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Appointment and Promotion of Faculty

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INTRODUCTION

I. University Faculty

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

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

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

The Board of Trustees may elect other persons to membership in the University Faculty, from time to time, upon the recommendation of that Faculty. ¹

II. Faculty of the Medical College

The faculty of the Medical College ² 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 track.

¹ Bylaws of Cornell University, Article XII, 1.
² The complete academic staff consists of the faculty and the non-faculty academic staff (see 2.5.IV and 5.2.II). The remaining employees of the Medical College are the non-academic staff.
Granting of such college faculty status does not affect other conditions of employment.\(^1\)

**III. Duties of the Faculty**

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

Subject to the authority of the University Faculty on all matters affecting general educational policy, it shall be the duty of each separate college or school faculty to determine the entrance requirements for its own students; to prescribe and define courses of study for them; to determine the requirements for such degrees as are offered to students under its jurisdiction; to recommend to the President such candidates for degrees as may have fulfilled the requirements therefore; to enact and enforce rules for the guidance and supervision of its students in their academic work; and in general to exercise jurisdiction over the academic interests of students and all other educational matters in the particular college or school.\(^2\)

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.\(^3\)

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

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1. Bylaws of Cornell University, Article XIII, 1.
2. Bylaws of Cornell University, Article XIII, 3.
IV. Faculty Titles

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

University Professor
Professor of (Department)
Associate Professor of (Department)
Assistant Professor of (Department)
Instructor in (Department)
Senior Lecturer in (Department)
Lecturer in (Department)
(Discipline) in (Department)
Associate (Discipline) in (Department)
Assistant (Discipline) in (Department)

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

V. Organization of Faculty Titles

Through faculty legislation, the Medical College has established a system of faculty tracks. Each track is

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1 See Section Two: Appointment to a University Professorship.
2 For example, Biomathematician in Public Health.
3 For example, Associate Physicist in Radiology.
4 For example, Assistant Veterinarian in Pathology.
5 The use of these modifiers is illustrated below and in other portions of this section.
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 track.¹

The titles of Lecturer and Senior Lecturer are not associated with any of the faculty tracks. 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 associated with a faculty track but 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.² For individuals not salaried by the Medical College, initial instructor-level appointments with the appropriate modifier can be made in the Clinical Track (Instructor in Clinical (Department)) and in the Voluntary Track (Clinical Instructor in (Department)).³

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

A. TITLES NOT ON A TRACK

1. Lecturer in (Department)
2. Lecturer in Clinical (Department)
3. Senior Lecturer in (Department)

¹ The specific qualifications, duties and privileges associated with each track are described in other portions of this section.
² See 2.16.I-IV Instructors.
³ See 2.37, Appointment and Promotion on the Clinical Track; 2.72, Appointment and Promotion on the Voluntary Track.
4. Senior Lecturer in Clinical (Department)
5. Instructor in (Department)

B. UNMODIFIED TITLES ON A TRACK

1. Tenure Track
   a. Assistant Professor of (Department)
   b. Associate Professor of (Department)
   c. Professor of (Department)

2. Academic-Clinical Track
   a. Associate Professor of (Department)
   b. Professor of (Department)

3. Academic-Research Track
   a. Associate Professor of (Department)
   b. Professor of (Department)

C. MODIFIED TITLES ON A TRACK

1. Clinical Track
   a. Instructor in Clinical (Department)
   b. Assistant Professor of Clinical (Department)
   c. Associate Professor of Clinical (Department)
   d. Professor of Clinical (Department)

2. Research Track
   a. Assistant Research Professor of (Department)
   b. Associate Research Professor of (Department)
c. Research Professor of (Department)

3. Voluntary Track
   a. Clinical Instructor in (Department)
   b. Clinical Assistant Professor of (Department)
   c. Clinical Associate Professor of (Department)
   d. Clinical Professor of (Department)

4. Academic-Educator Track
   a. Assistant Professor of [Department] (Education)
   b. Associate Professor of [Department] (Education)
   c. Professor of [Department] (Education)

