Guidebook: Governance and Policies for Faculty
Our Mission and Vision

CARE DISCOVER TEACH

Weill Cornell Medicine aspires to attain the highest levels of excellence in clinical medicine, biomedical research, and education. Unparalleled growth over the past two decades have brought us to a point where our ability to improve health is greater than ever before. With a clear mission and strong core values, we are poised to build on our rich legacy and launch another decade of advances.

As a community, our shared commitment to care, discover, and teach invigorates our efforts:

- We strive to provide patients with the most innovative and compassionate care by our incredible doctors, every single day.
- We seek to make the fundamental discoveries that underlie advances in medicine.
- We are driven to improve the health of communities both locally and globally through groundbreaking translational and clinical research.
- We aim to train the next generation of physicians and scientists who will lead the way in shaping medicine and healthcare for the future.

Today Weill Cornell Medicine has an unprecedented opportunity to increase momentum and accelerate growth across our mission. We are a triple threat and are set to become one of the leading institutions in academic medicine nationwide.

http://weill.cornell.edu/about-us/dean/vision.html
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About this guide

The following guide is intended to provide faculty and departmental staff with an overview of Weill Cornell Medical College (WCMC) academic governance and procedures. Most of the material provided herein comes directly from readily available sources, such as the Cornell University Bylaws or the Weill Cornell Medical College Academic Staff Handbook. Links to source material are provided throughout this document.

This Guidebook describes various Cornell University and Weill Cornell Medical College policies and procedures of interest to the faculty. The Guidebook, however, is not intended to create a contract between the university and its employees or to set forth terms or conditions of employment.

Weill Cornell Medical College
Office of Faculty Affairs
1. General Information

1.01 About Weill Cornell Medical College

Weill Cornell Medical College was founded in 1898, with April 14, 1898, marking the official date. The Medical College was established and generously endowed through the gifts of Colonel Oliver H. Payne and quickly became a national leader in medical instruction. Since its inception, the Medical College has followed an educational philosophy that emphasizes the importance of combining a strong basic foundation in the medical sciences with extensive clinical training in patient care.

The Medical College and The New York Hospital first signed a limited affiliation agreement in 1913; formal affiliation in 1927 created a “more intimate and organic association” of the two institutions and joined the facilities of the two institutions. In 1932 with the opening of The New York Hospital-Cornell Medical Center, Medical College and Hospital were located in close proximity, physically confirming the fundamental integration underpinning the academic medical center and its triple mission of education, research and patient care.

The mission of the Medical College is to provide the finest education possible for medical students and students pursuing advanced degrees in the biomedical sciences, to conduct research at the cutting edge of knowledge, to improve the health care of the nation and the world, and to provide the highest quality of clinical care to the community.

As an integral part of a world-renowned center of academic medicine and biomedical research, Weill Cornell Medical College is uniquely positioned to train future physicians and medical scientists. The Medical College and the Weill Cornell Graduate School of Medical Sciences maintain major affiliations with NewYork-Presbyterian Hospital, Memorial Sloan-Kettering Cancer Center, The Rockefeller University, and the Hospital for Special Surgery, as well as with the New York Metropolitan-area institutions that constitute the NewYork-Presbyterian Regional Hospital Network. (http://weill.cornell.edu/about-us/our-history.html)

1.02 Academic Departments of the Medical College

Anesthesiology
Biochemistry
Cell and Developmental Biology
Dermatology
Emergency Medicine
Feil Family Brain and Mind Research Institute
Healthcare Policy and Research
Microbiology and Immunology
Neurology
Obstetrics and Gynecology
Ophthalmology
Otolaryngology – Head and Neck Surgery
Pathology and Laboratory Medicine
Pediatrics
Pharmacology
Physiology and Biophysics
1.03 Affiliations

- American Hospital, Istanbul (Turkey)
- American Hospital of Paris (France)
- Amsterdam Nursing Home
- ASPETAR Qatar Orthopaedic and Sports Medicine Hospital
- Burke Medical Research Institute
- Cayuga Medical Center*
- Community Health Network
- Group Florence Nightingale Hospitals (Turkey)
- Hallym University Medical Center (South Korea)
- Hamad Medical Corporation (Qatar)
- Hospital das Forças Armadas Brasilia
- Hospital for Special Surgery*
- Klinikum rechts der Isar der Technischen Universität München (TUM)
- Lincoln Medical and Mental Health Center
- Memorial Sloan-Kettering Cancer Center*
- NewYork-Presbyterian/Queens*
- NewYork-Presbyterian/Brooklyn Methodist Hospital*
- NewYork-Presbyterian Hospital*
- Northern Westchester Hospital
- Houston Methodist*
- St. Luke’s Medical Center, Philippines
- The Rogosin Institute
- Weill Bugando Medical Centre (Tanzania)

* Clinical Inpatient teaching site of required clerkship(s) for medical students
2. Bylaws, Governance of the Medical College, Standing Committees

2.01 Bylaws of Cornell University

For the complete text of the Bylaws of Cornell University, including the Resolution Regarding Governance of the Medical College and Graduate School of Medical Sciences and the Resolution Regarding Governance of Cornell NYC Tech please visit:
https://trustees.cornell.edu/Shared%20Documents/17-5%20bylaws%20w-TC.pdf

2.02 Roles and Responsibilities of the Dean and Provost for Medical Affairs¹

OFFICERS OF THE CORPORATION AND VICE PRESIDENTS

In addition to the President of Cornell University, the officers of the corporation shall be the Provost, the Provost for Medical Affairs, the Executive Vice President and Chief Financial Officer, and the University Counsel and Secretary of the Corporation. The full Board of Trustees shall elect all Officers of the Corporation in accordance with Section 712 of the Not-For-Profit Corporation Law, upon recommendation of the President.

