRB, data safety monitoring board or grant review panel
- Leadership role in professional societies including planning scientific sessions for meetings
- Awards for research and/or innovation
- Membership on steering committees, other study committees and/or writing groups of multicenter studies
- Invitations to participate as an investigator based on specific expertise

## Scholarship

Publication of original research that contributes new knowledge; may be first or senior author, in another authorship position, or member of an unnamed authorship group on publications of collaborative research to which the candidate has made documented, substantive intellectual contributions

**Significant Supporting Activities Overview**  
**Education of Patients and Service to the Community Metrics**

| <b>Activity</b>    | <b>Examples of Metrics</b>   |
|--------------------|--|
|                    | <ul style="list-style-type: none"><li>• Development of material related to health conditions for use by patients</li><li>• Development of programs and material that improve health literacy and educate the public about biomedical sciences</li><li>• Writing for magazines, newspapers, health letters or websites on issues related to health</li><li>• Publication of books for the public that address important health issues</li><li>• Speaking to lay populations to educate them about important health issues</li><li>• Presenting information related to health through the media, including radio, television or podcasts</li><li>• Educating and mentoring pre-professional students in biomedical science</li><li>• Service to communities locally, nationally or abroad that improves the health of populations such as through improved delivery of care, provision of disaster/crisis relief or a decrease in health disparities</li></ul> |
| <b>Recognition</b> | <ul style="list-style-type: none"><li>• Awards recognizing contributions to patient and community education, access to care for underserved populations, community service, and/or the health of the public</li><li>• Invitations to speak to lay audiences on issues related to health</li><li>• Membership on the advisory boards of lay health-related organizations or government committees evaluating health-related issues</li><li>• Widespread use of patient education materials developed</li></ul>  |

## Significant Supporting Activities Overview

### Administration and Institutional Service Metrics

#### Activity

#### Examples of Metrics

- Service as director of a division, program or clinic in an affiliated institution
- Service on committees at affiliated institutions, such as the IRB, quality improvement committee, physicians' organization, trainee selection committees, or promotion/search committees
- Service on committees of the Faculty of Medicine such as admissions committees or Faculty Council
- Administrative management of a core laboratory or facility at Weill Cornell or an affiliated institution
- Development of programs that create diversity by increasing the representation of women and minorities among our students, trainees or faculty

#### Recognition

- Awards recognizing administrative contributions
- Appointment to administrative leadership roles
- Invitations to educate peers about administrative methods and practices
- Consultant to other organizations in area of administrative expertise
- Leadership roles in professional societies related to administrative role
- Appointment to regional and/or national committees related to administrative roles, such as committees on diversity in medicine/biomedical science, health policy, or human subjects



## Longer Service Criteria and Other Productivity

It is recognized that detailed written criteria might not capture other varied academic and institutional contributions that may justify a faculty promotion, at all ranks, with modified titles only. This pathway pertains only to modified titles but is available at all levels. In these unusual but important circumstances, the Department Chair will include in his/her written letter of support a detailed description of additional accomplishments, which are felt to justify promotion (even if standard criteria have not been definitively met) for consideration by the Committee of Review.

## Criteria for Lecturers

The titles of Lecturer and Senior Lecturer are not associated with any of the faculty Pathways. These titles may be used in cases where professorial titles or the title of Instructor are not appropriate. Lecturers and senior lecturers are nonvoting members of the faculty of the Medical College.

Lecturers and senior lecturers will not be granted tenure or be eligible for sabbatical leave. They may be eligible for certain benefits, such as medical and life insurance, retirement programs, and the Cornell Children's Tuition Scholarship.

These titles shall not be used to fill faculty positions, the teaching, research, and, if applicable, clinical nature of which appropriately calls for professorial appointments; to substitute for tenure appointments or appointments that would normally lead to tenure; and as a means of circumventing the commitments and obligations associated with tenure appointments. Persons holding professorial appointments may not be transferred to senior lecturer or lecturer positions as a means of maintaining the employment of persons who have not qualified for retention via tenure appointment in accordance with criteria and procedures governing such appointments

Lecturers and senior lecturers are regarded primarily as teachers in specialized areas of instruction. Their specific duties are determined by the chair of the department in which they hold their appointment.

Persons holding lecturer or senior lecturer appointments may be considered for transfer to another faculty rank when the assumption of teaching, research, and/or, if applicable, clinical duties makes such consideration appropriate.

The modifier "clinical" may be used with the titles of Lecturer and Senior Lecturer to describe further the individual's area of instruction, i.e.: Lecturer in (Department); Lecturer in Clinical (Department); Senior Lecturer in (Department); Senior Lecturer in Clinical (Department)

The modifiers "visiting" and "courtesy" may also be used with these titles to indicate the employment status of the individual.

**Lecturer.** Individuals recommended for appointment to the position of Lecturer should possess professional qualifications comparable to those required for appointment to the ranks of instructor and assistant professor.

**Senior Lecturer.** Individuals recommended for appointment or promotion to the position of Senior Lecturer should possess professional qualifications comparable to those required for appointment or promotion to the ranks of associate professor and professor.

### **Criteria for Instructors**

Instructors are non-voting members of the faculty of the Medical College. The title is not associated with a faculty pathway for paid full-time and regular part-time appointments.

The duties of individuals holding appointments as instructor will be in the areas of teaching, research and/or, if applicable, clinical care. Their specific duties are determined by the chair of the department in which they hold their appointment.

Where applicable, the modifiers "visiting" and "courtesy" may be used with the title Instructor in (Department) to indicate the employment status of the individual.

Individuals exhibiting academic promise in the areas of teaching, research, and/or, if applicable, clinical service, who are not being proposed for appointment as Instructor in Clinical (Department) or Clinical Instructor in (Department) or for whom appointment to a professorial rank is not yet appropriate, may be recommended for appointment as Instructor in (Department) and receive an initial position on the Medical College faculty. Such individuals will normally have completed a period of postdoctoral education appropriate to their specialty.

### **Criteria for Non-Professorial Faculty**

From time to time, distinguished individuals, whose background and training are in disciplines other than those represented by the academic departments of the Medical College, may work within the Medical College and its affiliated hospitals. If, due to the nature of their qualifications and duties, they may not be appropriate for appointment on one of the faculty pathways described above, such individuals may be recommended for appointment on the non-professorial faculty. They may be full-time, paid part-time or non-salaried members of the faculty, and are not eligible for tenure.

Individuals holding appointments on the non-professorial Faculty provide professional service in their area of academic expertise in support of the academic programs of the Medical College. They will be expected to exhibit scholarly accomplishments, but not of the same nature associated with appointment to the tenured Faculty.

The following titles represent the ranks available on the non-professorial Faculty: Assistant (Discipline) in (Department); Associate (Discipline) in (Department); (Discipline) in (Department)

In certain cases, the title will not include the name of a department, e.g., Assistant Librarian, Associate Archivist, and Librarian, for those individuals on the professional staff of the Medical College Library or New York-Presbyterian Hospital Weill Cornell Medical Center Archives.

Individuals recommended for appointment and promotion on the non-professorial Faculty should have a background and training in an area not represented by the academic departments of the Medical College and hold the terminal degree in their field. Examples include veterinarians, librarians, historians, engineers, physicists, sociologists, and others.

**Assistant (Discipline) in (Department)**. Individuals recommended for appointment to the rank of assistant on the non-professorial Faculty should have completed the requirements for a terminal degree in their field and should have demonstrated appropriate ability or potential in their professional area.

**Associate (Discipline) in (Department)**. Individuals recommended for appointment or promotion to the rank of associate on the non-professorial Faculty will be either assistants, whose accomplishments have been outstanding and who thus merit promotion; or individuals recruited initially to this rank who have already attained that level of professional activity.

**(Discipline) in (Department)**. Individuals recommended for appointment or promotion to the highest rank on the non-professorial Faculty will have attained a national reputation for excellence in their professional field, and possess a record of accomplishment beyond the level of associate.

## Criteria for Affiliate Clinical Faculty

### **For Affiliate Clinical Faculty members of the Clinical Network of Weill Cornell Medical College Modified Titles in Clinical Departments**

Available titles include Affiliate Instructor in Clinical (Department); Affiliate Assistant Professor of Clinical (Department); Affiliate Associate Professor of Clinical (Department); Affiliate Professor of Clinical (Department).

