

Statement of Purpose

This website contains two major sets of documents that are central to faculty appointments and participation in Weill Cornell Medicine.

Part 1 is the Academic Staff Handbook (“ASH”), which contains information and policies related to appointment, promotion, academic titles, conduct, and grievance procedures for faculty and staff members. The ASH is subject to continuing review, and this website will be revised as policies are created or updated.

Part 2 contains information, policies, and convenient links to additional important faculty activities such as 1) participation in the Physician Organization; 2) performance of research; and 3) engagement with medical students and other professionals-in-training; as well as general information and regulations regarding employment, benefits, workplace safety, etc. This section contains Weill Cornell Medicine policies and broader Cornell University policies, including those necessary to comply with government laws and regulations.

Part 1. Academic Staff Handbook

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Introduction

I. University Faculty

According to the Bylaws of Cornell University, the membership of the University Faculty is defined as follows:

The voting members of the University Faculty shall consist of the President, who shall be the presiding officer, emeritus professors, university professors, professors-at-large in residence, and all professors, associate professors and assistant professors of the several colleges, schools and separate academic units at Ithaca and Geneva, including those with courtesy appointments as authorized by these Bylaws and ex-officio members authorized by the Board of Trustees upon recommendation of that Faculty.

The nonvoting members of the University Faculty shall consist of the university professors, professors, associate professors and assistant professors in the Medical College, and those bearing the adjunct, visiting or acting title. The University Faculty may grant to any group of nonvoting members the right to vote on any question deemed by the Faculty to be of interest to such group.

The Board of Trustees may elect other persons to membership in the University Faculty, from time to time, upon the recommendation of that Faculty.

II. Faculty of the Medical College

The faculty of the Medical College is composed of the President, who shall be the presiding officer; the Dean of the Medical College; and all university professors, professors, associate professors, assistant professors, and instructors in the departments under the charge of the Medical College. The faculty of the Medical College has granted college faculty status to individuals holding the positions of senior lecturer and lecturer, and to the members of the non-professorial faculty. Granting of such college faculty status does not affect other conditions of employment.

III. Duties of the Faculty

According to the Bylaws of Cornell University, the duties of the faculty of the Medical College are defined as follows:

Subject to the authority of the University Faculty on all matters affecting general educational policy, it shall be the duty of each separate college or school faculty to determine the entrance requirements for its own students; to prescribe and define courses of study for them; to determine the requirements for such degrees as are offered to students under its

jurisdiction; to recommend to the President such candidates for degrees as may have fulfilled the requirements therefore; to enact and enforce rules for the guidance and supervision of its students in their academic work; and in general to exercise jurisdiction over the academic interests of students and all other educational matters in the particular college or school.

At the Medical College,

...the duties of the Faculty shall be discharged ordinarily by an Executive Faculty Council consisting of the President, the Provost for Medical Affairs, the dean and the associate deans of the college, and the chairpersons of those departments of the college and such other persons as may be designated by the President; and by a General Faculty Council consisting of representatives elected by the various disciplines and constituent elements of the college as the Board of Trustees shall authorize and provide.

The Executive Faculty Council (EFC) and General Faculty Council (GFC) discharge these duties at regularly scheduled meetings or otherwise, as necessary. In certain instances, participation of the full faculty of the Medical College may be appropriate.

IV. Faculty Titles

The following titles may be granted upon appointment to the faculty of the Medical College:

University Professor

Professor of (Department)

Associate Professor of (Department)

Assistant Professor of (Department)

Instructor in (Department)

Senior Lecturer in (Department)

Lecturer in (Department)

(Discipline) in (Department)

Associate (Discipline) in (Department)

Assistant (Discipline) in (Department)

In addition, the modifiers “clinical”, “research”, “teaching”, “affiliate”, “adjunct”, “visiting”, and “courtesy” may be used with certain titles and in various positions in the title to describe further the responsibilities, privileges and/or employment status of the faculty member.

V. Organization of Faculty Titles

Through faculty legislation, the Medical College has established a system of faculty pathways. Each pathway is distinguished by specific qualifications; duties in the areas of teaching, research, and, if applicable, clinical service; and privileges. Not all faculty titles are available on each pathway.

The titles of Lecturer and Senior Lecturer are not associated with any of the faculty pathways. The qualifications, duties and privileges associated with a faculty appointment to this rank as defined by University Faculty legislation appear in the subsection, Lecturers and Senior Lecturers.

The title of Instructor in (Department) is not associated with a faculty pathway and is not a professorial title. The title is reserved for individuals for whom an initial appointment to the rank of assistant professor is not yet appropriate, but who exhibit academic promise in the areas of teaching, research, and/or, if applicable, clinical service. For individuals not salaried by the Medical College, initial instructor-level appointments with the appropriate modifier can be made in the Clinical Excellence Pathway (Instructor in Clinical (Department)) and to the Voluntary Faculty (Clinical Instructor in (Department)).

The use and placement of a modifier may denote that the title is associated with a particular pathway, e.g., the title of Professor of Research in (Department) denotes an appointment at the rank of professor on the Scientific Investigation Pathway. The faculty titles on the non-professorial faculty, i.e., (Discipline) in (Department), Associate (Discipline) in (Department), and Assistant (Discipline) in (Department), may only be used for appointments to that faculty. Listed below are the Medical College faculty titles:

A. Titles Not on a Pathway

1. Lecturer in (Department)
2. Lecturer in Clinical (Department)
3. Senior Lecturer in (Department)
4. Senior Lecturer in Clinical (Department)
5. Instructor in (Department)

B. Unmodified Titles on the 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)

C. Modified Titles on a Pathway

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)

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)

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)

D. Voluntary Faculty

- Clinical Instructor in (Department)
- Clinical Assistant Professor of (Department)
- Clinical Associate Professor of (Department)
- Clinical Professor of (Department)

E. Affiliate Clinical Faculty

- Affiliate Instructor in Clinical (Department)
- Affiliate Assistant Professor of Clinical (Department)
- Affiliate Associate Professor of Clinical (Department)
- Affiliate Professor of Clinical (Department)

F. Non-Professorial Faculty

Assistant (Discipline) in (Department)

Associate (Discipline) in (Department)

(Discipline) in (Department)

VI. General Qualifications for an Appointment to the Faculty

In general, it is expected that persons recommended for appointment to the faculty at the Medical College will hold the terminal-level degree in their field of scholarship and will have demonstrated ability or potential in a combination of teaching, research, clinical service and/or academic administration. Additionally, there are restrictions on associations with other institutions.

VII. General Procedures for Appointment to the Faculty

Recommendations for appointment or promotion to the faculty of the Medical College originate in the department and require the written approval of the department chair. In appropriate instances, the recommendation may originate in the division, affiliate department, institute or center and then be reviewed by the department chair or appropriate director for approval.

A. New or Replacement Positions at the Medical College. A department may not recruit for a new or replacement position without the explicit approval of the Dean. In submitting a request to the Dean for a new or replacement position at the Medical College, or for a tenure appointment, there must be included a statement of the individual's source of salary support for the anticipated term of appointment and, if applicable, sources of salary support for the previous three (3) years at the Medical College. Faculty members may receive a portion of their salary from public and private grants and contracts.

If the request for the new or replacement position at the Medical College is approved by the Dean, the individual responsible for the recruiting effort must consult with the Associate Dean of Diversity to develop a recruiting plan and submit an "Academic Applicant Search Plan, parts I and II". Once candidates for the position have been identified, the Academic Applicant Tracking process should be completed within the Human Resources Department's Recruitment Management System. Upon completion of the recruitment process, credentials of the chosen candidate are transmitted to the Office of Faculty Affairs for processing.

B. Deadlines. In recommending an appointment or promotion to any faculty position, the department is responsible for insuring the timely submission of all necessary forms and credentials to the appropriate administrative offices.

C. Authorization for Approval. Recommendations for appointment or promotion to the ranks of lecturer, senior lecturer, instructor and assistant professor are

made by the chair to the Dean for approval.

Recommendations for appointment or promotion to the ranks of associate professor (without tenure) and professor (without tenure) are made by the chair to the Dean, who refers them to the Committee of Review. Those appointments and promotions which the Committee of Review recommends for approval are submitted by the Dean to the Faculty Councils for review. If the Faculty Councils also recommend approval, the recommendations are submitted to the Dean for action.

Recommendations for granting tenure are made by the chair to the Dean. If the Dean consents to the availability of the position, the proposals for granting tenure are considered by an *ad hoc* advisory subcommittee of the Committee of Review. Those proposals recommended for approval by the Committee of Review are submitted by the Dean to the Faculty Councils for review. If the Faculty Councils also recommend approval, the recommendations are presented to the Dean and, upon the Dean's approval, submitted to the Board of Fellows for the award of tenure.