5. Affiliate Clinical Track
   a. Affiliate Instructor in Clinical [Department]
   b. Affiliate Assistant Professor of Clinical [Department]
   c. Affiliate Associate Professor of Clinical [Department]
   d. Affiliate Professor of Clinical [Department]

D. NON-PROFESSORIAL TRACK
   1. Assistant (Discipline) in (Department)
   2. Associate (Discipline) in (Department)
   3. (Discipline) in (Department)
VI. **General Qualifications for an Appointment to the Faculty**

In general, it is expected that persons recommended for appointment to the faculty at the Medical College will hold the terminal-level degree in their field of scholarship, and will have demonstrated ability or potential in a combination of teaching, research, clinical service and/or academic administration. No member of the University Faculty (i.e., Assistant Professor, Associate Professor, or Professor) and no voting member of the Medical College faculty may be a candidate for a degree administered by Cornell University. Additionally, there are restrictions on associations with other institutions.

VII. **General Procedures for Appointment to the Faculty**

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

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

If the request for the new or replacement position at the Medical College is approved by the Dean, the individual responsible for the recruiting effort must consult with the

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1 Bylaws of Cornell University, Article XIII, 2.
2 See 2.94, Faculty Appointments at Other Institutions; 2.95, Adjunct, Visiting and Courtesy Faculty, and Section Thirteen, Conflicts Policy.
3 Each department must have written guidelines documenting its internal procedures for reviewing appointments and promotions on file in the Dean’s Office.
Associate Dean for Equal Opportunity Programs to develop a recruiting plan and submit an "Academic Staff Search Form." When a candidate is selected, an "Applicant Data Form" must be filed with the Human Resources Department.\(^1\) After approval of the "Academic Staff Search Form" and filing of the "Applicant Data Form," the credentials of the candidate are transmitted to the Office of Faculty Affairs for processing.

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

**C. Authorization for Approval.** Recommendations for appointment or promotion to the ranks of lecturer, senior lecturer, instructor and assistant professor are made by the chair to the Dean for approval.

Recommendations for appointment or promotion to the ranks of associate professor (without tenure) and professor (without tenure) are made by the chair to the Dean, who refers them to the Committee of Review.\(^2\) 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 \textit{ad hoc} advisory subcommittee of the Committee of Review.\(^3\) 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.\(^4\)

In the case of new appointments at the Medical College, no payroll authorization can be honored until the necessary

\(^1\) See Section Six, Affirmative Action.
\(^2\) See Section Four, Guidelines of the Committee of Review.
\(^3\) See Section Four, Guidelines of the Committee of Review.
\(^4\) See Section Three, Tenure.
documents have been received by the administrative offices concerned and the recommendation for appointment has been approved. Once a recommendation for professorial appointment or promotion or for the granting of tenure is approved, the Office of Faculty Affairs will send written notification to the faculty member and department.

VIII. Terms of Appointment

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

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

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

LECTURERS AND SENIOR LECTURERS

I. Introduction

The titles of Lecturer and Senior Lecturer are not associated with any of the faculty tracks. 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.2

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

II. Duties

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

Persons holding lecturer or senior lecturer appointments

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1 As established by the Faculty Council of Representatives (October 10, 1973), approved by the Deans' Council (December 4, 1973), and adopted by the administration (Records, 1973, pp. 4207C-11C and 4213-19C).

2 See Section Nine, Benefits.
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.

III. Titles

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

Lecturer in (Department)
Lecturer in Clinical (Department)
Senior Lecturer in (Department)
Senior Lecturer in Clinical (Department)

The modifiers "visiting" and "courtesy" may also be used with these titles to indicate the employment status of the individual.¹

IV. Qualifications

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

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

V. Procedures for Appointment or Promotion

Authority for appointment or promotion to the positions of Lecturer and Senior Lecturer rests with the Dean of the Medical College upon recommendation of the department chair.