Appointment and promotion to the Affiliate Clinical Faculty are reserved for faculty employed by Weill Cornell Medical College (WCMC) who provide clinical services primarily in office-based practices at locations away from the main campus, although they may have some intermittent or part-time clinical activities at the main campus and attending privileges at NYPH/WCMC. Affiliate Clinical Faculty will be organized as part

of the Physician Organization Network Division. Recommendations for appointment will originate in the relevant academic Department. Affiliate Clinical Faculty are not eligible for tenure. There is no time in rank constraint for appointments on the Affiliate Clinical Faculty.

Affiliate Clinical Faculty will be primarily engaged in clinical practice. Their specific duties are determined by the chair of the Department in which they hold their appointment. They may also participate in the teaching programs of the Medical College, and in administrative activities incidental to their clinical practice. As employed members of the Physician Organization Network Division, their practice activities will be clinically integrated with the Weill Cornell Physician Organization.

Individuals recommended for appointment to the Affiliate Clinical Faculty in most instances will have a M.D. degree. Individuals with other applicable terminal degrees, e.g., Ph.D., may also be qualified for appointment on the Affiliate Clinical Faculty if they perform the duties described in II above.

**Affiliate Instructor in Clinical (Department).** Individuals who are salaried by the Medical College and work in an office-based practice away from the main campus and who exhibit promise in the area of clinical care for whom appointment to a professorial rank is not yet appropriate may be recommended for an initial appointment to the rank of instructor on the Affiliate Clinical Faculty. Such individuals should have completed a period of postdoctoral education appropriate to their specialty.

**Affiliate Assistant Professor of Clinical (Department).** Individuals who are salaried by the Medical College and work in an office-based practice away from the main campus who are recommended for an initial appointment or for promotion from instructor to the rank of assistant professor on the Affiliate Clinical Faculty should have completed a period of post-doctoral education appropriate to their specialty and should exhibit high potential for excellence in clinical care.

**Affiliate Associate Professor of Clinical (Department).** Individuals who are salaried by the Medical College and work in an office-based practice away from the main campus who are recommended for an initial appointment or for promotion from assistant professor to the rank of associate professor on the Affiliate Clinical Faculty must demonstrate outstanding clinical accomplishment. Outstanding clinical accomplishments can be documented by evidence of and peer recognition for excellence in clinical practice, the introduction and evaluation of innovative clinical approaches, development of a unique or outstanding clinical program, recognition as a role model for junior partners and/or trainees, and leadership in a health care group or organization or specialty/professional organization.

**Affiliate Professor of Clinical (Department).** Individuals who are salaried by the Medical College and work in an office-based practice away from the main campus who are recommended for an initial appointment or for promotion from associate professor to the rank of professor on the Affiliate Clinical Faculty must demonstrate outstanding clinical accomplishments, which are recognized outside of the immediate area of their

clinical activities, as well as excellence in scholarship or education. These accomplishments can be noted by evidence of and peer recognition for excellence in clinical practice – from those outside the immediate practice area. Other evidence could be significant participation in administrative leadership in health care organizations and professional societies, invitations to present at educational forums outside of their own institution, or election to high office of regional or national societies. Outstanding accomplishments can also be demonstrated with scholarship in peer-reviewed publications, invited chapters, instructional videos, or participation in scientific meetings.

## **Criteria for Voluntary Faculty**

**For Voluntary Faculty members of Weill Cornell Medical College  
Modified Titles in Clinical Departments; award of these titles will include  
evaluation for but may not necessarily require substantial activity in Scholarship**

Available titles include Clinical Assistant Professor of (Department), Clinical Associate Professor of (Department), and Clinical Professor of (Department). In certain circumstances, the title Clinical Instructor in (Department) may also be awarded (see below). The modifiers "adjunct," "visiting," and "courtesy" may also be used with these professorial titles (see policies on the use of these modifiers).

Appointment and promotion to the Voluntary Faculty are reserved for the voluntary staff at the Medical College, which "is defined as those academic staff members who regularly practice their profession privately and serve the University on a part-time basis only." Such individuals may be primarily engaged in private practice; devote less than 50% effort to the clinical activities of the Medical College; or serve on the voluntary staff of an affiliated institution. Individuals holding appointments on the voluntary Faculty are not eligible for tenure.

Individuals holding appointments on the Voluntary Faculty perform primarily clinical service, participate in the teaching programs of the Medical College, and, if applicable, provide administrative service and/or participate in research programs. Their specific duties are determined by the chair of the department in which they hold their appointment.

Individuals recommended for appointment on the Voluntary Faculty in most instances will have an M.D. degree. Individuals with other applicable terminal degrees, e.g., Ph.D., may also be qualified for appointment on the voluntary Faculty if they perform the duties described above.

### **Clinical Instructor in (Department)**

Individuals recommended for appointment or promotion to the rank of clinical instructor as a voluntary faculty member should have completed a period of post-doctoral education appropriate to their specialty.

**Clinical Assistant Professor of (Department)**

Individuals recommended for appointment or promotion to the rank of clinical assistant professor as a voluntary faculty member should have exhibited high potential for excellence in patient care and teaching.

**Clinical Associate Professor of (Department)**

Individuals recommended for appointment or promotion to the rank of clinical associate professor as a voluntary faculty member must demonstrate a significant commitment to and record of excellence in clinical service and teaching. The documentation of outstanding clinical accomplishments is a key factor for appointment or promotion. Outstanding clinical accomplishments may be documented by evidence of and peer recognition for excellence in clinical practice, the introduction and evaluation of innovative clinical approaches locally, development of an essential or unique clinical program, or acknowledgment as a role model for students, residents and fellows and/or substantial involvement and/or a leadership role in a health care setting or a regional or national professional organization. Evidence of excellence in teaching may include outstanding contributions to local and regional educational programs, recognition by medical students, residents, fellows and peers as being among the best clinical teachers, teaching awards, etc. Significant active participation in Medical College activities and substantial administrative efforts within a department are also considered criteria for appointment or promotion to this rank on the voluntary Faculty.

**Clinical Professor of (Department)**

Individuals recommended for appointment or promotion to the rank of clinical professor as a voluntary faculty member must demonstrate major accomplishments as clinician and teacher, and have established a reputation for clinical excellence beyond the immediate site of their clinical activities. Excellence and accomplishments beyond the immediate site of their clinical activities may be evidenced by service as an effective role model and mentor of former trainees and current colleagues, outstanding participation in Medical College activities including administrative leadership of clinical and teaching programs of the hospital, health care system, or Medical College, scholarship involving the dissemination of knowledge and clinical expertise during the past decade through the publication of clinical investigations or observations, reviews, chapters, texts and/or the development of audio, video or computer-based learning aids, or awards denoting truly extraordinary contributions to the field of medicine or to the hospital or health care system. Significant contributions to academic community service such as noteworthy participation on committees of the Medical College, health care system and/or professional societies, holding elected offices at the local, regional and national level, in professional organizations, etc. are also criteria considered in recommending appointments/promotions to this rank in the voluntary Faculty.

- 1. Who decides what my area of excellence will be?**

The area of excellence is selected jointly by the faculty member and the department chair or center director. The area of excellence should represent the candidate's major area of achievement and impact.
- 2. Can my area of excellence and significant supporting activities change over time?**

Yes. Although in most cases an individual will maintain a consistent academic focus over time, the activities of a faculty member may change. Resulting in a new area of excellence or an increased or decreased emphasis on written scholarship. These changes should be discussed with chairs/chair designees or center directors as appropriate.
- 3. Can more than one area of excellence be selected?**

Almost all candidates will be evaluated in a single area of excellence. Only rarely, when both the impact and quantity of contribution are comparable in two areas of excellence and each independently would meet the standard for promotion to the next rank, should two areas of excellence be proposed.
- 4. Who will know what my area of excellence and significant supporting activities are?**

No one but you and those directly involved in processing your promotion need be aware of your selected area of excellence and significant supporting activities. You have the opportunity to discuss your progress towards promotion at your Annual Faculty Review with your chair/chair designee. Additional consultation is available through the Office of Faculty Development.
- 5. How should the decision be made about whether an activity should be specified as a significant supporting activity?**

Candidates should report those areas to which they have made significant contributions and devote substantial effort.
- 6. What constitutes scholarship?**

The specific types of scholarship can differ according to the area of excellence. Scholarship is explicitly defined broadly to include not only peer-reviewed publications but also educational materials, policy statements, assessment tools, and guidelines for patient care. Scholarship may be in print or alternative media. A detailed description of scholarly activities is detailed in the metrics sections.

