

SECTION FOUR

Guidelines for the Committee of Review

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INTRODUCTION

The Committee of Review is an advisory committee appointed by and reporting to the Dean of the Medical College. The Guidelines for the Committee of Review were last revised in 1995.¹ The current Guidelines modify that previous document.

CHARGE

The Committee of Review is charged with safeguarding the Medical College's standards for the appointment and promotion of faculty members, and the award of tenure as described in the Medical College's current policies and procedures.² To this end, the Committee reviews all recommendations for appointment and promotion to the ranks of associate professor and professor³. The Committee also reviews all recommendations for the award of tenure. The Committee is advisory and makes its report to the Dean.

THE COMMITTEE OF REVIEW

I. Membership

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

- A. Five (5) full-time tenured full professors, including at least one (1) chair, from Basic Science departments at the Medical College;
- B. Seven (7) full-time full professors, including at least one (1) chair, from Clinical departments at the Medical College; at least four (4) of these seven members must be tenured; five (5) or more will be Academic Achievement and Scholarship (unmodified titles); up to two (2) Clinical Excellence (modified titles);
- C. One (1) member of the voluntary faculty of Weill Cornell Medical Center;

¹ Approved by the Executive Faculty Council on July 6, 1995 (Minutes page 8618 and the General Faculty Council on July 10, 1995.

² See Section Two, Appointment and Promotion of Faculty and Section Three, Tenure.

³ Exceptions may apply for changes in pathway and secondary appointments without promotions.

- D. One (1) member of the General Faculty Council who is a full professor full-time employed by the Medical College; tenure is not required for this member;
- E. One (1) member on the full-time staff of the Hospital for Special Surgery who holds a Medical College full professor appointment on the Academic Achievement and Scholarship Pathway (unmodified title);
- F. One (1) member on the full-time staff of Memorial Sloan-Kettering Cancer Center who holds a Medical College full professor appointment on the Academic Achievement and Scholarship Pathway (unmodified title); and
- G. One (1) member on the full-time staff of Houston Methodist Hospital (Houston, TX) who holds a Medical College full professor appointment on the Academic Achievement and Scholarship Pathway (unmodified title)

II. **The Committee Chair**

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

III. **Ad hoc Advisory Subcommittees**

- A. *Ad hoc* advisory subcommittees will be established to review recommendations for tenure. An *ad hoc* advisory subcommittee will consist of four (4) individuals:^{1, 2}
 1. One member drawn from the Committee of Review.
 2. One senior full-time faculty member at the Medical College who may or may not be a member of the Committee of Review at that time.
 3. Two senior full-time faculty members at another Medical school or university, or the equivalent.

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

¹ Approved as procedural clarification by Executive Faculty Council on September 1, 1988 (Minutes, p. 8304), and General Faculty Council on September 19, 1988.

² Increase from 3 to 4 members approved by the Executive Faculty Council September 13, 2012, the General Faculty Council September 10, 2012, the Board of Overseers November 14, 2012 and the Board of Trustees December 6, 2012.

deliberations of the subcommittee.

- B. In those instances involving the tenure of an incoming department chair, the Search Committee appointed by the Dean, with faculty representation consistent with that stipulated in III.A., page 4.4, will serve as the *ad hoc* advisory subcommittee to the Committee of Review.

IV. **Primary Reviewer**

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

SUBMISSION OF DEPARTMENTAL RECOMMENDATIONS TO THE OFFICE OF FACULTY AFFAIRS

A departmental request for evaluation of a recommendation will be initiated by submission to the Office of Faculty Affairs of a list containing the names of national or international authorities in the candidate's field of endeavor who can be called upon for extramural and intramural expert opinion¹. In the case of a recommendation for tenure, the list will contain nine (9) names of impartial national or international authorities in the candidate's field who can be called upon for extramural expert opinion. For all other recommendations, refer to the following table and Appendix I of Section 2 of the Academic Staff Handbook:

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

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

¹ Approved by the Executive Faculty Council December 18, 2014; the General Faculty Council, December 15, 2014; the Board of Overseers, February 11, 2015, and the Board of Trustees, March 26, 2015.

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

INITIAL REVIEW OF DEPARTMENTAL RECOMMENDATIONS FOR TENURE

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

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

II. Review by the *Ad hoc* Advisory Subcommittee

The Office of Faculty Affairs will distribute the credentials submitted by the department to the members of the *ad hoc* advisory subcommittee. The subcommittee will meet to discuss the candidate and to review the candidate's credentials, including the evaluation letters obtained by the Office of Faculty Affairs.¹ 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.²

¹ In the initial request for evaluation, the department chair suggests nine (9) impartial authorities from whom the Office of Faculty Affairs solicits evaluations, under the auspices of the Chair of the Committee. See "Tenure" (section 3) 3.8, III.C, Procedures for Granting Tenure.

² See below for the procedures for review by 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.¹ Letters of evaluation will be for the confidential use of the Committee unless otherwise specified by the author. Those letters will be included in the credentials forwarded to the Committee.

REVIEW OF ALL DEPARTMENTAL RECOMMENDATIONS BY THE FULL COMMITTEE OF REVIEW

I. Fairness

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

II. Confidentiality

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

III. Primary Reviewer

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

IV. Agenda

The chair will set the agenda for each meeting of the Committee. The agenda

¹ In the initial request for evaluation, the department chair provides a list of the names of authorities from whom the Office of Faculty Affairs solicits evaluations. See specific ranks and titles above and in "Appointment and Promotion of Faculty" (section 2) for the required number of names and letters.

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

V. Quorum

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

VI. Meetings of the Committee

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

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

REPORT OF THE COMMITTEE TO THE DEAN

The Committee will submit its recommendations in writing to the Dean of the Medical College. In doing so, the Committee has the responsibility of making an unequivocal recommendation. If the Committee cannot come to 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 Fellows for final action.