In the case of new appointments at the Medical College, no payroll authorization can be honored until the necessary documents have been received by the administrative offices concerned and the recommendation for appointment has been approved. Once a recommendation for professorial appointment or promotion or for the granting of tenure is approved, the Office of Faculty Affairs will send written notification to the faculty member and department.

VIII. Faculty Review

Each department must have written guidelines documenting its internal procedures for reviewing appointments and promotions on file in the Dean's Office. Each faculty member who is employed by the Medical College will meet at least once annually with their department chair or his/her designee for a review of their academic performance and, when appropriate, progress toward promotion. The designee of a chair must hold an academic appointment in the Medical College. Each faculty member who is acting as a chair of a department will meet the Dean of the Medical College for academic review using the same system as for other faculty members. Academic performance encompasses activities in four service areas: education, research, clinical care, and administration. Prior to the meeting, each faculty member will prepare a self-assessment of last year's achievements and next year's goals. During the meeting, the chair or designee will discuss the self-assessment and give feedback regarding the faculty member's academic performance and progress toward promotion. A meeting report will document that the faculty member has been provided with substantive feedback, will include a discussion on the availability of funding to support the faculty member, and will require sign-off by both the chair or designee and faculty member. The faculty member will have an opportunity to comment on their satisfaction with the review process. If a faculty member is unwilling to sign-off on the review, or otherwise indicates dissatisfaction with the review encounter, the Senior Associate Dean (Faculty) will review the meeting records, and where appropriate, interview the faculty member. Records of the meeting reports and faculty member's comments will be

maintained by the Office of Faculty Development. The Dean, the Associate Dean (Faculty Development), and the department chairs may confer, as needed, annually or more often concerning the progress of the faculty members.

IX. Terms of Appointment

Unless otherwise recommended, faculty appointments are made for a period of one year and may be renewed annually. Most often, the term of appointment will conform to the academic year, i.e., July 1st to June 30th, but an appointment may begin during the academic year and may have a termination date other than June 30th.

The appointments of qualified individuals on the staff of an affiliated institution are contingent upon the continuation of their appointments at the affiliated institution, and the continuation of the Affiliation Agreement between Weill Cornell Medical College, Cornell University and that institution. Should either condition cease to be in effect, the faculty member's appointment at the Medical College will end coterminously.

Renewal of term appointments, probationary or otherwise, is not a matter of right and is not automatic. Renewal depends on satisfactory performance, the availability of funds and space, and continuation of the particular program. In accordance with the Bylaws of the University, such appointments cease at the expiration of the stated term, subject to notification requirements for full-time and paid part-time faculty.

Appointments Not Associated with a Faculty Pathway

Lecturers and Senior Lecturers

I. Introduction

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 in order 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.

II. Duties

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 make such consideration appropriate.

III. Titles

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.

IV. Qualifications

A. 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.

B. 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.

Instructors

I. Introduction

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.

II. Duties

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.

III. Titles

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

IV. Qualifications

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.

Appointment and Promotion on the Pathway Recognizing Academic Achievement and Scholarship

Eligibility for Appointment and Promotion with Tenure

I. Introduction

Appointments and promotions on the Pathway Recognizing Academic Achievement and Scholarship that may lead to review for tenure are reserved for full-time members of the faculty, and, in unusual circumstances, for regular part-time members of the faculty paid by the Medical College. Eligibility for tenure review must be documented in writing to the faculty member, typically noted in the appointment offer letter. Individuals holding appointments that are eligible for review for tenure are subject to the maximum term in rank as assistant professor and to the probationary period for tenure review.

II. Duties

Individuals holding appointments that are eligible for review for tenure will assume major duties in investigation, clinical care and research, education and educational leadership, and, if applicable, educational administration, and will, through their activities, foster the academic programs of the Medical College. Their specific duties are determined by the chair of the department in which they hold their appointment.

III. Qualifications

Individuals recommended for appointments eligible for review for tenure in most instances will have a M.D., Ph.D., or other applicable terminal degree.

Pathway Recognizing Academic Achievement and Scholarship – Areas of Excellence

Clinical Expertise and Innovation, Investigation, Educational Leadership

I. Introduction

Appointments and promotions on the Pathway Recognizing Academic Achievement and Scholarship are reserved for full-time members of the faculty, and, in unusual circumstances, for regular part-time members of the faculty paid by the Medical College.

II. Duties

Individuals holding appointments on the Pathway Recognizing Academic Achievement and Scholarship will assume major duties in investigation, clinical care and research, education and educational leadership, and, if applicable, educational administration, and will, through their activities, foster the academic programs of the Medical College. Their specific duties are determined by the chair of the department in which they hold their appointment.

III. Titles

The following titles represent the ranks available for faculty on the Pathway Recognizing Academic Achievement and Scholarship, in any of the three areas of excellence:

Assistant Professor of (Department)

Associate Professor of (Department)

Professor of (Department)

IV. Area of Excellence: Clinical Expertise and Innovation

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 Appendix A. 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 Metrics for Scholarship Table in Appendix

A 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 Appendix A Teaching Tables) and the individual may participate in clinical, translational, or basic scientific research related to the clinical field.

A. Assistant Professor: 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.

B. Associate Professor: 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.

C. Professor: 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.

V. Area of Excellence: 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.

A. Assistant Professor: 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 faculty eligible for tenure, the probationary period for review for tenure commences with appointment to the rank of assistant professor.

B. Associate Professor: 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.

C. Professor: 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. Appointment to the rank of professor, tenure review eligible, usually involves the granting of tenure.

VI. Area of Excellence: Educational Leadership

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.

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 in the Educational Leadership area of excellence 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.

A. Assistant Professor: 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.

B. Associate Professor: 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.

C. Professor: 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.

VII. Additional Criteria

Additional criteria and requirements for all appointments on the Pathway Recognizing Academic Achievement and Scholarship include an evaluation of teaching activities and documentation of additional supporting activities. Guidance on these requirements and detailed metrics for appointment and promotion on the Pathway Recognizing Academic Achievement and Scholarship are set forth in more detail in Appendix A.

Appointment and Promotion on the Pathway Recognizing Clinical Excellence

I. Introduction

Appointment and promotion on Pathway Recognizing Clinical Excellence are reserved for full-time and regular part-time members of the faculty active at the Medical College or its affiliated institutions. Individuals holding appointments on this pathway are not eligible for review for tenure but are not precluded from being considered for transfer to the pathway recognizing academic achievement and scholarship.

II. Duties

Individuals on the Pathway Recognizing Clinical Excellence holding M.D. degrees may be engaged heavily in clinical practice and teaching. Individuals holding Ph.D. degrees must devote the large majority of time to clinically related activities, with their specific duties determined by the chair of the department in which they hold their appointment.

III. Titles

The following titles represent the ranks available for faculty on the Pathway Recognizing Clinical Excellence:

Instructor in Clinical (Department)

Assistant Professor of Clinical (Department)

Associate Professor of Clinical (Department)

Professor of Clinical (Department)

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

IV. Qualifications

Individuals recommended for appointment on the Pathway Recognizing Clinical Excellence 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 this pathway if they perform the duties described in II above.

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 (see Appendix A) 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.

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 Appendix A. 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.

A. Assistant Professor of Clinical (Department): 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, see Appendix A) and/or meeting the level specific teaching and education minimum standards where possible, will be valued.

B. 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, Appendix A) and/or meeting the level specific teaching and education minimum standards where possible, will be valued.

C. 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, Appendix A) and/or meeting the teaching and education minimum standards where possible, will be valued.

V. Additional Criteria

Additional criteria and requirements for all appointments on the Pathway Recognizing Clinical Excellence include an evaluation of teaching activities and documentation of additional supporting activities. Guidance on these requirements and detailed metrics for appointment and promotion on the Pathway Recognizing Clinical Excellence are set forth in more detail in Appendix A.

Appointment and Promotion on the Pathway Recognizing Excellence in Investigation

I. Introduction

Appointment and promotion on the Pathway Recognizing Excellence in Investigation are reserved for full-time and regular part-time members of the faculty active at the Medical College or its affiliated institutions who are engaged in research or research related services as their primary activity. Individuals holding appointments on this pathway are not eligible for review for tenure but are not precluded from being considered for transfer to the pathway recognizing academic achievement and scholarship.

II. Duties

Individuals holding appointments on the Pathway Recognizing Excellence in Investigation must devote the majority of their time to research, broadly defined. As a result, they may have accomplishments in teaching and/or clinical care, but not to the degree associated with appointment or promotion eligible for review for tenure. Their specific duties are determined by the chair of the department in which they hold their appointment.

III. Titles

The following titles represent the ranks available to faculty on the Pathway Recognizing Excellence in Scientific Investigation:

Assistant Professor of Research in (Department)

Associate Professor of Research in (Department)

Professor of Research in (Department)

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

IV. Qualifications

Individuals recommended for appointment on the Pathway Recognizing Excellence in Investigation in most instances will have a M.D., Ph.D. or other applicable terminal degree.