**7. Is principal investigator NIH funding required for faculty with Investigation as their area of excellence?**

The new guidelines for promotion recognize that funding to conduct research may come from a variety of sources and that, depending on their field, individuals may be more or less likely to serve as principal investigator. A key element in the evaluation will be the documentation of the candidate's intellectual contributions to the original ideas, design, and analysis of a project. In addition to providing resources for conducting research, obtaining competitive, peer-reviewed funding is also an important marker of a candidate's reputation and recognition. At senior levels, the presence of sustained funding over time is an important factor in the evaluation for promotion. As a practical matter, in most cases this will involve NIH funding.

**8. What if there are no opportunities for me to teach?**

Given the broad definition of teaching and educational activities, most faculty should be able to identify opportunities to contribute to educational activities at WCMC, and/or their affiliated institutions. There may be rare cases, most often related to the candidate's field, in which the opportunities for junior faculty to teach are limited. The department chair will be expected to explain the absence of educational contributions.

**9. How do I best describe my teaching activities?**

The categories of teaching activities shown on pages 2.83-85 of the Guidebook should be documented using a teaching portfolio. A template of the teaching portfolio can be found on the Office of Faculty Affairs website ([faculty.weill.cornell.edu/faculty-affairs](http://faculty.weill.cornell.edu/faculty-affairs)) and your department should also be able to provide the template. The teaching portfolio should be attached to and referenced in your Weill Cornell CV form (Section I) when you are ready to present your promotion documentation. You may also report teaching activities in Section K of the WCMC CV if the amount of teaching is limited.

**10. How do I best describe my clinical activities?**

The categories of clinical activities shown on pages 2.61-63 of the Guidebook can be documented in your Weill Cornell CV form under Section L. It may also be beneficial to use a clinical portfolio template to organize and document your clinical activities. A template of the clinical portfolio can be found on the Office of Faculty Affairs website (<https://faculty.weill.cornell.edu/faculty-affairs>) and your department should also be able to provide the template. The clinical portfolio should be attached to and referenced in your Weill Cornell CV form (Section L) when you are ready to present your promotion documentation.

**11. How do I best describe my research activities?**

The categories of research activities shown on pages 2.66-70 and of the Guidebook can be documented in your Weill Cornell CV form under Section M. It may also be beneficial to summarize your research interests as an attachment to and referenced in your CV form when you are ready to present your promotion documentation.



**12. How do I best describe my key contributions?**

It is strongly recommended that you prepare a 1-2 page summary of your key contributions in investigation, clinical care and teaching, highlighting those accomplishments most relevant to your chosen area of excellence. Include an annotated bibliography to highlight your best publications and note the roles you had in the studies. If appropriate also annotate any grants on which you had significant roles. Attach the summary of key contributions to the front of your CV form for presentation to department and College review committees.

**13. What should I do if I believe I am ready for promotion?**

Your department chair or center director is responsible for determining when you are proposed for promotion. It is important that you discuss mentorship and your progress towards promotion with your chair/chair designee or center director at your Annual Faculty Review. If you believe that your achievements may warrant promotion to the next rank, you should discuss your status with your department head, division chief or mentor. Faculty are encouraged to contact the Office of Faculty Affairs for individual consultations.

## Resources

### Website

The Office of Faculty Affairs [website](#) includes general information about appointments and promotions at WCMC. To create a customized set of criteria for your rank, area of excellence, and supporting activities, please contact the Office of Faculty Affairs at (646) 962-8770 or [facultyaffairs@med.cornell.edu](mailto:facultyaffairs@med.cornell.edu).

When circumstances require assurance of completeness or validity of information, the Office of Faculty Affairs should be consulted. This Guidebook will be amended or updated as necessary. The latest version of this Guidebook can be found at the Faculty Affairs website.

### Questions

For questions about promotion criteria or more general questions about promotion and appointments at WCMC, contact the Office of Faculty Affairs by email at [facultyaffairs@med.cornell.edu](mailto:facultyaffairs@med.cornell.edu) or by phone at (646) 962-8770.

**Statement from University Counsel:** This Guidebook describes various Weill Cornell Medical College's policies and procedures of interest to the faculty. These policies and procedures are subject to change at any time. The Guidebook, however, is not intended to create a contract between the University and its employees or to set forth terms or conditions of employment.

### Acknowledgments

The members of the Committee on Promotion Tracks would like to credit the President and Fellows of Harvard College for permission to use the concepts and criteria published in the 2008 Guide to Criteria for Appointment and Promotion, Harvard Medical School and Harvard School of Dental Medicine and thank Dr. Carol Bates, Associate Dean for Faculty Affairs, Harvard Medical School for her assistance.

## Letters from Evaluators

During the process of evaluation for promotion, letters will be solicited by the Office of Faculty Affairs from individuals (evaluators) who can comment on the qualifications of the faculty member under consideration. The list of names of potential evaluators will be generated by the Department Chair, following discussions with the faculty member.

Evaluators will be impartial national or international authorities in the candidate's field who can be called upon for expert opinion.

Guidelines for impartiality include:

1. The evaluator has not been a trainee or mentor of the candidate
2. The evaluator has not been a contemporaneous colleague at the same institution (including WCMC)
3. The evaluator is not a co-investigator or co-author within the past five years (with the exception of large multicenter clinical trials or research consortia)

In addition, a list of evaluators who can comment on prominence, potential and current expertise, national reputation, and specific contribution of the candidate to the academic mission of the Medical College will be generated. These evaluators can be faculty members who may not fulfill the above criteria for impartiality but can directly comment on the service and excellence of the faculty member. These evaluators should be external to the Department of the faculty member.

| <b>Appointment/Promotion to</b> | <b>Ask for</b> | <b>Received letters required (minimums)</b>            |
|---------------------------------|----------------|--|
| <b><u>Unmodified Title</u></b>  |                |  |
| Professor                       | 9 names        | 3 impartial + 3 more (any type) = 6 minimum            |
| Associate Professor             | 6 names        | 3 impartial + 2 more (any type) = 5 minimum            |
| Assistant Professor             | 2 letters      | 2 letters (at least 1 impartial preferred) = 2 minimum |
| <b><u>Modified Title</u></b>    |                |  |
| Modified Professor              | 9 names        | 3 impartial + 1 more (any type) = 4 minimum            |
| Modified Associate Professor    | 6 names        | 2 impartial + 2 more (any type) = 4 minimum            |
| Modified Assistant Professor    | 2 letters      | 2 letters = 2 minimum                                  |

There are no changes to the solicitation of letters from evaluators for faculty who are being reviewed for tenure. The guidelines for the tenure process are detailed in “Tenure” (Section I) of the Weill Cornell Academic Staff Handbook ([weill.cornell.edu/handbook](http://weill.cornell.edu/handbook)).

I. **Requirements for Supporting Letters of Recommendation or Evaluation**

**A. Lecturers and Instructors:** Two (2) letters of recommendation from evaluators who can attest to the candidate's work, prominence and promise in academic endeavors. These letters are submitted by the Department along with the recommendation to the Office of Faculty Affairs.

**B. Appointment to or Promotion on the Pathway Recognizing Academic Achievement and Scholarship (unmodified titles)**

| <u>Rank</u>          | <u>Ask for</u> | <u>Required Minimum Number of Letters</u>  |
|----------------------|----------------|--|
| Professor*           | 9 names        | 3 Impartial letters + 3 more (any type) = 6 minimum                                  |
| Associate Professor* | 6 names        | 3 Impartial letters + 2 more (any type) = 5 minimum                                  |
| Assistant Professor  | 2 letters      | 2 letters (at least 1 impartial preferred) = 2 minimum (Solicited by the Department) |

\* These letters are solicited by the Office of Faculty Affairs. Also see “Guidelines for the Committee of Review” (Section 1) Academic Staff Handbook. The academic professorial rank of the evaluator must be at or higher than the candidate’s recommended rank.

**C. Appointment to or Promotion on the Pathways Recognizing Clinical Excellence, Investigation, Teaching Excellence, and on the Non-Professorial Faculty, the Voluntary Faculty and the Affiliate Clinical Faculty (modified titles)**

| <u>Rank</u>          | <u>Ask for</u> | <u>Required Minimum Number of Letters</u>           |
|----------------------|----------------|---|
| Professor*           | 9 names        | 3 Impartial letters + 1 more (any type) = 4 minimum |
| Associate Professor* | 6 names        | 2 Impartial letters + 2 more (any type) = 4 minimum |
| Assistant Professor  | 2 letters      | 2 letters = 2 minimum (Solicited by the Department) |

\*These letters are solicited by the Office of Faculty Affairs. Also see “Guidelines for the Committee of Review” (Section I) Academic Staff Handbook.