The following steps are required for appointment and/or promotion to the rank of Lecturer or Senior Lecturer:

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¹ See Section Two: Adjunct, Visiting and Courtesy Faculty, II and III.
A. An evaluation of the candidate by the Department based on its own written procedures. The Department may solicit letters of recommendation as part of its internal evaluation.

B. Submission to the Office of Faculty Affairs of the following credentials no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date:

1. Recommendation for Appointment form.

2. Curriculum vitae and bibliography, in the required format.

3. Letter of recommendation from the department chair (or division/affiliate department head and endorsed by the chair). Where not evident from the Curriculum vitae, the chair’s letter should emphasize the importance of the candidate’s educational contribution and specific evidence of the candidate’s contributions to intramural and extramural teaching activities.

4. Two (2) letters of recommendation from outside evaluators (or inside evaluators, if the individual is recommended for promotion).

VI. Terms of Appointment

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

VII. Procedures for Renewal of Appointment

Renewals are recommended by the chair to the Dean for approval. For individuals whose term of appointment ends with the academic year on June 30, one-year renewals may be recommended by including the appointment on the staff list submitted annually to the Dean by the department chair.
In the case of the renewal of an appointment for a period of more than one year, the following credentials should be submitted to the Office of Faculty Affairs by March 1st\(^1\) of the penultimate year of the individual's appointment:

A. Recommendation for Appointment form.

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

C. Letter of recommendation from the department chair.\(^2\)

VIII. **Review for Promotion**

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

IX. **Notification of Non-renewal of Appointment**

Lecturers and senior lecturers who are in the first twenty-four (24) months of appointment on the paid full-time academic staff or are members of the regular part-time academic staff are entitled to six (6) months' notice of non-renewal. Lecturers and senior lecturers who have been on the paid full-time academic staff more than twenty-four (24) months are entitled to twelve (12) months' notice of non-renewal.

There are no minimum advance notification requirements for lecturers and senior lecturers who are not on the paid full-time or regular part-time academic staff at the Medical College, or who are on the professional staffs of affiliated institutions.\(^3\)

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1 This deadline assumes that the individual's appointment was made on the basis of the academic year, July 1st to June 30th. If the appointment was made to end on another date, then the departmental review should be completed no later than four (4) months before the end of the penultimate year of the appointment.


3 See 2.10.VIII, concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.
INSTRUCTORS

I. Introduction

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

II. Duties

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

III. Titles

Where applicable, the modifiers "visiting" and "courtesy" may be used with the title Instructor in (Department) to indicate the employment status of the individual.1

IV. Qualifications

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

V. Procedures for Appointment or Promotion

Authority for appointment or promotion at the rank of Instructor in (Department) rests with the President of the University upon recommendation of the department chair and approval of the Dean.

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1 See Section Two, Adjunct, Visiting and Courtesy Faculty, II and III.
The following steps are required for appointment and/or promotion to the rank of Instructor:

**A.** Preliminary evaluation of the candidate by the Department based on its own written procedures. The Department may solicit letters of recommendation as part of the evaluation.

**B.** Submission to the Office of Faculty Affairs of the following credentials no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date.

1. Recommendation for Appointment form.

2. *Curriculum vitae* and bibliography, in required format.

3. Letter of recommendation from the department chair (or division/affiliate department head and endorsed by the chair). Where not evident from the *curriculum vitae*, the Chair’s letter should emphasize the candidate’s academic promise in the areas of teaching, research and/or clinical service.

4. Two (2) letters of recommendation from impartial evaluators. Outside letters are preferred, but inside evaluators may be used for individuals who have been at WCMC throughout their post-graduate training and/or whose WCMC appointment is being made through one of the designated affiliates listed in Appendix VII of Section 2.