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 (Appendix A) 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 research settings may provide a limited opportunity for teaching activities.

A. Assistant Professor of Research in (Department): 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 Appendix A for Assistant Professor, will be valued.

B. 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 (Appendix A) for Associate Professor, will be valued. Contributions in support of the Medical College's teaching, clinical, and administrative activities will also be valued.

C. 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 Appendix A Professor, will be valued. Contributions in support of the Medical College's teaching, clinical, and administrative activities will also be valued.

V. Additional Criteria

Additional criteria and requirements for all appointments on the Pathway Recognizing Excellence in Investigation include an evaluation of teaching activities and documentation of additional supporting activities. Guidance on these requirements and detailed metrics for appointment and promotion on the Pathway Recognizing Excellence in Investigation are set forth in more detail in Appendix A.

Appointment and Promotion on the Pathway Recognizing Excellence in Teaching

I. Introduction

Appointment and promotion on the Pathway Recognizing Excellence in Teaching are reserved for full-time and regular part-time members of the faculty active at the Medical College or its affiliated institutions. It is anticipated that relatively few faculty will be recommended for appointment or promotion on this pathway since the Medical College considers teaching to be a universal faculty activity. Individuals holding appointments on this pathway are not eligible for review for tenure but are not precluded from being considered for transfer to the pathway recognizing academic achievement and scholarship.

II. Duties

Individuals holding appointments on the Pathway Recognizing Excellence in Teaching will assume major duties primarily in teaching. A distinction is made here between teachers and educators. Teachers are faculty who spend their time teaching others, managing the learning of individuals. Their specific duties are determined by the chair of the department in which they hold their appointment and the Office of Academic Affairs.

III. Titles

The following titles represent the ranks available on the Pathway Recognizing Excellence in Teaching:

Assistant Professor of Teaching in (Department)

Associate Professor of Teaching in (Department)

Professor of Teaching in (Department)

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

IV. Qualifications

Individuals recommended for appointment on the Pathway Recognizing Excellence in Teaching normally will hold an M.D., Ph.D., or other applicable terminal degree.

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*. These modified teaching titles apply to a limited number of faculty.

A. Assistant Professor of Teaching in (Department): 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 (Appendix A) 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.

B. Associate Professor of Teaching in (Department): 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 (Appendix A) 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).

C. Professor of Teaching in (Department): the candidate must provide evidence of service as an active and highly effective teacher by evidence or metrics in three of the teaching categories (Appendix A) 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).

V. Additional Criteria

Additional requirements for all appointments on the Pathway Recognizing Excellence in Teaching include an evaluation of teaching activities and documentation of additional supporting activities. Guidance on these requirements and detailed metrics for appointment and promotion on the Pathway Recognizing Excellence in Teaching are set forth in more detail in Appendix A.

Appointment and Promotion on the Voluntary Faculty

I. Introduction

Appointment and promotion on 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 programs of the Medical College in clinical departments or in the Department of Pathology; or serve on the voluntary staff of an affiliated institution. Individuals holding appointments on the voluntary faculty are not eligible for tenure.

II. Duties

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.

III. Titles

The following titles represent the ranks available on the voluntary faculty:

Clinical Instructor in (Department)

Clinical Assistant Professor of (Department)

Clinical Associate Professor of (Department)

Clinical Professor of (Department)

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

IV. Qualifications

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.

A. Clinical Instructor in (Department). Individuals recommended for appointment or promotion to the rank of instructor on the voluntary faculty should have completed a period of post-doctoral education appropriate to their specialty.

B. Clinical Assistant Professor of (Department). Individuals

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

C. Clinical Associate Professor of (Department). Individuals recommended for appointment or promotion to the rank of associate professor on the voluntary faculty 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.

D. Clinical Professor of (Department). Individuals recommended for appointment or promotion to the rank of professor on the voluntary faculty 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.

Appointment and Promotion on the Affiliate Clinical Faculty

I. Introduction

Appointment and promotion on the Affiliate Clinical Faculty are reserved for faculty that are primarily engaged in clinical activities without substantive educational roles or academic activities and either:

- A) provide clinical services primarily through NewYork-Presbyterian Medical Group (“NYPMG”) sites or at another Weill Cornell Medicine (“WCM”)-affiliated organization (such as HSS, MSKCC or another organization). These faculty members’ activities will be organized through NYPMG or another WCM-affiliated organization, and in the case of faculty at NYPMG sites may be employed by WCM; or
- B) are employed by WCM and provide clinical services primarily in office-based practices at locations away from the main NewYork-Presbyterian/Weill Cornell Medical Center campus, although they may have some intermittent or part-time clinical activities at the main campus and attending privileges at NYP/WCMC. These members of the Affiliate Clinical Faculty will be organized as part of the Physician Organization Network Division.

Recommendations for appointment of all Affiliate Clinical Faculty 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 track.

II. Duties

Affiliate Clinical Faculty will be primarily engaged in clinical practice and are distinguished from other faculty in that they do not have substantive educational roles or academic activity. Their specific duties are determined by the chair of the Department in which they hold their appointment. They may have limited involvement in the teaching programs of the Medical College, and in administrative activities incidental to their clinical practice. For employed members of the Physician Organization Network Division, their clinical activities will be integrated with the programmatic needs of the Weill Cornell Medicine Physician Organization. For faculty practicing at NYPMG sites, activities will be organized by NYPMG. For other affiliated faculty, their activities will be integrated with NYPMG or another WCM-affiliated organization.

III. Titles

The following titles represent the ranks available on the affiliate clinical faculty:

Affiliate Instructor in Clinical (Department)

Affiliate Assistant Professor of Clinical (Department)

Affiliate Associate Professor of Clinical (Department)

Affiliate Professor of Clinical (Department)

IV. Qualifications

Individuals recommended for appointment on 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.

A. Affiliate Instructor in Clinical (Department). Individuals who provide clinical services primarily through NewYork-Presbyterian Medical Group (“NYPMG”) sites or at another Weill Cornell Medicine (“WCM”)-affiliated organization (such as HSS, MSKCC or another organization) or are employed by WCM and provide clinical services primarily in office-based practices at locations away from the main NewYork-Presbyterian/Weill Cornell Medical Center campus, although they may have some intermittent or part-time clinical activities at the main campus and attending privileges at NYP/WCMC 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.

B. Affiliate Assistant Professor of Clinical (Department). Individuals who provide clinical services primarily through NewYork-Presbyterian Medical Group (“NYPMG”) sites or at another Weill Cornell Medicine (“WCM”)-affiliated organization (such as HSS, MSKCC or another organization) or are employed by WCM and provide clinical services primarily in office-based practices at locations away from the main NewYork-Presbyterian/Weill Cornell Medical Center campus, although they may have some intermittent or part-time clinical activities at the main campus and attending privileges at NYP/WCMC 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.

C. Affiliate Associate Professor of Clinical (Department). Individuals who provide clinical services primarily through NewYork-Presbyterian Medical Group (“NYPMG”) sites or at another Weill Cornell Medicine (“WCM”)-affiliated organization (such as HSS, MSKCC or another organization) or are employed by WCM and provide clinical services primarily in office-based practices at locations away from the main

NewYork-Presbyterian/Weill Cornell Medical Center campus although they may have some intermittent or part-time clinical activities at the main campus and attending privileges at NYP/WCMC, 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.

D. Affiliate Professor of Clinical (Department). Individuals who provide clinical services primarily through NewYork-Presbyterian Medical Group (“NYPMG”) sites or at another Weill Cornell Medicine (“WCM”)-affiliated organization (such as HSS, MSKCC or another organization) or are employed by WCM and provide clinical services primarily in office-based practices at locations away from the main NewYork-Presbyterian/Weill Cornell Medical Center campus, although they may have some intermittent or part-time clinical activities at the main campus and attending privileges at NYP/WCMC, 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.

Appointment and Promotion on the Non-Professorial Faculty

I. Introduction

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.

II. Duties

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 Pathway Recognizing Academic Achievement and Scholarship.

III. Titles

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.

IV. Qualifications

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.

A. 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.

B. 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.

C. (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.

Joint and Dual Appointments to the Faculty

I. Definition

Under exceptional circumstances, an individual may be recommended for appointments by more than one department at the Medical College, and, thus, receive joint or dual appointments to the faculty. In all cases, one department must be designated as the primary department.

A. A Dual Appointment may be warranted if the individual possesses equal qualifications in two fields and will assume significant responsibilities in both departments. He or she may hold undifferentiated or unqualified titles in more than one department. For example, an individual may be recommended for a dual appointment as Professor of Medicine (primary) and Professor of Healthcare Policy and Research.