The academic professorial rank of the evaluator must be at or higher than the candidate’s recommended rank.

There are no changes to the solicitation of letters from evaluators for faculty who are being reviewed for tenure. The guidelines for the tenure process are detailed in “Tenure” (Section I) of the Weill Cornell Medical College Academic Staff Handbook.

**Guidelines for Impartiality:**

1. The evaluator has not been a trainee or mentor of the candidate
2. The evaluator has not been a contemporaneous colleague at the same institution (including WCMC)
3. The evaluator is not a co-investigator or co-author within the past five years (with the exception of large multicenter clinical trials or research consortia)

In addition, a list of evaluators who can comment on prominence, potential and current expertise, national reputation, and specific contribution of the candidate to the academic mission of the Medical College will be generated. These evaluators can be faculty members who may not fulfill the above criteria for impartiality but can directly comment on the service and excellence of the faculty member. These evaluators should be external to the Department of the faculty member. The academic professorial rank of the evaluator must be at or higher than the candidate's recommended rank.

| <b>Appointment/<br/>Promotion to</b> | <b>Ask for</b> | <b>Received letters required (minimums)</b>            |
|--------------------------------------|----------------|--|
| <b><u>Unmodified Title</u></b>       |                |  |
| Professor                            | 9 names        | 3 impartial + 3 more (any type) = 6 minimum            |
| Associate Professor                  | 6 names        | 3 impartial + 2 more (any type) = 5 minimum            |
| Assistant Professor                  | 2 letters      | 2 letters (at least 1 impartial preferred) = 2 minimum |
| <b><u>Modified Title</u></b>         |                |  |
| Modified Professor                   | 9 names        | 3 impartial + 1 more (any type) = 4 minimum            |
| Modified Associate Professor         | 6 names        | 2 impartial + 2 more (any type) = 4 minimum            |
| Modified Assistant Professor         | 2 letters      | 2 letters = 2 minimum                                  |
| <b>Appointment/<br/>Promotion to</b> |                |  |
| <b><u>Unmodified Title</u></b>       |                |  |
| Professor                            | 9 names        | 3 impartial + 3 more (any type) = 6 minimum            |
| Associate Professor                  | 6 names        | 3 impartial + 2 more (any type) = 5 minimum            |
| Assistant Professor                  | 2 letters      | 2 letters (at least 1 impartial preferred) = 2 minimum |

| <b><u>Modified Title</u></b> |           |   |
|------------------------------|-----------|---|
| Modified Professor           | 9 names   | 3 impartial + 1 more (any type) = 4 minimum |
| Modified Associate Professor | 6 names   | 2 impartial + 2 more (any type) = 4 minimum |
| Modified Assistant Professor | 2 letters | 2 letters = 2 minimum                       |

There are no changes to the solicitation of letters from evaluators for faculty who are being reviewed for tenure. The guidelines for the tenure process are detailed in "Tenure" (Section I) of the Weill Cornell Academic Staff Handbook ([weill.cornell.edu/handbook](http://weill.cornell.edu/handbook)).



## Policies and Procedures for Faculty Appointment, Promotion and Appointment Renewal

Authority for appointment or promotion to the positions of Lecturer and Senior Lecturer rests with the Dean of the Medical College upon recommendation of the department chair. Authority for appointment or promotion at the ranks of Instructor and Assistant Professor rests with the President of the University upon recommendation of the department chair and approval of the Dean of the Medical College. Authority for appointment or promotion at the ranks of Associate Professor and Professor rests with the University President upon the recommendations of the department chair, Committee of Review, and Faculty Councils, and approval of the Dean of the Medical College.<sup>1,2</sup>

### **The following steps are required for appointment or promotion of Lecturers, Instructors, and Assistant Professors:**

**Step 1.** Evaluation of the candidate by the Department based on its own written procedures. The Department will solicit letters of recommendation as part of its internal evaluation.

**Step 2.** Submission to the Office of Faculty Affairs of the following credentials, in a timely manner so that the appointment or promotion can be processed in time to begin on the recommended start date:<sup>3</sup>

1. Recommendation for Appointment form.
2. *Curriculum vitae* and bibliography, in the required format - see [www.med.cornell.edu/ofa](http://www.med.cornell.edu/ofa).
3. Letter of Recommendation to the Dean from the department chair (or division/affiliate department head or office-based practice head and endorsed by the chair).<sup>4</sup>
4. Letters of Recommendation from academic evaluators, as required.<sup>5</sup> Recommendation letters must refer to the academic appointment being recommended and be signed by the evaluator. Letters normally should be on letterhead stationery.

---

<sup>1</sup> See the “Guidelines of the Committee of Review” in the Academic Staff Handbook.

<sup>2</sup> If the recommendation includes the granting of tenure, see “Tenure” in the Academic Staff Handbook, Procedures for Granting Tenure.

<sup>3</sup> Normally faculty appointments will not be approved with a retroactive start date. Appointment start dates are subject to change consistent with the date of approval.

<sup>4</sup> See below “The Chair’s Letter of Recommendation to the Dean”.

<sup>5</sup> See the table above for the required letters of recommendation.

The Office of Faculty Affairs will forward the recommendation to the Dean for approval and inform the Department and the faculty member of the Dean's decision.

**The following steps are required for appointment or promotion to the ranks of Associate Professor or Professor:**

**Step 1.** A preliminary Departmental evaluation of the candidate based on the Department's written procedures.

**Step 2.** Submission of an initial request for evaluation in writing from the Department (a memorandum) to the Office of Faculty Affairs that includes:

1. The recommended faculty title to be evaluated, including the candidate's pathway and area of excellence;
2. A *curriculum vitae* and bibliography, in the required format - see [www.med.cornell.edu/ofa](http://www.med.cornell.edu/ofa).
3. Three (3) reprints or in-press manuscripts representing the candidate's best work.<sup>6</sup>

The names of national or international authorities in the candidate's field of endeavor who can be called upon for expert opinion.<sup>7</sup> Refer to the table above for the required numbers of names and letters for different faculty appointments.

Under the auspices of the Chair of the Committee of Review, the Office of Faculty Affairs will solicit letters from the experts and forward them to the department. Upon receipt of the letters, the department will conclude its internal review and may elect to:

- Move forward with the recommended appointment or promotion;
- Modify the recommended title;
- Withdraw the recommendation.

**Step 3.** Should the department elect to move forward with the recommendation for appointment or promotion, a chair's letter of recommendation shall be added to the materials already collected.<sup>8</sup>

---

<sup>6</sup> For Voluntary faculty, only if available

<sup>7</sup> The full name, doctoral degree(s), faculty or other academic title, professional mailing address, email address and telephone number should be given for each evaluator. The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.

<sup>8</sup> See III: Letter of Recommendation to the Dean from the Department Chair.

**Step 4.** The complete dossier, including the Recommendation for Appointment Form, should be sent to the Office of Faculty Affairs for submission to the Committee of Review.

## **II. Letter of Recommendation to the Dean from the Department Chair**

**Lecturer:** The letter of recommendation to the Dean is from the Medical College department chair, or division/affiliate department head and endorsed by the chair. The letter must state the recommended title and duration of the appointment. Where not evident from the *Curriculum vitae*, the chair's letter should emphasize the importance of the candidate's educational contribution and specific evidence of the candidate's contributions to intramural and extramural teaching activities.

**Instructor:** The letter of recommendation to the Dean is from the Medical College department chair, or division/affiliate department head, or for affiliate clinical faculty, office-based practice head, and endorsed by the chair. The letter must state the recommended title and duration of the appointment. Where not evident from the *curriculum vitae*, the Chair's letter should emphasize the candidate's academic promise in the areas of teaching, research and/or clinical service.

**Assistant Professor<sup>9</sup>:** The letter of recommendation to the Dean is from the Medical College department chair, or division/affiliate department head, or for affiliate clinical faculty, office-based practice head, and endorsed by the chair. The letter must state the recommended title and duration of the appointment. Where not evident from the *vitae*, the letter should emphasize the candidate's demonstrated ability or potential in a combination of teaching, research, clinical service and/or academic administration.