THE PROVOSTS²

The Provost shall be the President's first deputy officer and shall exercise the duties and powers of the President during the absence of the President or during such period of disability of the President as the Board of Trustees may determine.

Under the President, the Provost shall be the chief educational officer with responsibility for oversight of all academic programs, and the chief operating officer with responsibility for providing general supervision of all units of the University, other than those reporting to the Provost for Medical Affairs.

Under the President, the Provost for Medical Affairs shall be the chief educational officer with responsibility for oversight of all academic programs, and the chief operating officer with responsibility for providing general supervision of the Medical College and the Graduate School of Medical Sciences.

The Provosts shall have such other duties as may be assigned from time to time by the President.

MEDICAL COLLEGE DEANS, DIRECTORS AND OTHER ACADEMIC OFFICERS

¹ Cornell University Bylaws: Article VI.1 (https://trustees.cornell.edu/Shared%20Documents/17-5%20bylaws%20w-TC.pdf)

² Cornell University Bylaws: Articles VII and XVI (https://trustees.cornell.edu/Shared%20Documents/17-5%20bylaws%20w-TC.pdf)
Upon recommendation of the Provost for Medical Affairs and the concurrence of the President the Executive Committee shall elect the deans, directors or other heads of the principal academic units who shall hold office at the pleasure of the President in consultation with the Board.

In recommending a candidate for such office the Provost for Medical Affairs shall report to the Committee the opinion of the appropriate faculty or other professional group upon such recommendation - such opinion to be ascertained as that group may determine. The directors or heads of other units shall be appointed by the Provost for Medical Affairs, as appropriate.

Deans, directors and other heads of separate academic units shall have administrative responsibility for their respective units, including the personnel and all programs of instruction and research therein. They shall recommend persons to the President for appointment or election to the professional staff in such units.

Deans, directors and other heads of separate academic units are responsible for control of expenditures for their respective units and the subordinate schools or departments therein, within budgets developed by the President and approved by the Board of Trustees.

In those colleges, schools and other separate academic units which are organized on a departmental basis, as designated by the Board of Trustees from time to time, there shall be a chairperson or other head of each such department. They shall be appointed by the dean or other head of the particular academic unit and shall be responsible to that officer for the coordination and promotion of instruction, research and extension, and for supervision and coordination of personnel, fiscal and similar administrative matters in their respective departments.
2.03 Roles and Responsibilities of the Medical College Board of Overseers

The Resolution Regarding Governance of the Joan and Sanford I. Weill Medical College and Graduate School of Medical Sciences of Cornell University sets forth the authority and organization of the Board of Overseers (hereinafter "Overseers") which, by delegation of the University Board of Trustees, is responsible for governance of the Joan and Sanford I. Weill Medical College and Graduate School of Medical Sciences of Cornell University as more fully described below.3

The Overseers shall be responsible for governance of the Medical College and Graduate School of Medical Sciences and shall:

1) oversee academic, financial, and other program planning,
2) review and approve affiliations with other institutions,
3) develop and maintain strong and effective relationships with affiliated institutions and the public at large,
4) develop sources of financial support,
5) review and approve policies regarding tuition and financial aid,
6) review and approve salaries at the College within guidelines established by the Board of Trustees,
7) approve, subject to ratification by the Board of Trustees, the operating and capital budgets and the strategic plan of the College,
8) oversee the maintenance, renovation and development of the capital plant of the College including the review and approval of long-range plans and the design and location of new facilities,
9) approve the President's recommendation for the appointment of the Dean of the Medical College and Provost for Medical Affairs (hereinafter collectively referred to as "Dean-Provost"), the Dean of the Graduate School of Medical Sciences and such other officers of administration as the Board of Trustees may designate from time to time. Such appointments and terminations thereof shall be subject to approval by the Board of Trustees,
10) report to the Trustees regarding the performance of the Dean-Provost at least once every five (5) years,
11) approve recommendations for faculty appointments to tenure at the Medical College,
12) approve candidates for appointment to endowed chairs; all other faculty and administrative appointments in the Medical College and Graduate School of Medical Sciences shall be governed by the University Bylaws,
13) recommend to the President candidates for degrees in the Medical College and Graduate School of Medical Sciences, and
14) present, through its chair, periodic reports on the affairs of the Medical College and Graduate School of Medical Sciences to the Trustees, including a comprehensive annual report.

The Trustees retain ultimate legal responsibility for the Medical College and Graduate School of Medical Sciences.

3 [Resolution Regarding Governance of the Medical College and Graduate School of Medical Sciences Article I A (10)
Medical Sciences. The Overseers have been delegated the responsibility for the general supervision of the programs and operations of the Medical College and the Graduate School of Medical Sciences.

The 85 members of the Overseers are composed of:

a) Five (5) ex officio Overseers: The Chair of the Cornell University Board of Trustees; the President of the University; the Dean-Provost; the Dean of the Graduate School of Medical Sciences; and the President of the Weill Cornell Medical College Alumni Association.

b) Ten (10) Overseers elected by the Trustees of Cornell University from among the body of trustees and trustees emeriti, to be designated trustee members.

c) Sixty-five (65) Overseers elected by the Overseers and drawn primarily from the greater metropolitan New York City area, to be designated public members.

d) One (1) member of the full-time faculty of the Medical College; one (1) member of the part-time and voluntary faculty; and one (1) student representing the Medical College and Graduate School of Medical Sciences, selected by processes which shall be approved by the Overseers.

e) Two (2) members of the Board of Trustees of NewYork- Presbyterian Hospital recommended by the hospital board and approved by the Overseers.