VI. **Term of Appointment**

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

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1 Bylaws of Cornell University, Article XVI, 2f.
For Instructors who are subject to a three-year maximum term in rank, the maximum term in rank clock will be suspended automatically for one calendar year for each instance of the following: the birth, adoption, or foster placement of a child, subject to notice of the event in writing by the faculty member to the Office of Faculty Affairs. The use of automatic suspensions does not affect consideration for extension of term in rank or for promotion.¹

VII. Procedures for Renewal of Appointment

Renewals are recommended by the department chair to the Dean for approval. One-year renewals for individuals whose term of appointment ends with the academic year on June 30 may be recommended by inclusion of the appointment on the staff list submitted annually to the Dean by the department chair.

VIII. Extension of Term

Based upon adequate justification, an extension of the maximum term in rank may be granted for one (1) year at the Dean's discretion upon the written request of the faculty member and the department chair.

IX. Review for Promotion

By the end of the individual's second year in rank as instructor, the department should decide if it will recommend promotion. If promotion is not recommended or, if recommended but not subsequently approved, sufficient notification of the termination of the appointment as instructor must be given.²

In appropriate instances, the department may recommend appointment at the rank of Clinical Instructor in (Department) on the voluntary track or Instructor in Clinical (Department) on the clinical track or in limited instances, transfer to the non-faculty academic staff. All notifications should be in writing from the department chair with a copy to the Office of Faculty Affairs.

¹ Approved by the Executive Faculty Council on January 12, 2012, the General faculty Council on January 9, 2012, the Board of Overseers on February 15, 2012 and the Board of Trustees on March 9, 2012.
² See 2.18, X.
X. **Notification of Non-renewal of Appointment**

Instructors who are in the first twenty-four (24) months of appointment on the paid full-time academic staff or members of the regular part-time academic staff are entitled to six (6) months' notice of non-renewal. Instructors who have been on the paid full-time academic staff more than twenty-four (24) months are entitled to twelve (12) months' notice of non-renewal.¹

There are no advance notification requirements for instructors who are not on the paid full-time or regular part-time academic staff at the Medical College, or who are on the professional staffs of affiliated institutions.²

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¹ Does not apply to Instructors on the Affiliate Clinical Track. See 2.85, IX

² See 2.10 VIII, concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.
APPOINTMENTS ASSOCIATED WITH A FACULTY TRACK

APPOINTMENT AND PROMOTION ON THE TENURE TRACK

I. Introduction

Appointment and promotion on the tenure track may lead to review for tenure, and 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. Individuals holding appointments on the tenure track are subject to the maximum term in rank as assistant professor and to the probationary period for tenure review.

II. Duties

Individuals holding appointments on the tenure track will assume major duties in research, teaching, and, if applicable, patient care and academic administration, and will, through their activities, foster the academic programs of the Medical College. Their specific duties are determined by the chair of the department in which they hold their appointment.

III. Titles

The following titles represent the ranks available on the tenure track:

Assistant Professor of (Department)
Associate Professor of (Department)
Professor of (Department)

IV. Qualifications

Individuals recommended for appointment on the tenure track

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1 Assistant Professors paid by affiliated institutions are not generally considered to be on the tenure track. Qualified faculty members who are paid by affiliated institutions may be reviewed for tenure if the affiliated institution will guarantee salary support to the University in writing. (See 2.90, Appointment of Part Time Faculty and Section Three, Tenure)

2 See 3.5, Probationary Period for Tenure Review.
track in most instances will have a M.D., Ph.D., or other applicable terminal degree.

A. **Assistant Professor.** Individuals recommended for appointment or promotion to the rank of assistant professor on the tenure track must have completed the requirements for a terminal-level degree in their field of scholarship, will normally have completed a period of post-doctoral education appropriate to their specialty, and must have demonstrated appropriate ability or potential in a combination of teaching, research, clinical service, and/or academic administration. For faculty eligible for tenure, the probationary period for review for tenure commences with appointment to the rank of assistant professor.