**Associate Professor or Professor:** Once the departmental committee for appointment and promotion has reviewed the CV of faculty members who are eligible for promotion, or are to be recommended for a new appointment, the department chair provides a letter summarizing his/her candid, thorough and independent assessment of the applicant's achievements in research/investigation, teaching, clinical excellence and service to the college. This letter should provide the chair's assessment of the applicant's achievements and potential for continued development as well as to verify the data contained in the CV such as teaching and clinical responsibilities. The letter should highlight the significance of activities to reviewers from different professional backgrounds.

Generally, it is recommended that the Chair's letter also include:

- The rank and pathway, noting the chosen area of excellence.
- The duration of the appointment being recommended.

---

<sup>9</sup> Includes Non-Professorial, Voluntary and Affiliate Clinical Faculty assistant level appointments.

- Overview of the applicant stressing his/her role in the department, Medical College and academic community, and describing professional growth and trajectory while a member of the department.
- Assessment of investigation and scholarly activity with emphasis on the significance to the specialty or scientific discipline. The chair can be particularly helpful in noting the quality of publications or conferences where work was presented. The chair should state his/her assessment of the applicant's level of achievement in investigation/scholarship, clinical excellence and impact in his/her discipline, education, teaching and service and regional, national or international stature in his/her field, as appropriate.
- Assessment of the contributions to education, stressing outcomes and impact of the teaching activities, the contributions to managing and conducting educational programs, and mentoring of students and colleagues. Peer evaluations of teaching and assessments of how the applicant's scores compare to other educators in the department and the discipline are helpful. This includes contribution at local or national levels to development of educational programs or examinations. The chair should state his/her assessment of the applicant's level of achievement in education for those on an educational excellence pathway.
- Assessment of professional and academic service stressing the significance of contributions to the department, Medical School, community, and specialty/discipline. The chair may describe how professional service activities enhance the work of colleagues or provides service to the academic community at large. The significance of intramural and extramural professional services, such as Institutional Review Board (IRB) membership, study sections or review panels should be discussed. In academic service, the significance of the work to the department or Medical School should be clarified. The chair should compare the applicant to appropriate colleagues and state his/her assessment in terms of the descriptors used in the guidelines.
- Summary of the rationale and evidence supporting the requested appointment or promotion from the perspective of the departmental chair including an enumeration of the candidate's sources of salary support for the previous three (3) years and projected sources of future support together with an estimate of the candidate's potential to obtain such support (if appropriate). This summary should include the chair's assessment of the applicant's level of achievement (i.e. early, mid-, or established-career level) for each relevant domain (teaching, research/scholarship, academic service, professional service) to clarify the basis for the academic promotion or award of tenure.
- The departmental chair must provide an informative letter on each applicant who has a primary appointment in his/her department. If the applicant has a secondary appointment or significant responsibilities in a Center, the chair of the primary department may request a letter from the chair of the secondary department (or center director) reflecting his/her assessment of the candidate.

**Tenure Eligibility:** When the Department Chair and faculty member agree that the faculty member will be recommended for appointment or promotion with eligibility for tenure consideration (following discussions between the Department Chair and the Dean), language specifying tenure eligibility will be included in a letter of recommendation to the Dean from the Department Chair, signed by the faculty member. When a Chair and a faculty member concur that eligibility for tenure consideration is no longer appropriate, language specifying this change to tenure ineligibility will be included in a letter of recommendation to the Dean from the Department Chair, signed by the faculty member.

### III. Terms of Appointment

**A. Lecturers and Senior Lecturers:** Appointments to the position of lecturer may be recommended for a period of up to three (3) years, or any part thereof. Appointments to the position of senior lecturer may be recommended for a period of up to five (5) years, or any part thereof. Appointments are usually recommended for the term of one (1) academic year, and are renewable indefinitely, based on the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

**B. Instructors:** Instructors in (Department) (unmodified) are limited to a total of three (3) years' time in rank. Appointment to the rank may be recommended for a term of up to two (2) years or any part thereof, and renewed upon recommendation, based on the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department. For example, the appointment may be recommended for a period of one (1) academic year and renewed annually upon recommendation for a total of three (3) years as an instructor.

For Instructors with unmodified titles who are subject to a three-year maximum term in rank, based upon adequate justification, an extension of the maximum term in rank may be granted for one (1) year at the Dean's discretion upon the written request of the faculty member and the department chair. The maximum term in rank clock will be suspended automatically for one calendar year for each instance of the following: the birth, adoption, or foster placement of a child, subject to notice of the event in writing by the faculty member to the Office of Faculty Affairs. The use of automatic suspensions does not affect consideration for extension of term in rank or for promotion.

## **C. Appointments on the Pathway Recognizing Academic Achievement and Scholarship**

**1. Assistant Professors:** Assistant professors eligible for tenure review on the Pathway Recognizing Academic Achievement and Scholarship (normally those in the Investigation area of excellence) are limited to a total of six (6) years' time in rank, whereas for other assistant professors with modified titles no limit is imposed. Appointment to the position of assistant professor may be recommended for an initial term of up to four (4) years or any part thereof, and renewed upon recommendation, based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department. For example, the appointment may be recommended for a period of one (1) academic year and renewed annually upon recommendation for a total of six (6) years as assistant professor, or two (2) three-year appointments might be recommended. For faculty eligible for tenure, the probationary period for review for tenure commences with appointment to the rank of assistant professor.

For Assistant Professors eligible for tenure review, based upon adequate justification, an extension of the six-year maximum term in rank may be granted for one (1) year upon the written request of the faculty member and chair, with the approval of the Faculty Councils and the Dean. When a review for promotion is unsuccessful, an individual may receive a one-year terminal appointment. This is not an extension of the time in rank. The maximum term in rank clock will be suspended automatically for one calendar year for each instance of the following: the birth, adoption, or foster placement of a child, subject to notice of the event in writing by the faculty member to the Office of Faculty Affairs. The use of automatic suspensions does not affect consideration for extension of term in rank or for promotion.

Assistant Professors with unmodified titles who are ineligible for tenure review, or with modified titles, are not limited as to time in rank. Appointment to the position of assistant professor may be recommended for an initial term of up to four (4) years or any part thereof, and renewed upon recommendation, based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

**2. Associate Professors and Professors:** Associate Professors and Professors on the Pathway Recognizing Academic Achievement and Scholarship are not subject to a maximum term in rank, but will be subject to the probationary period for tenure review if they are eligible for tenure review. For those individuals eligible for review for tenure, appointment to the positions of associate professor and professor may be recommended for any period up to the end of the probationary period or any part thereof and then recommended for renewal up to the end of the probationary period, based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

Non-tenure eligible Associate Professor and Professor appointments on the Pathway Recognizing Academic Achievement and Scholarship (areas of excellence: Clinical Expertise and Innovation or Educational Leadership) may be recommended for a term of one (1) to five (5) years, renewable indefinitely. Non-tenure eligible Associate Professor and Professor appointments on the Pathway Recognizing Academic Achievement and Scholarship (area of excellence: Investigation) supported primarily by extramural research funding may be recommended for a term of one (1) to five (5) years, contingent on available funding designated to the position. The term of appointment may not be longer than the duration of the guaranteed extramural, departmental or institutional support designated to the position. Faculty members on the Pathway Recognizing Academic Achievement and Scholarship will generally be recommended for one-year appointments, which may be renewed indefinitely based on the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

For faculty members on the Pathway Recognizing Academic Achievement and Scholarship who are subject to the probationary period for tenure review, the probationary period clock will be suspended automatically for one calendar year for each instance of the following: the birth, adoption, or foster placement of a child, subject to notice of the event in writing by the faculty member to the Office of Faculty Affairs. The use of automatic suspensions does not affect consideration for extension of the probationary period for tenure review, or for promotion or tenure.

#### **D. Appointments on the Pathway Recognizing Clinical Excellence**

Instructors on the pathway recognizing clinical excellence may be recommended for a term of one (1) to three (3) years and assistant professors, associate professors and professors for a term of one (1) to five (5) years, renewable indefinitely. Faculty members on the pathway recognizing clinical excellence, particularly those who are employed by affiliated institutions, will generally be recommended for one-year appointments which may be renewed indefinitely based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

#### **E. Appointments on the Pathway Recognizing Excellence in Investigation**

Appointments on the pathway recognizing scientific investigation may be recommended for a term of up to five (5) years, contingent on available funding designated to this position. The term of the appointment may not be longer than the duration of the guaranteed support. Appointments are renewable indefinitely, contingent on continued guaranteed funding designated to this position, the individual's continued fulfillment of the qualifications for appointment, and the programmatic needs of the department.