There are no less than four (4) regular meetings of the Overseers each year, held at times and places which are determined by the Overseers or by the Executive Committee. Written notice of the time and place of regular meetings is given by the Secretary to each member of the Overseers at least fifteen (15) days in advance of the date. In addition, special meetings may be called by the Chair or by the Executive Committee, or by the Secretary upon the written request of at least two (2) elected trustee members and two (2) elected public members. In the case of a special meeting, notice of the time, place and purpose of the meeting is given by the Secretary to each member of the Overseers by written notice mailed not later than one week prior to the day fixed for such meeting, or by oral, telephone or telegraphic communication transmitted not later than forty-eight (48) hours in advance of the meeting date.

Except as otherwise provided by law or resolution, the vote of a majority of the Overseers present at the time of the vote, if a quorum is present at such time, is the act of the Board. At all regular and special meetings of the Overseers a total of twenty (20) voting members constitutes a quorum for the transaction of business.

2.04 Committees of the Board of Overseers

Standing Committees

The standing committees of the Overseers shall be the Executive Committee, the Membership and Nominating Committee, the Student Affairs and Education Committee, the Development Committee, the Government Relations, Community Affairs and Domestic Affiliations Committee, the Business and Finance Committee, the International Affairs Committee, the Clinical Affairs/Physician Organization Committee, and the Real Estate,
Renovation and Facilities Planning Committee.
The Chair of the Overseers, the Chair of the Board of Trustees, the President of the University, and the Dean-Provost shall be *ex officio* members of all standing committees.

The standing committees shall hold regular meetings throughout the year pursuant to schedule or on call. Each standing committee will hold at least three (3) meetings (whether regular or special) during each fiscal year.

All standing committees, except the Executive Committee shall file written reports to the Overseers at least annually. The Executive Committee shall report at every regular meeting of the Overseers. At every regular meeting of the Overseers, the Chair shall provide the chair of each standing committee an opportunity for oral report.

The Executive Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University, and the Dean-Provost, each *ex officio*, together with Overseer members to be elected by the Board of Overseers. The Chair of the Overseers, or a member the Chair designates, serves as Chair of the Executive Committee. The Executive Committee’s primary responsibilities include:

1) reviewing and approving the annual plan of financial operation for the Medical College and the Graduate School, as prepared by the Dean-Provost and reviewed by the Business and Finance Committee, and transmitting the plan to the full Board of Overseers for its review and approval prior to final action by the Board of Trustees before the commencement of each fiscal year;

2) reviewing personnel matters, such as the salary of the Dean-Provost and recommending adjustments to the Executive Committee of the Board of Trustees. At least every five years the Committee evaluates the performance of the Dean-Provost and advises the Dean-Provost thereon. At the same time the Committee invites the Dean-Provost's comments concerning the membership, leadership or any other aspect of the Board of Overseers. The Committee reports to the President of the University and the Board of Overseers on these matters, as appropriate;

3) approving, upon recommendation of the Dean-Provost, the appointment of all deans, vice deans, associate or vice provosts, and department chairs. The Committee, on recommendation of the Dean-Provost, prescribes the duties of such senior administrators of the Medical College and Graduate School;

4) approving, on recommendation of the Dean-Provost, the compensation of faculty and those administrators authorized by guidelines prescribed by the Board of Trustees. In addition, the Committee reviews and recommends to the Executive Committee of the Board of Trustees all compensation at the Medical College and the Graduate School that exceeds the authority of the Board of Overseers;

5) providing policy oversight regarding compensation, retirement, fringe benefits, affirmative action programs, grievance procedures and similar employment practices for all personnel of the Medical College and Graduate School;

6) reviewing and advising the Board of Overseers concerning academic and research collaborations and initiatives between the Medical College and/or the Graduate School and other University colleges, schools, or academic units in Ithaca;

7) carrying out interim powers between meetings of the Board of Overseers, in all matters except those which, pursuant to University Bylaws or the Governance Resolution, require action by the full Board of Overseers.
The Development Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University and the Dean-Provost, each ex officio, together with a minimum of seven (7) overseer members elected by the Overseers and such number of non-Overseers as may be elected to the Committee by the Overseers from time to time. The Development Committee provides policy guidance and leadership to the Overseers with respect to securing new financial and other support for the Medical College and Graduate School of Medical Sciences and for ongoing operations and capital campaigns, and it serves as the steering committee for Medical College and Graduate School capital campaigns.

The Student Affairs and Education Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University and the Dean-Provost, each ex officio, together with a minimum of seven (7) Overseer members elected by the Overseers and such number of non-Overseers as may be elected to the Committee by the Overseers from time to time. The Student Affairs and Education Committee considers, reviews and advises the Overseers on matters and issues relating to the educational programs of all students including, but not limited to, student curricular and extra-curricular activities; student quality of life; educational objectives, initiatives and outcomes as they affect both students and faculty; and other issues as the Committee shall consider important or as may be referred to the Committee by the Overseers from time to time.

The Government Relations, Community Affairs and Domestic Affiliations Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University and the Dean-Provost, each ex officio, together with a minimum of seven (7) Overseer members elected by the Overseers and such number of non-Overseers as may be elected to the Committee by the Overseers from time to time. The Committee monitors, reviews, and advises the Overseers with respect to existing and prospective relationships among the Medical College and Graduate School of Medical Sciences and their respective affiliated clinical, educational and research institutions located within the United States. Matters to be considered by the Committee may include, but are not limited to, joint operations, cooperative development of administrative programs, and relationships among institutional leadership and governing boards. Furthermore, the Committee oversees the Board’s activities with reference to community affairs and legislative and regulatory matters that may impact on the budget or operation of the Medical College. The Committee regularly apprises the Board of its government relations efforts, which are tailored to promote government support of the educational, research and clinical missions of the Medical College.