B. **Associate Professor.** Individuals recommended for appointment or promotion to the rank of associate professor on the tenure track\(^1\) will be either assistant professors whose accomplishments in the areas of research, teaching, and, when applicable, patient care and/or academic administration have been outstanding or individuals recruited initially to this rank who have already attained the level of achievement associated with promotion to associate professor on the tenure track, but who are not yet qualified for tenure. They should provide evidence of a national reputation as independent and productive investigators and scholars through the publication of innovative and original laboratory and/or clinical research in high quality journals with peer review and of active and effective participation in medical/graduate student education, clinical training and/or other teaching programs as evidenced by evaluations of students, trainees and peers, invited lectureships, course leadership and design, and invitations to teach at other educational institutions and professional venues. Participation in the academic activities within the Medical College and external to the Medical College is also expected. Individuals with responsibilities for patient care should possess a record of outstanding clinical expertise and significant contributions to the clinical programs of the Medical College.

C. **Professor.** Individuals recommended for appointment or

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\(^1\) Full-time faculty members paid by affiliated institutions and regular part-time faculty are not generally recommended for appointment or promotion to the rank of associate professor on the tenure track. (See 2.28, Appointment and Promotion on the Academic-Clinical Track)
promotion to the rank of professor on the tenure track will ordinarily fulfill the qualifications for appointment to the rank of associate professor on this track, and must provide evidence of independent research recognized both nationally and internationally through the continued publication of exceptional, original and innovative research findings and/or important clinical applications of basic science; professional recognition as being among the most accomplished members in their field as demonstrated through awards, prizes, memberships in study sections, advisory groups and other notable academic achievements; active participation and/or leadership in academic activities within the Medical College including significant and effective participation in medical/graduate student education or other teaching programs; and, if applicable, superior contributions to a clinical field and outstanding contributions to the clinical programs of the Medical College. Appointment to the rank of professor on the tenure track usually involves the granting of tenure.

V. Procedures for Appointment or Promotion

A. Assistant Professor. Authority for appointment or promotion to the rank of assistant professor on the tenure track rests with the President of the University upon recommendation of the department chair and approval of the Dean of the Medical College.

Appointment to the rank of assistant professor on the tenure track requires the following steps:

1. A preliminary departmental evaluation of the candidate based on its written procedures.

2. Submission to the Office of Faculty Affairs of the following credentials no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date:
   a. Recommendation for Appointment form.
   b. Curriculum vitae and bibliography, in the

1 Full-time faculty members paid by affiliated institutions and regular part-time faculty are not generally recommended for appointment or promotion to the rank of professor on the tenure track. (See 2.28, Appointment and Promotion on the Academic-Clinical Track)
c. Letter of recommendation from the department chair or division/affiliate department head and endorsed by the chair. Where not evident from the vitae, the letter should emphasize the candidate’s demonstrated ability or potential in a combination of teaching, research, clinical service and/or academic administration.

d. Two (2) letters of recommendation from outside evaluators or inside evaluators, if individuals are recommended for promotion or have been at WCMC and/or the hospital whose medical staff they are joining throughout their post-graduate medical training.

B. Associate Professor and Professor. Authority for appointment or promotion to the ranks of associate professor and professor on the tenure track rests with the University President upon the recommendations of the department chair, Committee of Review, and Faculty Councils, and approval of the Dean of the Medical College.\(^1\)\(^2\) Individuals not eligible for tenure should receive appointments on another track.

The following steps are required for appointment and promotion to the rank of associate professor or professor on the tenure track:

1. A preliminary departmental evaluation of the candidate based on its written procedures.

2. Submission of an initial request for evaluation to the Office of Faculty Affairs that includes:

   a. The title to be recommended.

   b. A *curriculum vitae* and bibliography, in the required format.

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

\(^1\) See Section Four, Guidelines of the Committee of Review.

\(^2\) If the recommendation includes the granting of tenure, see 3.8, Procedures for Granting Tenure.
d. The names of nine (9) impartial national or international authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.  

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

a. Move forward with the request for appointment or promotion;

b. Modify the requested title; or,

c. Withdraw the request.