#### **F. Appointments on the Pathway Recognizing Teaching Excellence**

Appointments on the pathway recognizing teaching excellence may be recommended for a term of one (1) to five (5) years, renewable indefinitely. Faculty members on the pathway recognizing teaching excellence, particularly those who are employed by

affiliated institutions, will generally be recommended for one-year appointments which may be renewed indefinitely based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

### **G. Appointments on the Non-Professorial Faculty**

All appointments to the Non-Professorial Faculty, regardless of rank, shall be recommended for a one (1) year term, renewable indefinitely, based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department or administrative division.

### **H. Appointments to the Voluntary Faculty**

All appointments to the Voluntary Faculty, regardless of rank, "shall be for periods not exceeding one year." Appointments may be renewed indefinitely based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

### **I. Appointments to the Affiliate Clinical Faculty**

Appointments to the Affiliate Clinical Faculty will generally be recommended as one-year appointments which may be renewed indefinitely based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department. Instructors on the Affiliate Clinical Faculty may, in special cases, be recommended for a term of more than one (1) year, up three (3) years, and assistant professors, associate professors and professors for a term of more than one (1) year up to five (5) years, renewable indefinitely.

## **IV. Procedures for Renewal of Appointment**

**Departmental Review.** Prior to the end of the penultimate year of the appointment, the department should decide if it will recommend renewal of the appointment and for what duration. If the department will not recommend renewal or if the recommendation for renewal is subsequently not approved, the individual must be given sufficient notification that his or her faculty appointment will not be renewed (see Notice of Non-renewal guidelines below). In appropriate circumstances, the individual may be recommended for a transfer to a different pathway or to the voluntary faculty.

All notifications to the faculty member should be in writing from the department chair, and a copy of the letter should be forwarded to the Office of Faculty Affairs.

**Review at the College and University Levels.** Renewals of appointments are recommended by the chair to the Dean. For individuals whose term of appointment ends with the academic year on June 30, one-year renewals may be recommended by including the appointment on the staff list submitted annually to the Dean by the



department chair (except term appointments, and appointments contingent upon valid visa status at WCMC).

In the case of the renewal of an appointment for a period of more than one (1) year, the following credentials must be submitted to the Office of Faculty Affairs prior to the end of the penultimate year of the individual's appointment:

- Recommendation for Appointment form;
- *Curriculum vitae* and bibliography, in the required format;
- Letter of recommendation to the Dean from the department chair.

## V. Changes in Title, Area of Excellence, Academic Pathway

**Departmental Review.** In some cases the Department and faculty member may agree to a change in title, to change the faculty member's area of excellence, academic pathway, or employment status. This decision may be the result of a change in academic career focus, a change in employment status, or for other reasons.

To recommend a change in title, area of excellence, and/or academic pathway the following credentials must be submitted to the Office of Faculty Affairs prior to the end of the individual's appointment:

- Recommendation for Appointment Form (for title change);
- *Curriculum vitae* and bibliography, in the required format;
- Letter of appointment offer / recommendation to the Dean from the department chair, endorsed by the faculty member;

The Office of Faculty Affairs will forward the recommendation to the Dean for approval and inform the Department and the faculty member of the Dean's decision.

## VI. Review for Promotion

**Lecturer:** promotion from the position of Lecturer to Senior Lecturer may be recommended by the department chair whenever the individual has attained the qualifications for promotion.

**Instructor (unmodified):** By the end of the individual's second year in rank as Instructor, the department should decide if it will recommend promotion. If promotion is not recommended or, if recommended but subsequently not approved, sufficient notification of the termination of the appointment as Instructor must be given.<sup>10</sup> In appropriate instances, the department may recommend appointment at the same rank on the voluntary faculty, or on a different pathway, or in limited instances, transfer to the

---

<sup>10</sup> See Section II, Notification of Non-renewal and Section III, Termination of Appointment.

non-faculty academic staff. All notifications should be in writing from the department chair with a copy to the Office of Faculty Affairs.

**Assistant Professor (eligible for tenure review).** By the end of the individual's fifth year in rank as an assistant professor eligible for tenure review, the department must decide if it will recommend promotion. If the department does not recommend promotion, or if a recommendation for promotion is subsequently not approved, sufficient notification of the non-renewal of the individual's faculty appointment as assistant professor must be given.<sup>11</sup> In appropriate circumstances, the individual may be recommended for appointment as an assistant professor ineligible for tenure review; for appointment as assistant professor on the voluntary faculty, or for a change in title to Assistant Professor of Clinical (Department), Assistant Professor of Research (Department), or Assistant Professor of Teaching (Department). All notifications should be in writing from the department chair, endorsed by the faculty member, with a copy forwarded to the Office of Faculty Affairs.

**Assistant Professor (ineligible for tenure review).** Since there is no maximum term in rank for an assistant professor who is ineligible for tenure review, recommendations for promotion from assistant to associate professor may be made by the department chair whenever the individual has attained the qualifications for promotion<sup>12</sup>.

**Associate Professor.** Since there is no maximum term in rank for an associate professor, recommendations for promotion from associate professor to professor may be made by the department chair whenever the individual has attained the qualifications for promotion. Promotion of a tenure eligible associate professor without tenure will usually not occur prior to a successful review for tenure.<sup>13</sup>

## **VII. Notification of Non-Renewal or Termination of Appointment**<sup>14</sup>

Faculty members without tenure, who are in the first twenty-four (24) months of appointment on the paid full-time academic staff or are members of the regular part-time (50% FTE or greater) academic staff are entitled to six (6) months' notice of non-renewal. Faculty members who have been on the paid full-time academic staff more than twenty-four (24) months are entitled to twelve (12) months' notice of non-renewal.

---

<sup>11</sup> See Section II, Notification of Non-renewal and Section III, Termination of Appointment.

<sup>12</sup> All assistant professor rank level appointments, including Non-Professorial faculty.

<sup>13</sup> All associate professor rank level appointments, including Non-Professorial faculty.

Recommendations for promotion and for tenure may be submitted at the same time. See the "Tenure" section of the Academic Staff Handbook, Procedures for Granting Tenure.

<sup>14</sup> Also see Section II, Notification of Non-renewal and Section III, Termination of Appointment.

There are no minimum advance notification requirements for faculty who are not on the paid full-time or regular part-time academic staff at the Medical College, or who are on the professional staffs of affiliated institutions.<sup>15</sup>

Tenure eligible Associate Professors and Professors without tenure who have been reviewed for tenure and have not been granted tenure are entitled to twelve (12) months' notice of non-renewal from the time that the decision is made not to grant tenure, so that the total period includes at least one (1) full academic year.

No minimum advance notification of non-renewal is required for Voluntary Faculty. Non-renewal is effective at the end of the stated term of appointment, e.g., June 30th, or on some other date specified by the department chair. In general, the decision to renew or not to renew an appointment on the voluntary faculty is made by the department no later than April, in preparation for the submission to the Dean of the staff list for the coming academic year.<sup>16</sup> The department should provide notice of non-renewal to the faculty member at that time, or as soon as the decision is reached not to renew the appointment.<sup>17</sup>

Instructors, assistant professors, associate professors and professors on the Affiliate Clinical Faculty are entitled to three (3) months' notice of non-renewal of their appointment.

Appointments supported primarily by extramural grant funding on the Pathway Recognizing Academic Achievement and Scholarship and the Pathway Recognizing Scientific Investigation are for specific terms, the duration of which are determined by the guaranteed extramural or departmental or institutional sources of funds designated to the position. In the event that the faculty member's extramural sources of funding are lost during the term of the appointment, the Medical College or the affiliated institution, if appropriate, shall extend salary support, in an amount agreed upon by the department chair and the Dean, for a grace period not to exceed twelve (12) months, or for the remainder of the term of appointment, whichever ends sooner. The department chair may petition the Dean for an extension of the grace period. If the faculty member fails to secure funding during the grace period, and a petition of extension is not requested by the department chair, the faculty member's appointment shall terminate at the conclusion of the grace period.<sup>18</sup>

Authority for appointments on the Pathway Recognizing Academic Achievement and Scholarship and the Pathway Recognizing Scientific Investigation rests with the

---

<sup>15</sup> See Section II, concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.