The Business and Finance Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University and the Dean-Provost, each ex officio, together with a minimum of seven (7) Overseer members elected by the Overseers and such number of non-Overseers as may be elected to the Committee by the Overseers from time to time. The President designates a senior officer of the University as an additional participant on the Committee. The responsibilities of the Business and Finance Committee include:

1) exercising general supervision over the financial and accounting affairs of the Medical College and Graduate School, including the state of assets and liabilities and revenues and expenditures. It considers the annual plan of fiscal operation and transmits it, together with recommendations thereon, to the Executive Committee for action prior to submission for approval by the Overseers and ratification by the Trustees;

2) reviewing longer range fiscal and program plans and capital budgets as prepared by the Dean-Provost, and reporting the same to the Overseers with its comments thereon, giving attention to the current and long-term fiscal needs of the Medical College and Graduate
School of Medical Sciences;
3) reviewing the current year’s operating and capital expenditures, and comparing them to approved budgets and plans;
4) reviewing and approving the Medical College’s insurance and risk management programs;
5) reviewing, and, where appropriate, recommending for approval to the Overseers, significant (domestic) business relationships and contracts that are consistent with forwarding the Medical College’s mission;
6) coordinating with the Real Estate, Renovation and Facilities Planning Committee the financial evaluation of capital expenditures.

The International Affairs Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University and the Dean-Provost, each ex officio, together with a minimum of seven (7) Overseer members to be elected by the Overseers and such number of non-Overseers as may be elected to the committee by the Overseers from time to time. The International Affairs Committee regularly considers, reviews and advises the Board on international relationships between the Medical College and other entities with respect to health care systems and affiliations. It discusses, recommends and monitors potential international affiliations, programs and other relationships with foreign medical colleges, hospitals, governments and private health care or biomedical research organizations in order to cooperate and aid in the medical training, clinical care, biomedical research and sharing of medical knowledge in order to improve world health care, particularly in developing countries.

The Clinical Affairs/Physician Organization Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University and the Dean-Provost, each ex officio, together with a minimum of seven (7) Overseer members to be elected by the Overseers and such number of non-Overseers as may be elected to the Committee by the Overseers from time to time. The Committee considers, reviews and advises the Overseers with respect to matters and issues relating to the clinical faculty including, but not limited to, the Physician Organization and the Medical College’s clinical programs and activities with the NewYork-Presbyterian Hospital and its System.

The Real Estate, Renovation and Facilities Planning Committee consists of the Chair of the Overseers, the Chair of the Board of Trustees, the President of the University and the Dean-Provost, each ex officio, together with a minimum of seven (7) Overseer members to be elected by the Overseers and such number of non-Overseers as may be elected to the Committee by the Overseers from time to time. The Committee’s responsibilities include:

1) advising the Overseers regarding the capital plans and policies and facilities matters of the Medical College and Graduate School. The Executive Vice President for Finance and Administration of the University advises and consults with the Committee in relation to such matters, as necessary;
2) reviewing and approving the Medical College’s long term plans for the development and maintenance of all buildings and real properties;
3) reviewing, and recommending for approval, significant capital projects related to the construction, renovation or development of owned or leased space;
4) reviewing, and recommending for approval, the initiation of real estate leases;
5) coordinating with the Business and Finance Committee the financial evaluation of capital expenditures.

The Overseers may establish and constitute special committees a from time to time for specific duties. Such special committees are reconstituted annually unless discharged or otherwise
provided by action of the Overseers. The Overseers may elect members to such committees and designate a chair by a majority vote. Unless otherwise specified in the establishing resolution, meeting, voting and quorum requirements for special committees are as defined for the standing committees.

2.05 The Roles and Responsibilities of the Faculty and Faculty Councils 5

The Faculty of Medicine 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.

Subject to the authority of the University Faculty on all matters affecting general educational policy, it is the duty of each separate college or school faculty of Cornell University 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 therefor; 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.

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.

5 Cornell University Bylaws, Articles XIV.2, .3 & .5
https://trustees.cornell.edu/Shared%20Documents/17-5%20bylaws%20w-TC.pdf
The **Faculty Councils** are a key component in the flow of information between the faculty and the administration. Members of the two councils have the responsibility to bring information and concerns forward from their constituencies to the Councils, as well as to serve as an information resource on policy and procedural questions emanating from the administration through the Council review and approval process. In addition to the general review conducted by the full Council, each Council has from time to time established topic-specific committees to address key areas of concern to their membership.

**Executive Faculty Council**

At the Medical College the duties of the Faculty are 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 authorizes and provides.

**General Faculty Council (GFC)**

General Faculty Council members are responsible for investigating matters of interest and concern to the faculty and presenting these issues to the Administration; requesting and accepting from their constituencies suggestions for matters to be considered by the Council and opinions regarding matters of concern to the Faculty; maintaining effective faculty participation at the Medical College; reporting the activities of the Council to their constituencies, particularly those that will have a significant impact on the institution; receiving regular reports from the Dean of the Medical College and other members of the Administration on matters of relevance to the faculty; serving as a consultant to the Dean of the Medical College and ascertaining faculty opinion on matters that the Dean chooses to bring before it. These duties are facilitated by regular attendance at Council meetings and through regular consultation with constituencies.

The voting membership of the GFC is structured to represent all faculty who advance the educational, clinical and research missions of Weill Cornell. The voting membership consists of full-time faculty members, voluntary faculty members, a postdoctoral associate, and faculty from affiliated institutions and network hospitals, as defined. The GFC meets monthly, and may also convene for special sessions.