4. Should the department elect to move forward with the appointment or promotion, a chair’s letter of recommendation shall be added to the materials already collected. The chair’s letter should include an enumeration of the candidate’s sources of salary support for the previous three (3) years and projected sources of future support together with an estimate of the candidate’s potential to obtain such support. 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 intramural and extramural teaching activities.

c. Where pertinent, the candidate’s contributions to patient care and the level of distinction of the patient care provided.

d. A discussion of the candidate’s research

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1 The full name, doctoral degree(s), title, professional address, and telephone number should be given for each evaluator. The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.
support together with an estimate of future potential to attract and maintain such support.

e. 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.

5. The complete dossier, including the Recommendation for Appointment Form, should be sent to the Office of Faculty Affairs for submission to the Committee of Review no later than six (6) months prior to the recommended effective date, e.g., by January 1st for a July 1st effective date.

VI. Terms of Appointment

A. Assistant Professor. Assistant Professors are limited to a total of six (6) years’ time in rank. Appointment to the position of assistant professor may be recommended for an initial term of up to four (4) years or any part thereof\(^1\), and renewed upon recommendation, based upon the individual’s continued fulfillment of the qualifications for appointment and the programmatic needs of the department. For example, the appointment may be recommended for a period of one (1) academic year and renewed annually upon recommendation for a total of six (6) years as assistant professor, or two (2) three-year appointments might be recommended.

Based upon adequate justification, an extension of the six-year maximum term in rank may be granted for one (1) year upon the written request of the faculty member and chair, with the approval of the Faculty Councils and the Dean. When a review for promotion is unsuccessful, an individual may receive a one-year terminal appointment. This is not an extension of the time in rank.

For Assistant Professors who are subject to a six-year maximum term in rank, the maximum term in rank clock will be suspended automatically for one calendar year for each instance of the following: the birth, adoption, or foster placement of a child, subject to notice of the event in writing by the faculty

\(^1\) Bylaws of Cornell University, Article XVI, 2c.
B. Associate Professor and Professor. Associate professors and professors are not subject to maximum terms in rank, but may be subject to the probationary period for tenure review. For those individuals eligible for review for tenure, appointment to the positions of associate professor and professor may be recommended for any period up to the end of the probationary period or any part thereof and then recommended for renewal up to the end of the probationary period, based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

For faculty members on the tenure track who are subject to the probationary period for tenure review, the probationary period clock will be suspended automatically for one calendar year for each instance of the following: the birth, adoption, or foster placement of a child, subject to notice of the event in writing by the faculty member to the Office of Faculty Affairs. The use of automatic suspensions does not affect consideration for extension of the probationary period for tenure review, or for promotion or tenure.\footnote{Approved by the Executive Faculty Council on January 12, 2012, the General faculty Council on January 9, 2012, the Board of Overseers on February 15, 2012 and the Board of Trustees on March 9, 2012.}

VII. Procedures for Renewal of Appointment

Renewals are recommended by the chair to the Dean. For individuals whose term of appointment ends with the academic year on June 30, one-year renewals of appointments may be recommended by inclusion of the appointment on the staff list submitted annually to the Dean by the department chair.

Renewal of an appointment for a period of more than one year requires submitting the following credentials to the Office of Faculty Affairs by March 1st\footnote{This deadline assumes that the individual's appointment was made on the basis of the academic year, July 1st to June 30th. If the appointment was} of the penultimate year

\footnote{Approved by the Executive Faculty Council on January 12, 2012, the General faculty Council on January 9, 2012, the Board of Overseers on February 15, 2012 and the Board of Trustees on March 9, 2012.}
of the individual's appointment:

A. Recommendation for Appointment form;

B. Curriculum vitae and bibliography, in required format;

C. Letter of recommendation from the department chair.¹

VIII. Review for Promotion

A. Assistant Professor. By the end of the individual's fifth year in rank as assistant professor, the department should decide if it will recommend promotion. If the department does not recommend promotion or if a recommendation for promotion is subsequently not approved, sufficient notification of the non-renewal of the individual’s faculty appointment as assistant professor must be given.² In appropriate circumstances, the individual may be recommended for appointment on the voluntary faculty as Clinical Assistant Professor or for a change in title to Assistant Professor of Clinical (Department), Assistant Research Professor of (Department), or Assistant Professor of [Department] (Education).³ All notifications should be in writing from the department chair, with a copy forwarded to the Office of Faculty Affairs.