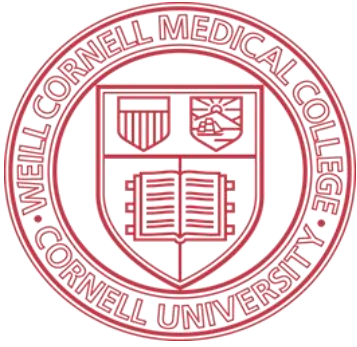
<sup>16</sup> See above, Procedures for Renewal of Appointment.

<sup>17</sup> See Section II concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.

<sup>18</sup> See Section II, concerning terms of appointment for faculty members on the professional staffs of affiliated institutions.

President of the University upon the recommendation of the chair and approval of the Dean of the Medical College. Therefore, unless an appointment is renewed pursuant to these procedures, it will end on the stated termination date. Advance notification of non-renewal is not required.

APPENDIX B



**Guidebook: Key Recruitment and Other Procedures**

**Weill Cornell Medical College**

## **TABLE OF CONTENTS**

|   |     |
|---|-----|
| Summary of Faculty Positions at Weill Cornell Medical College .....                     | B-1 |
| I. Titles Not Associated with a Faculty Pathway.....                                    | B-1 |
| II. Unmodified Professorial Titles Associated with a Faculty Pathway .....              | B-1 |
| III. Modified Titles Associated with A Faculty Pathway .....                            | B-1 |
| IV. Voluntary Faculty .....   | B-1 |
| V. Affiliate Clinical Faculty.....  | B-2 |
| VI. Titles Associated with the Non-Professorial Faculty .....                           | B-2 |
| Academic Department Senior/Mid-Level Faculty Search Guideline Operating Procedure.....  | B-2 |
| 1. Purpose.....   | B-2 |
| 2. Related Documents .....  | B-2 |
| 3. Procedure .....  | B-3 |
| Academic Department Chair/Institute Director Search Guideline Operating Procedure ..... | B-7 |
| 1. Purpose.....   | B-7 |
| 2. Related Documents .....  | B-7 |
| 3. Procedure (Please advise the Office of Faculty prior to beginning any search) .....  | B-8 |

## 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



Search Committee  
Member Training Log



- Academic Applicant Search Plan



Search Committee Plan

- Search Committee Confidentiality Agreement



Search Committee Member Confidentiali

- Search Committee Membership log



Search Committee Membership log

- Job Profile (template from SuccessFactors)



Job Profile Template

- 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 <a href="#">Committee Membership Form</a> should be sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu).  |
| 5 | Each committee member must sign a <a href="#">Confidentiality Agreement</a> 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 “<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 <a href="#">Bias Training form</a> 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"> <li>i. Description of WCM and the department</li> <li>ii. Job description</li> </ul> |

|    |   |
|----|---|
|    | <ul style="list-style-type: none"> <li>iii. Requirements and qualifications</li> <li>iv. Application process</li> <li>v. <u>EEO statement</u></li> </ul>  |
| 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"> <li>i. Advertisements in target publications with diverse audiences</li> <li>ii. Personal networking</li> <li>iii. Determination of external search firms</li> </ul> |
| 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"> <li>i. Names of search committee chair and members</li> <li>ii. Documentation of completion of unconscious bias training</li> <li>iii. Search plan</li> <li>iv. List of applicants</li> <li>v. Documentation of confidentiality agreement by all committee members</li> </ul> <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"> <li>- The announcement is distributed to a diverse group to ensure appropriate pool of candidates.</li> <li>- The announcement must include the link to the posting.</li> <li>- The announcement must include the EEO statement.</li> </ul>   |
| 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"> <li>- Committee members define the evaluation criteria for the candidate pool. (Criteria cannot be biased towards any one group of candidates.)</li> <li>- 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.)</li> <li>- The first cut of the candidates is made; list is provided to the Committee</li> </ul> |
| 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"> <li>i. Ensure each application is reviewed by multiple committee members to allow a fair evaluation, and,</li> <li>ii. Although unusual, may coordinate an onsite visit to candidate’s current work environment, if appropriate.</li> </ol>   |
| 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"> <li>- 2-3 candidates are selected as finalists.</li> <li>- Subsequent visits and any speaking engagements are coordinated.</li> <li>- 3 reference checks are made (Search Firm may conduct this if used.)</li> </ul> <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"> <li>i. The final list of candidates</li> <li>ii. The criteria used to evaluate the candidates</li> <li>iii. Documentation, including the candidate’s CV, showing the rationale behind the final candidate choices</li> </ol>   |

|    |   |
|----|---|
| 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. |
|----|---|

## 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



Search Committee  
Member Training Log

- Academic Applicant Search Plan



Search Committee  
Plan

- Search Committee Confidentiality Agreement



Search Committee  
Member Confidentiali

- Search Committee Membership log



Search Committee Membership log

- Job Profile (template from SuccessFactors)



Job Profile Template

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

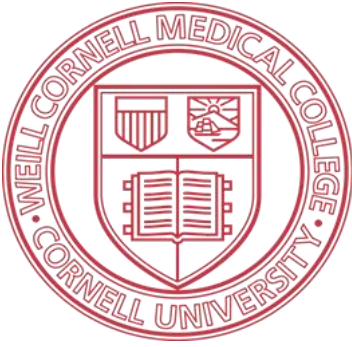
| Step | Procedure   |
|------|---|
| 1    | The Dean appoints the chair of a search committee for chair or director of a non-clinical department, institute, or center. If the search is for the chair of a clinical department, institute, or center (henceforth called “clinical unit”), the Dean and the 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 <u>Committee Membership Form</u> should be sent to the Office of Faculty (Jeanne Tejada; jed2029@med.cornell.edu). |
| 5    | Each committee member must sign a <u>Confidentiality Agreement</u> 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>  |
| 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 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"> <li>i. Description of WCM and the department</li> <li>ii. <u>Job description</u></li> <li>iii. Requirements and qualifications</li> <li>iv. Application process</li> <li>v. <u>EEO statement</u></li> </ol> |
| 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="padding-left: 40px;">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), 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"> <li>i. Advertisements in target publications with diverse audiences</li> <li>ii. Personal networking</li> <li>iii. Determination of external search firms</li> </ul> |
| 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"> <li>i. Names of search committee chair and members</li> <li>ii. Documentation of completion of unconscious bias training</li> <li>iii. Search plan</li> <li>iv. List of applicants</li> <li>v. Documentation of confidentiality agreement by all committee members</li> </ul> <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), Dean, NYP President (if a clinical unit), and Office of Faculty and is distributed to the WCM faculty community, requesting the names of potential candidates.</p> <ul style="list-style-type: none"> <li>- The announcement is distributed to a diverse group to ensure appropriate pool of candidates.</li> <li>- The announcement must include the link to the posting.</li> <li>- The announcement must include the EEO statement.</li> </ul>  |
| 14 | <p>An advertisement 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. Advertisements must be aligned with the Search Plan specifications.</p> <p>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"> <li>- Committee members define the evaluation criteria for the candidate pool. (Criteria cannot be biased towards any one group of candidates.)</li> <li>- 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.)</li> <li>- The first cut of the candidates is made; list is provided to the Committee</li> </ul> |
| 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> <ul style="list-style-type: none"> <li>i. Ensure each application is reviewed by multiple committee members to allow a fair evaluation, and,</li> <li>ii. Although unusual coordinate an onsite visit to candidate’s current work environment, if appropriate.</li> </ul>  |
| 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"> <li>- 2-3 candidates are selected as finalists.</li> <li>- Subsequent visits and any speaking engagements are coordinated.</li> <li>- 3 reference checks are made (Search Firm may conduct this if used.)</li> </ul> <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"> <li>i. The final list of candidates</li> <li>ii. The criteria used to evaluate the candidates</li> <li>iii. Documentation showing the rationale behind the final candidate choices</li> </ul>  |
| 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>   |



## APPENDIX C



# **Guidebook: Appointment of Noncitizens**

## **Weill Cornell Medical College**

## TABLE OF CONTENTS

|    |  |     |
|----|--|-----|
| 1. | General Guidelines                         | C-1 |
| 2. | Exchange Visitor (J1) Status               | C-3 |
| 3. | Temporary Worker (H-1B) Status             | C-4 |
| 4. | Other Non-Immigrant and<br>Immigrant Visas | C-5 |

## GENERAL GUIDELINES

### I. Introduction

The immigration and naturalization laws and regulations of the United States severely limit employment opportunities for noncitizens in the U.S. **It is the policy of the Medical College to comply with federal regulations and to employ only those individuals who are authorized for employment:**

1. Citizens or nationals of the United States;
2. Lawful permanent residents; and
3. Noncitizens authorized by the United States Citizenship and Immigration Services (USCIS) to work in the U.S., i.e., holding employment authorization or in a nonimmigrant visa status which grants employment authorization, such as J-1 (Exchange Visitor) and H-1B (Temporary Worker) status.