B. A Joint Appointment may be warranted if an individual possesses the qualifications for appointment in a primary department, but also contributes significantly to the programs of another department. For example, an individual may be qualified for a primary appointment as Assistant Professor of Psychiatry and for a secondary appointment as Assistant Professor of Psychiatry in Pediatrics.

II. Policies and Procedures for Joint and Dual Appointments

A. General Procedures for Joint & Dual Appointments. The policies and procedures pertaining to appointment and promotion of and the award of tenure to faculty members with joint and dual appointments are the same as those already given above in the subsections on the different faculty ranks and pathways, and in “Tenure” (see below section on Tenure). One department is usually designated as the primary department and is responsible for initiating reviews for promotion, renewal, etc. as required by the policies and procedures of the Medical College.

The credentials of individuals at the rank of associate professor or above holding primary faculty appointments in a Medical College department and recommended for secondary appointments in another Medical College department need not be brought to the Committee of Review. The Dean may grant secondary appointments to faculty members meeting the requirements enumerated in the Academic Staff Handbook, upon the recommendation of the department proposing the secondary appointment and with the concurrence of the department where the faculty member has a primary appointment.

Insofar as possible, the individual should be recommended for appointment or promotion to the same rank in both departments, and for the same term of appointment. In addition, the credentials for a dual or joint appointment should include the written approval of the chair of the primary department.

B. Faculty Members with Primary Appointments at Columbia University Vagelos College of Physicians and Surgeons. Any faculty member of the Vagelos College of Physicians and Surgeons seeking to initiate a request for faculty

appointment, ongoing hospital or other clinical privileges, or programmatic activity either at Weill Cornell Medical College (WCMC) or the Weill Cornell Medical Center (WCMC), must obtain approval of the chairs of the respective departments prior to committing to or initiating such activity.

The policies and procedures for appointment to the proposed rank and pathway as contained in the appropriate subsections above will be followed, with the following exceptions:

The chairs of the respective departments at the two institutions must first submit for the review and approval by the two Deans a Reciprocal Faculty Appointment Application Form that includes:

1. The name and current faculty title at P&S and proposed faculty title at WCMC.
2. The proposed teaching, research and/or clinical activities of the faculty member at WCMC.
3. Funds flow, if any, related to income derived from the activities of the faculty member at WCMC or MC.

The proposed faculty member must sign a release authorizing the P&S to release any or all of the individual's faculty file, except compensation information, to WCMC for the appointment to move forward.

The Office of Faculty Affairs will obtain those sections of the applicant's faculty file (excluding compensation information), as agreed to by P&S and the WCMC and make the redacted faculty file available to the relevant departmental and Medical College review authorities. In the review process, the redacted file will procedurally serve in lieu of letters of recommendation from outside experts.

Insofar as possible, individuals should be recommended for appointment to the same rank in both departments, and for the same term of appointment.

4. In the presence of a practice agreement between the P&S and WCMC establishing a joint program of the New York-Presbyterian Hospital, faculty members at P&S who take part in the program at both the Weill Cornell Medical Center and the Columbia University Medical Center may be recommended for a non-adjunct WCMC appointment to the rank and pathway most appropriate for their qualifications.
5. In all other instances, if granted, the faculty appointment will include the qualifier Adjunct before the appropriate rank and department. Such Adjunct faculty appointments may be granted for an initial period of up to one year and may be renewable annually. The school of primary appointment shall serve as the home institution with the other designated

as the host institution.

Differentiated Titles

I. Definition

Differentiated titles include information about the individual's area of expertise or primary appointment, in addition to indicating rank, pathway and department. Differentiated titles should be used in the following cases:

A. When the individual holds a terminal degree in the basic sciences but holds an appointment in a clinical department, e.g., Associate Professor of Immunology Research in Medicine, or Assistant Professor of Biochemistry in Surgery.

B. When the individual holds a terminal degree and primary appointment in one department but holds a joint appointment in another department, e.g., Professor of Psychiatry in Pediatrics.

II. Policies and Procedures

The policies and procedures pertaining to appointment and promotion of and award of tenure to faculty members with differentiated titles are the same as those already given above in the subsections on the different faculty ranks and pathways, and in "Tenure" (see section on Tenure below).

The recommendation to appoint or promote an individual with a differentiated title should have the written approval of the chair of the primary department, if in conjunction with a joint appointment, or the department at the Medical College which provides instruction in the individual's area of expertise.

Appointment to an Endowed Professorship

I. Definition

Named professorships or chairs are appointments normally supported wholly or in part by endowment income. In some cases, named professorships are supported by general funds.

The terms of a donor may define the discipline of the incumbent of the chair so narrowly that the award is limited to a single department or be broad enough to encompass the entire University. Chairs may be awarded to individuals with existing Cornell appointments or to those recruited from outside the University. Appointments to endowed professorships are normally awarded to tenured members of the faculty at the rank of professor.

II. Procedures for Appointment

Authority for appointment or promotion of a faculty member to an endowed professorship, rests with the Board of Fellows upon the recommendation of the Dean of the Medical College. An appointment to an endowed professorship at an affiliated institution may first require the approval of the appropriate officers and/or boards of the affiliated institution.

The following credentials are required:

- A.** Recommendation for Appointment form.
- B.** *Curriculum vitae* and bibliography, in required format.
- C.** Letter of recommendation from the department chair.

To ensure the timely approval of an appointment to an endowed professorship, these credentials should be submitted to the Office of Faculty Affairs well in advance of the proposed effective date. If an individual is being recommended for appointment to an endowed professorship concurrent with a recommendation for appointment, promotion or tenure, the policies and procedures described in "Appointment and Promotion of Faculty" (see above) and "Tenure" (see section on Tenure below) will pertain to the appointment, promotion or tenure action.

Appointment to a University Professorship

I. Introduction

The title of University Professor is used for individuals who have extraordinary breadth of scholarly achievement and academic experience, and to whom at least two departments have signified a willingness to offer membership.

II. Definition

A University Professor for the Medical College will be a distinguished and nationally recognized medical scholar who has an extraordinary breadth of scholarly achievement and academic or clinical experience and to whom at least two departments at the Medical College have signified a willingness to offer membership. The University Professor need not, however, be a member of any department and his or her specific responsibilities to the Medical College will be determined by the Dean in consultation with appropriate faculty representatives. Tenure will be granted as a University Professor at the Medical College by the Board of Fellows.

III. Procedures for Appointment

Authority for appointment of a faculty member to a University Professorship rests with the Board of Fellows and the Board of Trustees upon the recommendation of the Dean of the Medical College and upon approval of the President of the University. The following credentials are required:

- A.** Recommendation for Appointment form.
- B.** *Curriculum vitae* and bibliography, in the required format.
- C.** Letter of recommendation from the Dean

Appointment of Part-Time Faculty

I. Definition

Due to the nature of academic appointments, it is not possible to translate the terms part-time and full-time into numbers of hours. When part-time appointments are made, it is the responsibility of the appointee and the department chair or other cognizant individual to agree on the duties involved, and the amount of time required. Part-time appointments to the faculty should be recommended when the position requires less than full-time service, when there are funding limitations, or when the individual is not available full-time.

Regular part-time faculty are defined as paid faculty members on at least half-time appointments. Except in unusual situations or in the cases of voluntary faculty or Adjunct, Visiting, and Courtesy appointments, the minimum amount of time that the staff member may commit to the Medical College during the period of the appointment is twenty-five percent (25%). A member of a basic science department who devotes less than 50% effort should be appointed as an Adjunct; a member of a clinical science department who devotes less than 50% effort should be appointed to the voluntary faculty. Joint and dual appointments are not considered part-time appointments.

II. Qualifications and Procedures

The qualifications and procedures pertaining to appointment or promotion are the same for part-time and full-time faculty members. Faculty members may transfer from full-time to part-time status, and *vice versa*, subject to the procedures and approval required for appointment or promotion to the recommended rank and pathway.

Regular part-time faculty are eligible for the rights, privileges and benefits (including sabbatical leave) that are available to full-time faculty members. Such rights, privileges and benefits, however, will be made available on a pro-rata basis except when such pro-ration is not feasible.

Regular part-time faculty will have their maximum terms in rank prorated. According to University legislation, tenure or probationary status is possible only for faculty members who are on at least half-time appointments. Part-time faculty members eligible for review for tenure will have their probationary periods prorated. The policies and procedures for the granting of tenure are the same as those applied to faculty members serving on a full-time basis. When an individual is awarded tenure on a part-time basis, however, the financial commitment is limited to the portion of the salary associated with the professorial appointment.

Appointment of Professors Emeriti

I. Definition and Qualifications

In accordance with trustee legislation, any member of the professorial staff who retires after ten years in the rank of university professor, professor or associate professor and who has rendered distinguished and meritorious service to the University may be appointed Professor Emeritus by the President upon recommendation of the department chair and with the approval of the Dean of the Medical College.