**Organizational Unit Representatives**

Each organizational unit within Weill Cornell in which faculty hold primary appointments (the “Organizational Units”) may elect a representative to the voting membership of the Council. These Organizational Unit Representatives shall be nominated and elected by and from among the full-time faculty members holding primary appointments in the organizational unit they represent.

For purposes of Officer candidacy and certain other electoral procedures, Organizational Units will be designated in the “Nominating Procedures for Officers of the General Faculty Council” as either Clinical Organizational Units or Basic Science Organizational Units. Designations will be reviewed annually by the Steering Committee and updated by vote of the Council as needed.

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6 Detailed information can be found in the General Faculty Council Bylaws
https://faculty.weill.cornell.edu/sites/default/files/gfc-bylaws-2016.pdf
To facilitate communication between the Council and the faculty, Organizational Units with more than 100 full-time faculty members will be eligible for up to one additional voting representative for every 100 additional full-time faculty members (e.g., a unit with 101 to 200 full-time faculty members will be eligible for a second voting representative; 201 to 300 full-time faculty, a third voting representative; etc.).

Research Representatives. In order to augment the voice of the Weill Cornell biomedical research community within the Council, additional Research Representatives will be elected by and from among the Weill Cornell Scientists (comprised of full-time faculty in the basic science organizational units and full-time faculty in clinical organizational units for whom research constitutes the major component of their Weill Cornell activities). To identify constituencies of research faculty with related interests, each Weill Cornell Scientist will be asked to select a Program of Interest from among the programs of the Graduate School of Medical Sciences*. For faculty currently holding appointments in one of these Programs, their Program of Interest will be their current appointment. Each Program of Interest will have one representative on the Council.

Standing Committees of the General Faculty Council

Without prejudice to the Standing and ad hoc Committees appointed by the Weill Cornell Administration, the Council may create committees for the discharge of any function within its jurisdiction and exercise jurisdiction over educational matters in the Medical College that have been delegated to the Council by the University Bylaws.

The standing committees of the General Faculty Council shall be the Biomedical Research Committee, the Clinical Affairs Committee, the Education Committee and the Committee on Resources, Benefits and Professional Environment.

The Council may establish and constitute special committees as it deems necessary and appropriate from time to time and shall specify their duties. The committees shall meet on an ad hoc basis to deliberate on issues that require greater consideration and review than might be permitted during the course of general meetings.

The Council Chair may appoint members to the committees of the Council which may include faculty or students who are not Members of the Council. Council Members who have not been appointed to a committee, but are interested in the issue that is being examined by that committee will not be excluded from the committee’s review process. Members may continue to serve on committees after their term on the Council has expired, subject to approval of the Council Chair in consultation with the committee chair.

Standing Committee Chairs will be appointed by the Council Chair from among the committee members who are Members of the Council.

2.06 Medical Education Policy Council and Committees

The governance of the Weill Cornell Medical College Educational Program for the M.D. Degree is overseen by the Medical Education Policy Council (MEPC) and its committees. The MEPC and its committees consider and manage curricular needs, goals, activities, and policies in the
educational program. The MEPC Committees are configured to reflect the goals of curriculum integration and to provide regular review of LCME standards relating to curriculum implementation and management.

The **Promotion and Graduation (P&G)** Committee is organized to create a faculty committee with sufficient autonomy and expertise primarily to make recommendations to the Dean regarding student advancement and academic progression, based on information provided by course leadership. The MEPC organization also provides for more independent review of student academic performance and conduct, as well as appeals of decisions by the P&G or the Senior Associate Dean. The membership, process and reporting structure of the P&G and Appeals committees are detailed in the Medical Education Policy Council and Committees document.

The **Student Life Committee** oversees new learning environment, diversity and student advising initiatives, wellness programs and student services, and promotes more robust student representation in the governance system.

The **Committee on Admissions (CoA)** is responsible for the selection of medical students for admission to Weill Cornell Medical College (WCMC). Committee members are faculty members from the basic science and clinical departments, as well as student members for the fourth year class. The CoA has the full authority to select students for admission to the Medical Colleges and assigns final decisions. The CoA also determines admissions policies and procedures, consistent with those of the University and accrediting bodies.

The governance and management of the curriculum is under a new **Executive Curriculum Committee (ECC)**, comprised of scientists and clinicians on the faculty who receive input from the leadership of individual Learning Units and Courses, and will make recommendations for changes in the curriculum that reflect integration of Phase content, new initiatives, evaluation of curricular gaps and redundancies, and LCME compliance. The ECC also oversees new scholarly programs and the transition to residency experiences in the curriculum.

The ECC has five (5) subcommittees, whose primary purpose is to ensure the design and implementation of the curriculum and its policies at the course level, as well as regular monitoring of course and curriculum quality and adherence to accreditation standards. The course purview of each of these subcommittees is as follows:

1) **Essential Principles of Medicine (EPOM)—EPOM Course.**
2) **Health, Illness, Disease (HID) Subcommittee—HID Course Parts 1 & 2.**
3) **Clinical Curriculum Committee (CCC)—Clerkships, Subinternships, and Transition to Residency.**
4) **Scholarship, Science, and Ethics Subcommittee (SSE)—Areas of Concentration/Scholarly Projects, Translational Science Course, Advanced Clinical Ethics Course, Health Care Policy Course, and Electives.**
5) **CQI Curriculum Review Subcommittee (CCR)—Reviews the Curriculum as a whole, the three (3) Curriculum Phases, and all required Courses on regularly set schedules.**

The five (5) subcommittees report to the ECC and issues generated by or voted upon by these groups will be considered and acted upon by the Executive Curriculum Committee. Each Subcommittee is represented to the Executive Curriculum Committee by the chair of the subcommittee. The Associate Dean (Curricular Affairs) is an ex officio non-voting member of all ECC subcommittees. Student input is included in the Subcommittee discussions, and supplements regularly scheduled meetings between student representatives and the Associate
Dean (Curricular Affairs), Theme Leaders, and Course Leaders (Clerkship Council, HID Council, EPOM Council).