The recommended term of a noncitizen's academic appointment may not exceed the duration of the approved employment authorization. Appointments are contingent upon the individual's obtaining and maintaining a visa status which grants employment authorization.

**It is the responsibility of the noncitizen academic staff member to maintain valid nonimmigrant visa status or employment authorization at all times.**

The USCIS District Office nearest the Medical College is located at 26 Federal Plaza, New York, New York 10278. However, most employment-based petitions and applications are adjudicated by the USCIS California Service Center.

While the terms "immigration status" and/or "immigration classification" indicate an individual's legal status and the purpose for being in the U.S., the immigration status or classification does not always indicate the type of visa the person originally used to enter the U.S.

For detailed Immigration and work sponsorship information, please visit <https://hr.weill.cornell.edu/services> and either "Filter by Category" and select Immigration or scroll down to Immigration Services.

### II. Sponsorship of J-1 and H-1B Visas

Noncitizens are generally sponsored by the Medical College primarily for J-1 or H-1B visa status. Since the procedures are complex, departments should contact the Immigration Office ([hr-immigration@med.cornell.edu](mailto:hr-immigration@med.cornell.edu)) as early as possible when considering the appointment or employment of a noncitizen.

In most cases, the Medical College will sponsor a noncitizen's visa status only after the proper appointment forms and credentials have been submitted to the Office of Faculty Affairs and the appointment has been approved. In general, only those academic staff members who will be employed by Cornell and active at the Weill Cornell Medical College may be sponsored by the Medical College. Most noncitizens who will be employed by or active at an affiliated institution will be sponsored by that institution.

For consideration of the Medical College's sponsorship of noncitizens at New York-Presbyterian (NYP) Hospital System institutions, the appointing department should contact the NYP Graduate Medical Education Office. Their contact information is available at

- [NYP-GME](#)
- [Directory](#)

**Foreign medical graduates who will receive hospital appointments on the PGY-track or as Clinical Fellows will not be sponsored by the Medical College.** These individuals must contact the Sponsorship Office of the Educational Commission for Foreign Medical Graduates (ECFMG), located at 3624 Market Street, Philadelphia, Pennsylvania 19104 (By Telephone: 215-823-2121; By e-mail: [evsp-support@ecfm.org](mailto:evsp-support@ecfm.org)) for information on J-1 physician visa sponsorship and credentialing procedures. The Medical College may sponsor clinical fellows who are foreign medical graduates for H-1B visa status if they have passed certain credentialing examinations in the U.S. The appointing department should contact the Immigration Office as early as possible to determine a foreign medical graduate's eligibility for H-1B status well in advance of the expected appointment start date.

A noncitizen physician whose visa status in the U.S. is sponsored by the Medical College must contact the Immigration Office before undertaking any plan to perform clinical services. The situation and the proposed activities must be reviewed, and the physician and the department will be advised whether the physician can participate without violating the terms of his or her legal stay in the U.S.

In addition, the physician and department must ensure that the physician has appropriate licensure authorization from the Hospital, along with malpractice coverage.

### **III. Taxes**

Compensation paid to noncitizens may or may not be subject to Social Security and Medicare taxes, depending upon visa status. In addition, earned salary may or may not be subject to federal, state and city income taxes depending upon the applicable tax treaty, if any, with the individual's home country. For more information, please visit [Tax Information](#).

## EXCHANGE VISITOR (J-1) STATUS

### I. Introduction

The J-1 Exchange Visitor visa is the most common visa for visiting academic staff to Weill Cornell Medicine. The purpose or essence of this visa is to facilitate an exchange of learning, knowledge, and experience. It is temporary in nature, meaning it is not meant for tenure-track or tenure-eligible academic appointments.

Differing from other visa categories, the J-1 Exchange Visitor Program (EVP) has multiple categories, and the visa program is administered by the U.S. Department of State (DOS). WCM has approval from DOS to host the below categories:

- J-1 Scholar (Research Scholar and Professors)
- J-1 Short-Term Scholar

For detailed information specific initial eligibility, transfers, renewals, travel, etc., please visit [J-1 Exchange Visitor](#).

### **GUIDELINES FOR GRANTING TEMPORARY PRIVILEGES TO J-1 PHYSICIANS**

ECFMG is the only visa sponsor for J-1 physicians who participate in U.S. clinical training programs. ECFMG administers its J-1 Exchange Visitor Sponsorship Program (EVSP) in accordance with U.S. Department of State guidelines and the U.S. Code of Federal Regulations. For more information, please visit <https://www.ecfm.org/evsp/roles.html>.

## TEMPORARY WORKER (H-1B) STATUS

### I. Introduction

The Medical College will petition the United States Citizenship and Immigration Services (USCIS) to classify a noncitizen as a Temporary Worker (H-1B visa status) if the department believes that the academic staff member should remain in the United States beyond their length of stay as a J-1 Exchange Visitor. The procedures for petitioning for H-1B status are complicated, and **it is imperative that the department and the noncitizen academic staff member be in contact with the Immigration Office as soon as possible.**

For detailed information specific initial eligibility, transfers, renewals, travel, etc., please visit [H-1B Specialty Occupation Workers](#).

### II. Waiver of the Exchange Visitor Two-Year Home Country Residence Requirement

Noncitizens in J-1/J-2 visa status who - 1) received funding from the United States, their home government, or certain international organizations, 2) possess certain skills in short supply in the home country, or 3) are receiving clinical medical training - first must be granted a waiver of the two-year home country residence requirement before their immigration status can be changed to that of H-1B temporary worker. Applications for the waiver are initiated with the consulate of the individual's home government and should be filed with the Department of State well in advance of the planned submission of the H-1B petition. (**Please note:** If the J-1 waiver is not granted, it is not possible for the noncitizen's status to be changed to H-1B.) For more information, please see [How to Request a Waiver](#).

## OTHER NON-IMMIGRANT AND IMMIGRANT VISAS

### I. Nonimmigrant Visas

It is possible for noncitizens to enter the United States with visas other than work visas sponsored by the Medical College. For example, they may enter initially with a B-1 (visitor for business), B-2 (tourist) visa, or under the Visa Waiver Program (VWP). There are severe restrictions on the activities in which these visitors may participate, especially those in B-2 visa status. A visitor in B-1 status may, in certain circumstances, be given an honorarium or be reimbursed for expenses. For more information on B1, B-2, and the VWP, please visit [B-1, B-2 Visitors and Visa Waiver Program](#).

The Medical College may also sponsor alternate work visa sponsorship outside of J-1 and H-1B status depending on the position details and background of the noncitizen, such as O-1, TN, and E-3 status. For more information on any of these statuses, please visit:

- [O-1 Individuals with Extraordinary Ability or Achievement](#)
- [TN Professionals from Canada and Mexico](#)
- [E-3 Specialty Workers from Australia](#)

Noncitizens in J-2 visa status (dependents of J-1 Exchange Visitors) may apply to the USCIS for employment authorization under certain circumstances. For more information, please visit [J-2 Dependents](#).

In very limited circumstances, noncitizens in H-4 visa status (dependents of H-1B Specialty Occupation workers) may apply to the USCIS for employment authorization under certain circumstances. For more information, please visit [H-4 Dependents](#).

Noncitizen students holding F-1 visas may also be employed for specified periods before and after completion of their educational programs. For more information, please visit [F-1 Employment Options](#).

### II. Immigrant Visas and Permanent Resident/Green Card Sponsorship

Permanent residents ("green card" holders) may be employed in the same manner as citizens of the United States.

An noncitizen academic staff member may wish to apply for immigrant status. In such cases, **he or she must notify the Immigration Office of this intent**. The Medical College provides limited guidance to the staff member through the complex application process.

For more information, please visit [Permanent Residents](#) and [Outstanding Professors & Researchers](#).