II. Procedures for Appointment

The title Professor Emeritus is conferred on Associate Professors and Professors at the time of retirement. Individuals holding appointments in a faculty pathway with a title of associate professor must meet the qualifications for and be promoted to the rank of professor as determined by the pathway's policies and procedures. Individuals holding appointments at the rank of associate professor on the voluntary faculty, i.e., Clinical Associate Professor of (Department), however, need not be promoted to the rank of professor, i.e., Clinical Professor of (Department).

In order to recommend a faculty member holding an appointment at the rank of professor on any faculty pathway or at the rank of associate professor on the voluntary faculty for emeritus status, the following credentials are required:

- A.** Recommendation for Appointment form.
- B.** *Curriculum vitae* and bibliography, in the required format.
- C.** Letter of recommendation from the department chair reviewing the distinguished and meritorious service rendered by the faculty member.

The credentials should be submitted to the Office of Faculty Affairs in a timely manner.

Appointments for Administrators of Affiliated Institutions

Individuals at affiliated institutions whose background and accomplishments qualify them for faculty appointment, but whose current responsibilities are primarily administrative, may be recommended for appointment to the rank and pathway most appropriate to their background and qualifications. Most often this will be either the Pathway Recognizing Academic Achievement and Scholarship (Clinical Expertise and Innovation) or the Pathway Recognizing Clinical Excellence.

In instances where the affiliation agreement includes more than one Medical College and the individual's participation in the affiliation makes it appropriate for him or her to have a faculty appointment at each of those colleges, it is possible for the individual to hold more than one Medical College faculty appointment, and it is not necessary to use the adjunct modifier for either appointment. Should this be the case, each institution will independently review the individual's qualifications and determine the appropriate rank and title pursuant to its policies and procedures.

When faculty appointment is to be recommended for an individual who is primarily an administrator at an affiliated institution, the determination of the faculty rank and title will take account of the individual's current administrative role, his or her prior faculty appointments, as well as current and prior academic, educational and research activities.

All individuals at affiliated institutions who receive faculty or other academic appointments will be expected to perform reasonable activities for the Medical College as assigned by the Medical College. Most often these will be teaching responsibilities, but service on committees, research activities and administrative service to the Medical College could also be included.

Faculty Appointments at Other Institutions

Members of the faculty at the Medical College may not generally hold faculty appointments at other medical schools or institutions of higher education. Individuals who wish to hold appointments elsewhere should discuss the appointment and concomitant responsibilities with their department chair at the Medical College.

Individuals who hold their primary faculty appointment at the Medical College and wish to have a faculty appointment elsewhere must have the approval of the department chair and the Dean. They should receive a title, which indicates the nature of the outside appointment. The Office of Faculty Affairs must be informed of all such appointments.

Individuals who hold their primary appointment at other medical schools or institutions of higher education may be recommended, if appropriate, for an appointment at the Medical College as an Adjunct, Visiting or Courtesy faculty member. In certain exceptional cases, individuals at affiliated institutions who are recommended for appointment to the Medical College faculty may retain appointments at other educational institutions for a limited period of time, in accordance with the terms of an affiliation agreement with Cornell University.

Adjunct, Visiting and Courtesy Faculty

Individuals may be able to join the faculty of the Medical College on a part-time and/or temporary basis even if they have primary employment at another institution of higher education, business, industry, government or not-for-profit organization. The modifiers Adjunct, Visiting or Courtesy are used to denote their status and reflect different levels of responsibility and involvement in the programs of the Medical College.

In all cases, individuals recommended for appointment as Adjunct, Visiting or Courtesy faculty members must possess equivalent or comparable academic qualifications to those required for regular appointment at that title. The policies and procedures for appointment or promotion are the same as for appointment or promotion to that rank and pathway as contained in the appropriate subsection above.

Since the primary responsibilities of Adjunct, Visiting and Courtesy faculty are external to the University, such faculty members are not eligible for tenure or certain benefits, but may, in appropriate instances, participate in the Physician Organization. Terms of appointment differ for Adjunct, Visiting or Courtesy faculty.

I. Adjunct Faculty

The Adjunct faculty member continues his or her primary academic appointment at another institution, yet at the same time contributes regularly to the teaching, research and, if applicable, clinical programs of the Medical College. A faculty member in a basic science department who contributes less than 50% effort should also be appointed with the Adjunct modifier. The individual may be compensated for his or her activities or may be non-salaried.

The Adjunct modifier may be used only at the professorial ranks of assistant professor, associate professor and professor, and appears before the rank, e.g., Adjunct Professor of Clinical Medicine, Adjunct Clinical Associate Professor of Pediatrics, or Adjunct Assistant Professor of Biochemistry. Procedures and exceptions to procedures for faculty with primary appointments at Columbia University College of Physicians and Surgeons are detailed above in the section, Joint and Dual Appointments to the Faculty.

Appointments to the position of Adjunct Assistant Professor may be recommended for a period of up to three (3) years or any part thereof. Appointments to the positions of Adjunct Associate Professor or Adjunct Professor may be recommended for a period of up to five (5) years or any part thereof. Appointments are usually recommended for a term of one (1) academic year. Appointments may be renewed indefinitely.

Renewals are recommended by the chair to the Dean in accordance with the policies and procedures for renewal on the faculty ranks and pathways. In the case of non-renewal, salaried members of the Adjunct faculty must receive notification of non-renewal appropriate to their faculty rank and pathway.

II. Visiting Faculty

Visiting faculty members continue their primary responsibilities outside the Medical College, but for a temporary period devote their efforts on a full-time or part-time (paid or non-salaried) basis to the programs of the Medical College. While this modifier is most often appropriate for faculty members on temporary leave from other institutions, it may exceptionally be applied to individuals who visit the Medical College regularly but who do not perform the delineated duties of an Adjunct faculty member.

The Visiting modifier appears before the rank, e.g., Visiting Professor of Medicine.

Appointments are for an initial period of up to one year and renewable indefinitely for specific terms. Unless an appointment to the visiting faculty is renewed, it will end on the stated termination date, and no advance notification of non-renewal is required.

III. Courtesy Faculty

An individual who has the academic qualifications for a faculty position and who serves on the staff of an academic department, although he or she is employed by an outside agency, may be appointed at any faculty rank with the Courtesy modifier appended to the title, e.g., Clinical Instructor in Surgery (Courtesy). Courtesy faculty do not receive salary or benefits but are expected to make some contribution to the programs of the Medical College.

Appointments to the courtesy faculty may be recommended for a period of up to five years or any part thereof. Appointments are usually recommended for a term of one (1) academic year.

Appointments may be renewed indefinitely for specific terms. Unless an appointment to the courtesy faculty is renewed, it will end on the stated termination date, and no advance notification of non-renewal is required.

Nepotism

The Medical College seeks to provide equitable employment opportunities to all persons, including those related to one another by blood, marriage, legal action, or personal affection. In this context, “family” is defined as an individual’s spouse, domestic partner, parent, sibling, child, or any other blood relative, if that other blood relative resides in the same household. To achieve this objective and ensure that family ties and personal affection not be permitted to influence judgments on the quality of work or decisions on hiring, promoting, or termination, the Medical College requires that a person may not supervise or be in a reporting line chain of command as another person to whom he or she is related by blood, marriage, legal action, or with whom he or she is in a “consensual relationship” (as such term is defined in Cornell University Policy 6.3 Consensual Relationships) without the written approval of the relevant Department Chair (except if the matter involves a relationship of the Department Chair, in which case written approval is required by either the Senior Associate Dean for Research or Senior Associate Dean for Clinical Affairs, as applicable). In such a relationship, the individual with supervisory authority (the reporting individual) has an affirmative obligation under this Policy to disclose the relationship to their Department Chair, and Department Chairs must disclose to the applicable Senior Associate Dean. For the sake of clarity, in the event of a question regarding whether or not a “consensual relationship” (as defined herein) exists, the Medical College will defer to the good faith judgment of the involved faculty members.

In considering whether to approve such a supervisory or reporting line relationship, if it is determined that any actual or perceived conflicts can be reasonably managed, the Department Chair (or Senior Associate Dean in the case of a relationship with a Department Chair) will typically require implementation of a written mitigation plan to be signed by the individuals in the relevant relationship. In evaluating the matter, including determination of whether a mitigation plan is needed and development of an appropriate mitigation plan, the Chair (or Senior Dean if applicable) will utilize the standard form template mitigation plan and may rely on Human Resources and/or the Office of General Counsel for guidance and support. The Department Chair’s decision as to whether to require a mitigation plan and any mitigation plan must be approved by the applicable Senior Associate Dean (and, in the case of a relationship involving a Department Chair, the Senior Associate Dean’s decision and any mitigation plan must be approved by the Dean of the Medical College).