Representative from the Library and Education Information Technology may be guests of the ECC Subcommittee upon request of the Chair. The Associate Dean (Curricular Affairs) may invite additional faculty as guests to the subcommittees for additional expertise.

The Medical Education Policy Council and Committees (http://weill.cornell.edu/ofa/docs/MEPCGovernanceDocument.pdf)

The diagram below illustrates the relationships between Weill Cornell Medical College academic leadership and the medical education committees, as well as the relationships among the medical education committees and subcommittees.

Medical Education Program Governance

Dean, WCM

Executive Faculty Council & General Faculty Council

Medical Education Policy Council (Senior Associate Dean, Education)

Admissions Committee

Student Life Committee

Executive Curriculum Committee

Promotion and Graduation Committee

EPOM

HID

CC

SSE

Appeals Committee

Seasonal Ad Hoc Committees for:
- Honors in Service
- Honors in Research

CCR: CQI Curriculum Review Subcommittee
EPOM: Essential Principles of Medicine Subcommittee
HID: Health, Illness and Disease Subcommittee
CC: Clinical Curriculum Subcommittee
SSE: Scholarship, Science, Ethics Subcommittee

*Student Evaluation Committees:
EPOM, HID 1, HID 2, Phase 2/3

--- approval of major policies and/or decisions
--- report of policies, activities and data trends only, NOT approval of decisions
3. Processes for Appointment to the Faculty

3.01 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.

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:

**Titles on the Pathway Recognizing Academic Achievement and Scholarship**

Areas of Excellence: Clinical Expertise and Innovation, Investigation, Educational Leadership
Assistant Professor of (Department)
Associate Professor of (Department)
Professor of (Department)

Titles on the Pathway Recognizing Clinical Excellence

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

Titles on the Pathway Recognizing Excellence in Investigation

Assistant Professor of Research in (Department)
Associate Professor of Research in (Department)
Professor of Research in (Department)

Titles on the Pathway Recognizing Excellence in Teaching

Assistant Professor of Teaching in (Department)
Associate Professor of Teaching in (Department)
Professor of Teaching in (Department)

Titles Not on a Pathway

Lecturer; Senior Lecturer; Instructor

Voluntary Faculty Titles

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

Affiliate Clinical Faculty Titles

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

Non-Professorial Faculty Titles

Assistant (Discipline) in (Department)
Associate (Discipline) in (Department)
(Discipline) in (Department)
3.02 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.

3.03 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 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.

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.

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 Overseers 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.
4. 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 Associate Dean (Faculty Development) 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.
5. Appointment and Promotion of Faculty

5.01 Lecturers and Senior Lecturers

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

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

These titles shall not be used 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.

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 makes such consideration appropriate.

Qualifications

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

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

5.02 Instructors

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

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.

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.

5.03 Eligibility for Appointment and Promotion with Tenure

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.

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.

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.

5.04 Areas of Excellence - Pathway Recognizing Academic Achievement and Scholarship

Clinical Expertise and Innovation, Investigation, Educational Leadership

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.

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.

5.04.1 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 the attached table. The candidate must also demonstrate written scholarship, which may include chapters and reviews in the area of clinical expertise, guidelines for patient care, publications evaluating the impact of a clinical innovation and/or other research publications. There should be a strong teaching component in the clinical field and the individual may participate in clinical, translational, or basic scientific research related to the clinical field.

**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.

**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.

**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.

### 5.04.2 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.

**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.

**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.

**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.

### 5.04.3 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.

**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.
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.

**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.

**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.

**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 in “Guidebook: Criteria for Faculty Appointment and Promotion”

### 5.05 Appointment and Promotion on the Pathway Recognizing Clinical Excellence

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.

**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.

**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.

A modified title on 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 more broadly defined metrics are not limited to those which emphasize 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 the table below. The candidate may have a reputation as a provider or innovator in approaches to diagnosis, treatment or prevention of disease, applications of technology to clinical care and/or in developing models of care delivery.

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

**Assistant Professor:** 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 and/or meeting the level specific teaching and education minimum standards where possible, will be valued.

**Associate Professor:** 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 and/or meeting the level specific teaching and education minimum standards where possible, will be valued.

**Professor:** 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 and/or meeting the teaching and education minimum standards where possible, will be valued.

**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 “Guidebook: Criteria for Faculty Appointment and Promotion.”

5.06 **Appointment and Promotion on the Pathway Recognizing Excellence In Investigation**

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.

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.

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 more broadly defined metrics and are not limited to those which emphasize 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.

**Assistant Professor:** 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 for Assistant Professor, will be valued.

**Associate Professor:** 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 will be valued. Contributions in support of the Medical College’s teaching, clinical, and administrative activities will also be valued.

**Professor:** 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 will be valued. Contributions in support of the Medical College’s teaching, clinical, and administrative activities will also be valued.

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 “Guidebook: Criteria for Faculty Appointment and Promotion”

5.07 Appointment and Promotion on the Pathway Recognizing Excellence in Teaching

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.

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.

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.

**Assistant Professor:** 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 which include 1) didactic teaching, 2) mentorship, or 3) clinical teaching. If the faculty member is teaching in the basic or translational sciences, this venue may substitute for clinical teaching.