B. Associate Professor. Since there is no maximum term in rank for an associate professor, recommendations for promotion from associate professor to professor may be made by the department chair whenever the individual has attained the qualifications for promotion. The promotion of an associate professor without tenure will usually not occur prior to a

¹ For examples, see 2.22.V.A. (Assistant Professor) and 2.23.V.B. (Associate Professor and Professor).

² See 2.27.IX, Notification of Non-Renewal of Appointment.

³ See 2.72, Appointment and Promotion on the Voluntary Track, 2.38.IV.B., Appointment as Assistant Professor of Clinical (Department), 2.54, Appointment and Promotion on the Research Track, or 2.63, Appointment and Promotion on the Academic-Educator Track.
successful review for tenure.¹

IX. Notification of Non-renewal of Appointment

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

Associate professors without tenure and professors without tenure who have been reviewed for tenure and have not been granted tenure are entitled to twelve (12) months' notice of non-renewal from the time that the decision is made not to grant tenure, so that the total period includes at least one (1) full academic year.²

¹ Recommendations for promotion and for tenure may be submitted at the same time. See 3.8, subsection on Procedures for Granting Tenure.
² See 2.10.VIII, Introduction, concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.
APPOINTMENT AND PROMOTION
ON THE ACADEMIC-CLINICAL TRACK

I. Introduction

Appointment and promotion on the academic-clinical track 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 the academic-clinical track are not eligible for tenure.

II. Duties

The duties of individuals holding appointments on the academic-clinical track will reflect a significant commitment to clinical research, excellence in teaching and noted accomplishment in patient care. Such individuals will be expected to exhibit scholarly achievement in these areas and will be expected to participate significantly in the academic activities of the Medical College. Their specific duties are determined by the chair of the department in which they hold their appointment.

III. Titles

The following titles represent the ranks available on the academic-clinical track:

Associate Professor of (Department)

Professor of (Department)

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

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1 There is no distinction between the titles on the tenure track, the academic-clinical track and the academic-research track at these ranks.

2 See 2.95, Adjunct, Visiting and Courtesy Faculty.
IV. **Qualifications**

Individuals recommended for appointment on the academic-clinical track in most instances will have a M.D. degree. An individual holding another terminal degree, who is recommended for appointment or promotion to the academic-clinical track, must spend the majority of his or her time performing primary clinical duties, e.g., a psychologist in the Department of Psychiatry.

Individuals at affiliated institutions holding terminal degrees other than an M.D., e.g., Ph.D., Sc.D., who do not spend the majority of their time performing primary clinical duties, may be appropriate for appointment or promotion to unmodified titles on the academic-research track.

**A. Associate Professor.** Individuals recommended for appointment or promotion to the rank of associate professor on the academic-clinical track should provide clear evidence of scholarly productivity advancing a body of knowledge as demonstrated by original research, analytic studies, new approaches to patient care and/or clinical observations that influence medical practice and documented by the written evaluations of peers and an appropriate bibliography including original articles in refereed journals, case reports, reviews, chapters; active and effective participation in medical/graduate student, resident and fellowship education as evidenced by student and peer evaluations, teaching awards, course or program leadership, the development and dissemination of new teaching materials, etc.; and, noted accomplishments in patient care as demonstrated by the development of a regional or national reputation for excellence in a clinical field and validated by criteria such as patient referrals, invited lectureships, the introduction and evaluation of innovative clinical approaches and/or the development of a standard of patient care, etc.

It is expected that a candidate for associate professor on this track will show excellence in several areas. In some instances, however, truly exceptional distinction in one area and significant achievement in the others may fulfill the requirement for appointment or promotion to the rank of associate professor.