Prior to any mitigation plan being finalized, the Department Chair (or Senior Associate Dean in the case of a relationship involving the Department Chair) shall refer the proposed plan to the Medical College conflicts management office (CMO), which shall evaluate the plan and shall either approve or reject it or, in the discretion of the CMO, may refer the plan to the Conflicts Advisory Panel (CAP) for its evaluation and approval or rejection. (The CMO and CAP shall be as established in accordance with Cornell University Policy 1.7.) The CMO (or the CAP, if the CMO makes a referral to the CAP) shall also be the final arbiter to resolve any disputes regarding application or interpretation of a mitigation plan under this Policy.

Copies of the written approval (or declination of approval) of a reporting line personal relationship and any mitigation plan shall be filed in the employment files of the individuals in the relationship and maintained by WCM Human Resources. Mitigation Plans shall be annually reviewed and re-certified by the individuals in the relevant relationship pursuant to a process to be administered by Human Resources.

It is to be understood that the Medical College's Human Resources Policy 225 shall not apply to Medical College faculty, who shall instead be governed by the provisions of this Nepotism Policy in the Academic Staff Handbook (ASH). However, if the relationship at issue involves a faculty member and a member of the staff or non-faculty academic employees, the stricter HR Policy 225 shall apply, in which case this faculty Nepotism Policy shall not apply. In addition, in the case of a romantic or sexual relationship between students or postgraduates and faculty members, staff members, or others in a position of authority over them, Cornell University Policy 6.3 (Consensual Relationships) shall apply.

Faculty who are alleged to have violated this Nepotism Policy in the ASH will have those allegations evaluated and adjudicated according to the procedures specified in ASH Section XII (Faculty Misconduct).

Letter of Offer

Prior to appointment to or promotion on the full-time paid faculty of the Medical College, individuals should receive a letter from the department chair describing the nature of the appointment and the terms of employment at the Medical College.

Letters of offer must be approved by the Dean of the Medical College prior to their mailing. In the case of new or replacement positions, review of the appointment includes the approval of the "Academic Applicant Search Plan, parts I and II" by the Associate Dean of Diversity and completion of the Academic Applicant Tracking process within the Human Resources Department's Recruitment Management System by the individual responsible for the recruiting effort.

It is recognized that a department will wish to issue the letter prior to the official approval of the appointment or promotion in order to require the candidate to acknowledge acceptance of the position as defined. In addition to describing the nature of the appointment and the terms of employment at the Medical College, such letters should specify that the recommended appointment is contingent upon the appropriate University approval. If appropriate University approval is not obtained, the letter is not binding. All such letters must be reviewed and approved by the Dean of the Medical College prior to their release.

In the interests of both the Medical College and the individual, regardless of the level of appointment, letters of offer should include the information listed below.

- I.** Faculty title.
- II.** Other titles granted, e.g., administrative or hospital titles.
- III.** The effective date and terminating date or length of the period of appointment.
- IV.** Whether the appointment is terminal or renewable, and whether the candidate is eligible for tenure review. If an appointment is renewable, that implies that a decision on reappointment will be made prior to the end of the stated term and there is a commitment to giving notice. If it is not to be renewed, the letter should so state.
- V.** Conditions for renewal, including but not limited to:
 - A.** Continued receipt of sufficient extramural funds.
 - B.** Continued fulfillment of qualifications /performance.
 - C.** Programmatic needs of department and/or hospital.
 - D.** Maintenance of a visa status with employment authorization.
 - E.** If at affiliated institution:

Continuation of affiliation agreement.

Continuation of appointment at affiliate.

- VI.** The base salary and, if applicable, other compensation, (i.e., supplemental compensation, administrative compensation).
- VII.** The responsibilities associated with the position, e.g., teaching, research, clinical practice, or administration.
- VIII.** Any special arrangements or agreements, e.g., reduction of probationary period for tenure review, time of sabbatical leave, moving allowance.
- IX.** The provision of facilities/personnel, e.g., space assignment, graduate students, postdoctoral trainees, hiring of faculty or technical personnel, and secretary.
- X.** A statement as to establishment of mentoring relationships and/or responsibilities.
- XI.** In the case of faculty providing clinical care services to patients, state that participation in the Medical College Physician Organization and Billing Compliance Program are conditions of employment.
- XII.** Description of the University Inventions and Related Property Rights Policy and statement that execution of the Inventions and Related Property Rights Assignment form is a condition of employment.
- XIII.** Description of the Conflicts Policy and statement that execution of the Conflict Disclosure Form is a condition of employment

Tenure

Introduction

Tenure is awarded by an institution to a faculty member in order to protect that individual's academic freedom. Academic freedom may cover the teaching and research and extramural activities of faculty members, and vests certain responsibilities upon the faculty member.

Tenure includes an assurance of salary support, which is conferred through a salary commitment until retirement or termination. Faculty members who are granted tenure are expected to sustain their accomplishments and contributions to the teaching, research, and, in applicable cases at the Medical College, clinical programs of the institution throughout the duration of the tenure appointment. The appointments of faculty members who hold tenure may be terminated for the reasons listed below.

The Cornell University Faculty adopted the following statement on academic freedom and responsibility on May 11, 1960:

Academic Freedom for the Faculty of Cornell University means:

Freedom:

- *of expression in the classroom on matters relevant to the subject and the purpose of the course and of choice of methods in classroom teaching.*
- *from direction and restraint in scholarship, research, and creative expression and in the discussion and publication of the results thereof.*
- *to speak and write as a citizen without institutional censorship or discipline; and*

Responsibility:

- *to perform faithfully the duties of the position.*
- *to observe the special obligations of a member of a learned profession and an officer of an educational institution to seek and respect the truth; [and]*
- *to make it clear that utterances made on one's own responsibility are not those of an institutional spokesman.*

Formal indefinite tenure can be granted only by the Boards of Trustees and Overseers of the University and is conferred only upon faculty members whose credentials reflect achievement of high order and for whom financial support from Medical College or extramural funds is assured. Tenure is granted within a department and represents a University commitment until retirement or termination for the reasons specified below. Because of the long-term financial considerations involved, the Dean

of the Medical College must approve in writing that the department has the resources to support a tenure position before the appointment process may be initiated.

The department in which tenure is granted must have the resources to support the tenure position. In the case of individuals holding joint or dual appointments, one department is usually designated as the primary department and bears the responsibility for initiating review for tenure. In some cases, faculty members may receive a portion of their salary from grants and contracts. This situation does not modify the commitment of the University to tenured faculty members.

When an individual is awarded tenure on a part-time basis, the financial commitment is limited to the portion of the salary associated with the professorial appointment. Where funds for the support of a faculty member are to be derived from an affiliated institution, Cornell University will grant tenure only after that affiliated institution guarantees in writing that it has assumed responsibility for continued salary support until the retirement of the individual, and the appointment to tenure shall be subject to termination in the event the guarantee is not honored.

University Criteria for Tenure Appointments

At the University level, it is not possible to establish detailed criteria for tenure appointments for its many academic units. The basic criteria are clear: excellence in carrying out the responsibilities of the position and unusual promise for continued achievement. Since departmental requirements and criteria may change, each decision is a separate action and independent of any current or previous decisions within or outside the department.

The responsibilities of a faculty member include teaching, research and other scholarly achievement, public service, advising students, and contributing to the department, the college, and the University. Not all faculty members are assigned all these responsibilities. The emphasis given to each responsibility, as determined by existing circumstances, varies among the colleges and departments of the University and may even change within a department.

The department, the chairperson, and the dean have the responsibility of weighing the different roles of each faculty member and evaluating the strengths and weaknesses of the candidates for tenure, considering the mission and needs of the department and the college. These include the interests of the unit and the University to promote racial, ethnic and gender diversity among the faculty. But regardless of how the department weighs the relevant factors in any particular case, no candidate may be granted tenure who does not meet the requirements for overall excellence.

Failure to meet any of the diversity factors may not be used as a negative element in the evaluation of any candidate.

Given the rigorous standards for tenure at Cornell, individuals whose performance has been acceptable, or even of high quality, may not receive promotion. Many candidates for tenure in evaluating their own progress often develop unrealistically positive attitudes relative to their chances for promotion. On the other hand, across the University, only about one-half of the candidates for tenure are promoted.

Since a tenure appointment is not a right, and since it could result in a collegial relationship within the department for a period of decades, the department faculty has considerable latitude in reasons for making a negative recommendation. However, such factors as race, color, creed, religion, national or ethnic origin, sex, age, or handicap must not be a basis for such decisions.

Eligibility and Qualifications for Tenure

I. Eligibility

Tenure may be granted to full-time and regular part-time salaried faculty members holding or recommended for appointment to the ranks of associate professor or professor on the Pathway Recognizing Academic Achievement and Scholarship who have been informed in writing of their eligibility for review for tenure. A faculty member at an affiliated institution may be recommended for tenure only after that affiliated institution guarantees in writing that it will assume responsibility for continued salary support until retirement.