**Associate Professor:** 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 which include 1) didactic teaching, 2) mentorship, or 3) clinical teaching. If the faculty member is teaching in the basic or translational sciences, this venue may substitute for clinical teaching. Candidates at this level should have evidence of teaching ability above and beyond the average faculty including local recognition (teaching awards).

**Professor:** the candidate must provide evidence of service as an active and highly effective teacher by evidence or metrics in three of the teaching categories 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.
teaching. Candidates at this level should have evidence of teaching ability above and beyond the average faculty, including regional recognition (teaching awards).

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 I.

5.08 Appointment and Promotion on the Voluntary Faculty

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.

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.

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.

**Clinical Instructor:** 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.

**Clinical Assistant Professor:** 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.

**Clinical Associate Professor:** 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.

**Clinical Professor:** 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.

5.09 Appointment and Promotion on the Affiliate Clinical Faculty

Appointment and promotion on the Affiliate Clinical Faculty are reserved for faculty employed by Weill Cornell Medical College (WCMC) who provide clinical services primarily in office-based practices at locations away from the main campus, although they may have some intermittent or part-time clinical activities at the main campus and attending privileges at NYPH/WCMC. Members of the Affiliate Clinical Faculty will be organized as part of the Physician Organization Network Division. Recommendations for appointment will originate in the relevant academic Department. Affiliate Clinical Faculty are not eligible for tenure. There is no time in rank constraint for appointments on the Affiliate Clinical Faculty.

**Duties**

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

**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.

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

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

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

**Affiliate Professor:** Individuals who are salaried by the Medical College and work in an office-based practice away from the main campus who are recommended for an initial appointment or for promotion from associate professor to the rank of professor on the affiliate clinical faculty must demonstrate outstanding clinical accomplishments, which are recognized outside of the immediate area of their clinical activities, as well as excellence in scholarship or education. These accomplishments can be noted by evidence of and peer recognition for excellence in clinical practice – from those outside the immediate practice area. Other evidence could be significant participation in administrative leadership in health care organizations and professional societies, invitations to present at educational forums outside of their own institution, or election to high office of regional or national societies. Outstanding accomplishments can also be demonstrated with scholarship in peer-reviewed publications, invited chapters, instructional videos, or participation in scientific meetings.

### 5.10 Appointment and Promotion on the Non-Professorial Faculty

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

**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.

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.

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.

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

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

(Discipline): 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.

5.11 Joint and Dual Appointments to the Faculty

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 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.

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.

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.

Faculty Members with Primary Appointments at Columbia University College of Physicians and Surgeons (P&S). Any faculty member of the College of Physicians and Surgeons (P&S) 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 (MC), must obtain approval of the chairs of the respective departments prior to committing to or initiating such activity.

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

2. 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.

3. 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.

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

5.12 Differentiated Titles

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:
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.

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.

5.13 Appointment to an Endowed Professorship

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.

Authority for appointment or promotion of a faculty member to an endowed professorship, rests with the Board of Overseers 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.

5.14 Appointment to a University Professorship

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.

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 Overseers.

Authority for appointment of a faculty member to a University Professorship rests with the Board of Overseers and the Board of Trustees upon the recommendation of the Dean of the Medical College and upon approval of the President of the University.

5.15 Appointment of Part-Time Faculty

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.

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.

5.16 Appointment of Professors Emeriti

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.

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).

5.17 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.

5.18 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.

5.19 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.

**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.

**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.

**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.

5.20 Nepotism

The Medical College seeks to provide equitable employment opportunities to all persons, including those related to one another by blood, marriage or personal affection. To achieve this objective and ensure that family ties not be permitted to influence judgments on the quality of work or decisions on hiring, promoting, or termination, the University requires that a person may not supervise another person to whom he or she is related by blood or marriage without the written approval of the cognizant dean or vice president. In this context, a person's parents, children, and siblings are considered relatives. As for affectional ties, it is deemed fruitless to try to legislate the appropriate avoidance of judgments that cannot be impartial, but this is left to the conscience and discretion of the individual.

5.21 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/performances.
   C. Programmatic needs of department and/or hospital.
   D. Maintenance of a visa status with employment authorization.
   E. If at affiliated institution:
      1. Continuation of affiliation agreement.
      2. 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.
6. The Committee of Review

The Committee of Review (COR) is an advisory committee appointed by and reporting to the Provost of Medical Affairs and Dean of the Medical College. The COR is charged with safeguarding the Medical College's standards for the appointment and promotion of faculty members, and the award of tenure. To this end, the COR reviews all recommendations for appointment and promotion to the ranks of associate professor and professor. The COR also reviews all recommendations for the award of tenure.

The Committee of Review is comprised of seventeen (17) members appointed by the Dean. Committee members must hold faculty appointments at the Medical College at the rank of professor, and those who are full-time employees of the Medical College must be tenured. The COR will usually consist of:

- Five (5) senior full-time faculty members, including at least one (1) chair, from Basic Science departments at the Medical College;
- Five (5) senior full-time faculty members, including at least one (1) chair, from Clinical departments at the Medical College;
- One (1) member of the voluntary faculty of Weill Cornell Medical Center;
- One (1) officer of the General Faculty Council;
- One (1) faculty member on the full-time staff of the Hospital for Special Surgery;
- One (1) faculty member on the full-time staff of Memorial Sloan-Kettering Cancer Center;
- One (1) faculty member on the full-time staff of The Methodist Hospital (Houston, TX); and
- Two (2) senior full-time faculty members at the Medical College who will provide the Committee with additional expertise in either the basic or clinical sciences.

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

Tenure Ad hoc Advisory Subcommittees

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

- One member drawn from the Committee of Review.
- 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.
- 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.

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7 For detailed information and policies please visit: https://faculty.weill.cornell.edu/academic-policies/academic-staff-handbook
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 Appendix I in “Appointment and Promotion of Faculty”, Academic Staff Handbook:

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 or required for 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

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.

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**

**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.

**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.

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.

**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.

**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.
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 an 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 Overseers for final action shall authorize and provide
7. Tenure

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.

7.01 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, taking into account 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.

7.02 Eligibility and Qualifications for Tenure

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.

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.

7.03 Probationary Period for Tenure Review

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.

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.

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.

7.04 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.

7.05 Procedures for Granting Tenure

I. Authorization for Approval

Authority for granting tenure rests with the Board of Overseers of Weill Medical College of Cornell University. Tenure is effective upon an affirmative vote by the full Board of Overseers or on a subsequent date as recommended. Since the full Board meets only four 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 Overseers' 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 Overseers 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 insure 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 consents, 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 Overseers 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.

7.06 Termination of an Appointment with Tenure

All appointments 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.
8. Policies on Conflicts of Interest and Commitment

Weill Cornell Medical College is committed to overseeing the conduct of research in a manner that ensures the integrity of the research process and maintains the public trust and that of sponsors in the integrity and credibility of its faculty, its staff, and its research programs. This commitment requires the university to ensure that there is no reasonable expectation that research results are biased by the external commitments and financial interests of persons who are responsible for the design, conduct, reporting, or direct administration of university research. Such individuals are, for the purposes of this policy, referred to as “research personnel.” Research, for the purpose of this policy, includes all sponsored projects, including research and extension, and all non-sponsored university research.

This policy identifies and addresses the real or apparent financial conflicts of interest presented by the intersection of research activities and personal financial interests, and defines the requirements of all research personnel to ensure that those activities are conducted objectively and without consideration of personal financial gain.

For detailed information on these policies, please visit:
https://www.dfa.cornell.edu/sites/default/files/policy/vol1_7.pdf,
http://www.dfa.cornell.edu/treasurer/policyoffice/policies/volumes/governance/conflicts.cfm
and https://www.dfa.cornell.edu/policy/azindex/conflicts
9. Anti-Discrimination, Prohibited Bias and Related Misconduct

9.01 Cornell University Equal Education and Employment Opportunity Statement

Cornell University has an enduring commitment to support equality of education and employment opportunity by affirming the value of diversity and by promoting an environment free from discrimination.

Association with Cornell, either as a student, faculty, or staff member, involves participation in a free community where all people are recognized and rewarded on the basis of individual performance rather than personal convictions, appearance, preferences (including sexual or affectional orientation), or happenstance of birth.

Cornell University's history of diversity and inclusion encourages all students, faculty and staff to support a diverse and inclusive university in which to work, study, teach, research and serve.

No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, marital status, citizenship, sex, sexual orientation, gender identity or expression, age, disability, or protected veteran status. Cornell University is an affirmative action/equal opportunity employer.


9.02 Medical College Faculty Misconduct Policy

The Faculty of the Medical College affirms that an allegation of faculty misconduct must receive a prompt and considered response, while protecting the rights of the respondent to a fair and transparent investigation. The individual responsible for an inquiry or investigation into alleged faculty misconduct under this policy must be a member of the Faculty. It is acknowledged that there must be a measure of proportionality between the gravity of the accusation and the investigative effort.

For detailed information and policies please visit: https://faculty.weill.cornell.edu/academic-policies/academic-staff-handbook

9.03 Medical College Grievance Procedures

The objective of the academic grievance procedure is to provide appropriate means whereby an individual holding an academic appointment at WCMC who believes himself or herself to be aggrieved can obtain consideration and, possibly, redress of his or her grievance.

For detailed information and policies please visit: https://faculty.weill.cornell.edu/academic-policies/academic-staff-handbook
9.04 Prohibited Discrimination and Harassment

**Principles** - WCMC's commitment to diversity and inclusiveness is grounded in providing an environment that is free from all prohibited discrimination, protected-status harassment, sexual assault/violence, and bias activity, in particular when such actions are directed at a member or group of the WCMC community because of that individual's or group's actual or perceived age, color, creed, disability, ethnicity, gender, gender identity or expression, marital status, national origin, race, religion, sexual orientation, predisposing genetic characteristics, status as a domestic violence victim, military or veteran status, pregnancy or recovery from childbirth or any combination of these or related factors protected by law.

WCMC does not discriminate against or permit harassment of its employees or applicants for employment on the basis of their protected status. Accordingly, WCMC will not accept, tolerate or condone actions of discrimination and/or harassment by any employee, student, patient, vendor, or visitor. In compliance with applicable federal, state, and local laws, and college policy, WCMC maintains processes for individuals or groups to seek redress and remediation if they believe they have been the victims of these acts, including the identification of Title IX coordinators, who oversee all Title IX complaints and take necessary steps to address problems when they arise.

10. Other Weill Cornell Medicine Faculty Resources

Faculty Development Resources
- Continuing Medical Education
- Office of Curriculum and Educational Development: Faculty Resources
- Office of Faculty Affairs
- Office of Faculty Development
- Office of Faculty Diversity in Medicine and Science
- Office of Postdoctoral Affairs
- Office of Sponsored Research Administration

General Medical College Resources for Faculty
- Equal Opportunity and Affirmative Action
- Griffis Faculty Club (Requires Adobe Flash)
- Housing
- Information Technologies and Services
- Office of Affiliations
- Office of the Dean
- Office of the Faculty Ombudsman
- Samuel J. Wood Library