II. Qualifications

Eligible faculty members recommended for tenure should possess an outstanding record of research performance and be recognized nationally and internationally as among the best in their field. They should be influential and able teachers, and, if applicable, excellent clinicians. There should be strong evidence that such individuals will sustain a high level of accomplishment in their continuing contributions to the Medical College and to their area(s) of expertise. They must also fulfill a programmatic need for the department and institution.

Probationary Period for Tenure Review

I. Definition

The probationary period for tenure review is the maximum number of years an eligible, non-tenured faculty member at the Medical College may hold appointments at the rank of assistant professor or higher on the Pathway Recognizing Academic Achievement and Scholarship. A tenure review may be initiated at any time before the end of the penultimate year of the probationary period. Departments are encouraged to recommend faculty members for tenure as soon as those individuals attain the requisite qualifications.

II. Duration

The probationary period for tenure review shall not exceed a total of nine (9) years in full-time instructional positions at the Medical College at the ranks of assistant professor and associate professor for a tenure eligible faculty member on the Pathway Recognizing Academic Achievement and Scholarship. The probationary period for review for tenure shall not exceed a total of three (3) years at the rank of associate professor or professor for a tenure eligible faculty member on the Pathway Recognizing Academic Achievement and Scholarship if the faculty member received initial appointment as associate professor or professor. If the individual has held a professorial appointment on other faculty pathways, e.g. Assistant Professor of Clinical (Department), or has been an instructor, time spent at that appointment will not be included in the probationary period.

III. Extension of the Probationary Period

Upon the request of the department chair and with the written concurrence of the faculty member, the Dean may extend the probationary period for up to two additional years for good reason.

IV. Review for Tenure

By no later than June 30th of the penultimate year of the probationary period, the department must decide if it will recommend the individual for tenure. If the department recommends tenure, it must make its recommendation prior to January 1st of the final year of the probationary period.

If the department does not recommend tenure or if the recommendation for tenure is subsequently not approved, the individual must be given sufficient notification that his or her current faculty appointment will terminate. In appropriate circumstances, the individual may be recommended for appointment on another faculty pathway. The individual may not be recommended for a change in title to Senior Lecturer.

When a review for tenure is unsuccessful, an individual may receive a one-year terminal appointment. This is not an extension of the probationary period.

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

Procedures for Granting Tenure

I. Authorization for Approval

Authority for granting tenure rests with the Board of Fellows of Weill Medical College of Cornell University. Tenure is effective upon an affirmative vote by the full Board of Fellows or on a subsequent date as recommended. Since the full Board meets only six times each year, recommendations for appointments with tenure or for the granting of tenure should be submitted as far in advance of their proposed effective date as possible. In cases where it is impossible to obtain Board of Fellows' approval prior to the intended effective date of the appointment, the Office of Faculty Affairs will notify the concerned department so that an interim appointment can be processed. It is the policy of Cornell University not to grant tenure retroactively.

On the continued advice of the Immigration and Naturalization Service, it has been a long-standing policy at Cornell to submit tenure recommendations for final approval by the Board of Fellows only for candidates who are citizens or permanent residents of the United States. A permanent resident maintains citizenship in his/her home country but has received a permanent immigrant visa to be employed in the United States. If a department extends an offer of a tenured position to a foreign national, the initial appointment must be "in probationary tenure status" unless the individual has already applied for and been approved for permanent resident status in the United States. If the individual arrives at the Medical College on a temporary work visa, tenure cannot be recommended until permanent residency status has been approved. As with other academic positions, if a foreign national is identified as the final candidate in a search for a tenure-eligible position, the Office of Faculty Affairs should be contacted prior to extending an offer to ensure that the candidate arrives at Cornell with the proper work authorization.

II. Procedures for Review

Recommendations for tenure are first submitted to the Dean and, if appropriate, to the President of the New York-Presbyterian Hospital, to determine if a tenure position is available in the department and division affected. If the position is available, and with the Dean's consent, the recommendation is considered by an *ad hoc* advisory subcommittee of the Committee of Review. If the Committee of Review recommends approval, the recommendation is, with the Dean's consent, forwarded to the Faculty Councils for review. If the Faculty Councils also recommend approval, the recommendation is submitted to the Dean for review. Upon the approval of the Dean, the recommendation is then submitted to the Board of Fellows for the award of tenure.

III. Credentials for Submission to the Ad Hoc Advisory Subcommittee

The following credentials are required in support of a recommendation for tenure:

A. Recommendation for Appointment form.

B. *Curriculum vitae* and bibliography, in the required format.

C. Letter of recommendation from the department chair.

1. Where not evident from the *curriculum vitae*, the letter should emphasize:
 - a) The originality or importance of the candidate's academic productivity.
 - b) Specific evidence of the candidate's contributions to intra- and extramural teaching activities and administrative contributions.
 - c) Where, pertinent, contributions to and standards of patient care and/or academic administration.
 - d) The candidate's national and international reputation as represented by appointments to study sections, membership on editorial boards, distinguished invited lectures or conference leadership, and receipt of special honors.
 - e) A list of nine (9) impartial national or international authorities in the candidate's field of endeavor whom the Committee of Review can call upon for extramural expert opinion. The names of individuals who provided letters of reference as part of the departmental preliminary review may not be included. Letters obtained as part of the preliminary review, however, should be appended to the Chair's letter.
2. The Chair's letter must also include an enumeration of the candidate's sources of salary support for the previous three (3) years at WMC and sources of future support and the candidate's grant and/or contract support together with an estimate of future potential to attract such support.

D. Three (3) reprints or in-press manuscripts representing the candidate's best work.

IV. Notification of Non-renewal of Appointment

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

Termination of an Appointment with Tenure

All appointments, including those with tenure, are subject to modification or termination in the event of:

- dismissal for just cause.
- *bona fide* reduction or elimination of educational programs, divisions, or departments.
- in the case of appointments at affiliated institutions, failure of the affiliated institution to provide funds, termination of the individual's appointment or employment at the affiliated institution, or termination of the affiliation; or
- *bona fide* financial exigency within the Medical College.

In the event of a reduction or elimination of a program, division, or department, it is the policy of Cornell University to seek to place tenured personnel in other faculty positions within the University or to assist them in obtaining positions elsewhere.

Tenure of Title

Tenure of title was established in 1974 by action of the Executive Faculty Council, in response to a recommendation made by the Task Force on the Academic Consequences of the College's Financial Future. Tenure of title was envisioned as a means of guaranteeing academic freedom to otherwise qualified faculty members whose financial support was derived from outside sources, e.g. affiliated hospitals, or fees-for-service. It was defined as conferring the privileges of tenure without the assurance of salary support until retirement.

In the period between 1974 and 1986, it was recognized by the faculty of the Medical College that the award of tenure of title was not integral to the maintenance of academic freedom. In addition, the review process had become overly cumbersome to the faculty members due for review. The recommendation to abolish tenure of title was made by the Appointment, Promotion and Tenure Evaluation Committee, which was established in January 1986 to review and revise the policies and procedures of the Medical College, and that recommendation was approved by the Faculty Councils.

In abolishing tenure of title, the following provisions were made:

- A. Any faculty member already granted tenure of title will continue to hold tenure of title until retirement, resignation from the full-time or regular part-time faculty of the Medical College, or termination, as provided above in the subsection on Termination of an Appointment with Tenure.
- B. Eligible faculty members employed by the Medical College and holding appointments as Associate Professor of Clinical (Department) or Professor of Clinical (Department) as of June 30, 1988, may elect to be reviewed for tenure of title at the end of their probationary periods. If they do not so elect, their appointments at the Medical College will be governed by the appointment, promotion, and tenure policies then in effect.
- C. Faculty members who hold appointments below the rank of associate professor and are employed by the Medical College, and all previously eligible faculty members employed by an affiliated institution are no longer eligible for tenure of title effective July 1, 1988.

Committee of Review

Introduction

The Committee of Review is an advisory committee appointed by and reporting to the Dean of the Medical College. The Guidelines for the Committee of Review were last revised in 1995. The current Guidelines modify that previous document.

Charge

The Committee of Review is charged with safeguarding the Medical College's standards for the appointment and promotion of faculty members, and the award of tenure as described in the Medical College's current policies and procedures. To this end, the Committee reviews all recommendations for appointment and promotion to the ranks of associate professor and professor. The Committee also reviews all recommendations for the award of tenure. The Committee is advisory and makes its report to the Dean.

The Committee of Review

I. Membership

The Committee shall consist of seventeen (17) members appointed by the Dean. The composition of the Committee shall reflect the broad diversity of faculty and the tripartite mission of the Medical College – clinical care, research, and education. Committee members must hold faculty appointments at the Medical College at the rank of professor, and of those who are full-time employees of the Medical College at least 9 must be tenured as shown below. The Committee will usually consist of:

- A.** Five (5) full-time tenured full professors, including at least one (1) chair, from Basic Science departments at the Medical College.
- B.** Seven (7) full-time full professors, including at least one (1) chair, from Clinical departments at the Medical College; at least four (4) of these seven members must be tenured; five (5) or more will hold Academic Achievement and Scholarship (unmodified); up to two (2) will hold Clinical Excellence (modified) titles.
- C.** One (1) member of the voluntary faculty of Weill Cornell Medical Center.
- D.** One (1) member of the General Faculty Council who is a full professor full-time employed by the Medical College; tenure is not required for this member.
- E.** One (1) member on the full-time staff of the Hospital for Special Surgery who holds a Medical College full professor appointment on the Academic Achievement and Scholarship Pathway (unmodified title).
- F.** One (1) member on the full-time staff of Memorial Sloan-Kettering Cancer Center who holds a Medical College full professor appointment on the Academic Achievement and Scholarship Pathway (unmodified title); and
- G.** One (1) member on the full-time staff of Houston Methodist Hospital (Houston, TX) who holds a Medical College full professor appointment on the Academic Achievement and Scholarship Pathway (unmodified title)

II. The Committee Chair

The chair of the Committee is selected by the Dean from among the department chairs serving on the Committee.

III. Ad hoc Advisory Subcommittees

- A.** *Ad hoc* advisory subcommittees will be established to review recommendations for tenure. An *ad hoc* advisory subcommittee will consist of four (4) individuals;

1. One member drawn from the Committee of Review.
2. One senior full-time faculty member at the Medical College who may or may not be a member of the Committee of Review at that time.
3. Two senior full-time faculty members at another Medical school or university, or the equivalent.

Members of *ad hoc* advisory subcommittees should hold tenure. The members of a subcommittee to review a recommendation for tenure are appointed by the Dean. One of the two (2) internal members of a subcommittee will serve as primary reviewer and will chair the deliberations of the subcommittee.

B. In those instances, involving the tenure of an incoming department chair, the Search Committee appointed by the Dean, with faculty representation consistent with that stipulated in the Tenures section (see above), will serve as the *ad hoc* advisory subcommittee to the Committee of Review.

IV. Primary Reviewer

A primary reviewer is assigned to each recommendation accepted for consideration and assumes the principal responsibility for the review and evaluation of the departmental recommendation. Except in the case of recommendations for tenure, the primary reviewer is assigned by the Committee chair. In the case of recommendations for tenure, the primary reviewer along with the other three members of the *ad hoc* advisory subcommittee are appointed by the Dean.

Submission of Departmental Recommendations to the Office of Faculty Affairs

A departmental request for evaluation of a recommendation will be initiated by submission to the Office of Faculty Affairs of a list containing the names of national or international authorities in the candidate's field of endeavor who can be called upon for extramural and intramural expert opinion. In the case of a recommendation for tenure, the list will contain nine (9) names of impartial national or international authorities in the candidate's field who can be called upon for extramural expert opinion. For all other recommendations, refer to the following table and Appendix A of Section 2 of the Academic Staff Handbook:

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

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, whereupon the department will complete its review. If the department decides to move forward, its recommendation must be submitted by the department chair to the Office of Faculty Affairs in a timely manner. Recommendations for tenure or appointment or promotion to the ranks of associate professor or professor must be received by January 1st for a July 1st effective date, or at least six (6) months in advance of the recommended effective date.

The Office of Faculty Affairs will accept only those departmental recommendations which contain all the credentials required for appointment or promotion to the recommended rank and pathway, as specified above, or required for tenure, as specified above, subsection on Procedures for Granting Tenure. Departmental recommendations which are complete will be forwarded to either the Dean or the chair of the Committee, as described below.

INITIAL REVIEW OF DEPARTMENTAL RECOMMENDATIONS FOR TENURE

I. Acceptance for Review and Appointment of *Ad hoc* Advisory Subcommittee

The Office of Faculty Affairs will forward departmental recommendations for tenure to the Dean of the Medical College and, if applicable, to the President of the Hospital. The Dean (and President) will determine if there is a tenure position available in the department, which has submitted the recommendation. If the Dean (and the President) confirm the existence of the position, the Dean will appoint an *ad hoc* advisory subcommittee and name one (1) internal member as the primary reviewer. The chair of the Committee of Review will be informed of the acceptance for review of the recommendation.

II. Review by the *Ad hoc* Advisory Subcommittee

The Office of Faculty Affairs will distribute the credentials submitted by the department to the members of the *ad hoc* advisory subcommittee. The subcommittee will meet to discuss the candidate and to review the candidate's credentials, including the evaluation letters obtained by the Office of Faculty Affairs. The subcommittee may solicit more information, which may include additional letters. Letters of evaluation will be for the confidential use of the Committee unless otherwise specified by the author.

Once the subcommittee has sufficient information to proceed, it will review and evaluate the departmental recommendation. If the four members of the subcommittee are unanimously in favor of the recommendation, the subcommittee will submit a positive recommendation to the full Committee. If they are not unanimously in favor, the primary reviewer will present the candidate's strengths and weaknesses to the full Committee.

Letters of Evaluation for Candidates for Appointment or Promotion to the Rank of Associate Professor or Professor on All Pathways.

The Office of Faculty Affairs will forward departmental recommendations for appointment or promotion to the rank of associate professor or professor to the chair of the Committee. Under the auspices of the Chair of the Committee of Review, the Office of Faculty Affairs will solicit letters of evaluation from authorities in the candidate's field. Letters of evaluation will be for the confidential use of the Committee unless otherwise specified by the author. Those letters will be included in the credentials forwarded to the Committee.

Review of All Departmental Recommendations by the Full Committee of Review

I. Fairness

All members of the Committee will review the credentials submitted in support of a recommendation in a fair and judicious manner. In those cases where a committee member perceives a conflict of interest, that member should excuse himself or herself at the appropriate time from the deliberations of the Committee.

II. Confidentiality

The deliberations and recommendations of the Committee are confidential, and the Committee will respect the rights of privacy of the individual under consideration. The chair will remind members and others, whom it is essential for the Committee to consult, of the confidential nature of the assignment.

III. Primary Reviewer

The Office of Faculty Affairs will forward to the chair of the Committee those recommendations accepted for direct submission to the full Committee. The chair will assign a primary reviewer to each of those recommendations.

IV. Agenda

The chair will set the agenda for each meeting of the Committee. The agenda may include items ready for direct submission to the Committee and items already reviewed by *ad hoc* advisory subcommittees. The Office of Faculty Affairs will distribute the agenda and the credentials, including letters of evaluation solicited by *ad hoc* advisory subcommittees or the chair, submitted in support of the departmental recommendations to be reviewed at each meeting.

V. Quorum

A quorum shall consist of nine (9) members, including at least eight (8) full-time faculty members at the Medical College, four (4) active in the basic sciences and four (4) active in the clinical sciences.

VI. Meetings of the Committee

At each meeting, the Committee will consider the candidates on the agenda. Each primary reviewer will present a summary and evaluation of the credentials of the individual under consideration. If a departmental recommendation has already been evaluated by a subcommittee, the primary reviewer will also report the recommendation of the subcommittee.

The Committee will discuss each departmental recommendation and, when applicable, the recommendations of *ad hoc* advisory subcommittees before formulating its recommendation to the Dean. The Committee may decide to solicit more information,

which may include additional letters, before making its report.

Report of the Committee to the Dean

The Committee will submit its recommendations in writing to the Dean of the Medical College. In doing so, the Committee has the responsibility of making an unequivocal recommendation. If the Committee cannot come to a unanimous decision, the division of opinion within the Committee and the reasons therefore will be communicated either in the body of the report or in separate concurring or dissenting statements by individual members, submitted to the Dean with the main report and with the cognizance of the other Committee members. At the Dean's discretion, a negative recommendation may be returned to the department chair for further departmental consideration.

Review of Committee Recommendations by the Faculty Councils

The Dean shall forward the recommendations of the Committee of Review to the Faculty Councils. When an affirmative Committee recommendation is questioned by the Faculty Councils, the question should be directed in a confidential manner to the chair of the Faculty Council or Dean of the Medical College. If, after appropriate discussions, a Committee recommendation is still not acceptable to the Faculty Councils, the Dean may appoint an *ad hoc* committee to resolve the situation. This *ad hoc* committee should include members of the Faculty Councils and of the Committee of Review.

Dean's Decision

After receiving the recommendations of the Faculty Councils, the Dean will decide upon a final recommendation in the cases of all appointments or promotions. In the case of a recommendation for the award of tenure, the Dean will forward a recommendation to the Board of Fellows for final action.