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1 Approved as amended by the Executive Faculty Council, June 1, 1995 (minutes, page 8621), and September 27, 2001 (minutes, page 9051), and by the General Faculty Council, June 5, 1995, and October 8, 2001.
B. Professor. In addition to fulfilling the qualifications for appointment to the rank of associate professor on this track, individuals recommended for appointment or promotion to the rank of professor on the academic-clinical track must be recognized as authorities in a clinical field and have achieved a national or international reputation for excellence in research, teaching, patient care and/or administration.

In some instances truly exceptional distinction in one area and outstanding achievement in the others may fulfill the requirements for promotion to professor and thus merit advancement above the rank of associate professor. In the area of education, recognition as an exceptional teacher of medical students, residents, fellows, postgraduate students and CME participants with documentation of quality (e.g., student evaluations, teaching awards, invited lectureships, etc.), the development of curricular offerings or educational programs, and dissemination of original teaching materials (e.g., textbooks, video materials, syllabi, etc.) can serve as benchmarks of excellence. In the areas of research, patient care or administration, documentation of substantial original contributions (e.g., publication of analytic clinical studies, development of new programs or approaches to clinical care, etc.) or other accomplishments (e.g., editor of a textbook or journal, service as division, program or section chief, leadership role in professional societies, etc.) that exemplify exceptional qualities which establish a national or international reputation provide benchmarks of excellence.

V. Procedures for Appointment or Promotion

Authority for appointment or promotion to the ranks of associate professor and professor on the academic-clinical track rests with the President of the University upon the recommendations of the department chair, Committee of Review, and Faculty Councils, and the approval of the Dean of the Medical College.¹

A. Associate Professor. The following steps are required for appointment or promotion to Associate Professor in the academic-clinical track:

1. A preliminary departmental evaluation based on its own written procedures.

¹ See Section Four, Guidelines of the Committee of Review.
2. Submission of an initial request for evaluation to the Office of Faculty Affairs that includes:
   a. The title to be recommended.
   b. A curriculum vitae and bibliography, in the required format.
   c. Three (3) reprints or in-press manuscripts representing the candidates best work.
   d. The names of three (3) or more impartial regional or national authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.¹

3. Under the auspices of the Chair of the Committee of Review, the Office of Faculty Affairs will solicit letters from the extramural experts and forward them to the department. Upon receipt of the letters, the department will conclude its internal review and may elect to:
   a. Move forward with the request for appointment or promotion;
   b. Modify the requested title; or,
   c. Withdraw the request.

4. Should the department elect to move forward with the appointment or promotion, a chair’s letter of recommendation shall be added to the materials already collected.

   The chair’s letter should state that the appointment or promotion is on the academic-clinical track and must state the duration of the appointment being recommended and include an enumeration of the candidate’s sources of salary support for the previous three (3) years, together with projected sources of future support and an estimate of the candidate’s potential to obtain such support. Where

¹ The full name, doctoral degree(s), title, professional address, and telephone number should be given for each evaluator. The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.
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 intramural and extramural teaching activities.

c. Where pertinent, the contribution to and standard of patient care.

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.

5. The complete dossier, including the Recommendation for Appointment Form, should be sent to the Office of Faculty Affairs for submission to the Committee of Review no later than six (6) months prior to the recommended effective date, e.g., by January 1st for a July 1st effective date.¹

B. Professor. The following steps must be taken for appointment or promotion to the rank of Professor on the academic-clinical track:

1. A preliminary departmental evaluation based on its own written procedures.

2. Submission of an initial request for evaluation to the Office of Faculty Affairs that includes:

   a. The title to be recommended.

   b. A *curriculum vitae* and bibliography, in the required format.

   c. Three (3) reprints or in-press manuscripts representing the candidates best work.

¹ In the case of a change from the tenure track to the academic-clinical track without promotion, neither the reprints nor letters of recommendation need be included for the dossier to be considered complete.
d. The names of nine (9) impartial national or international authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.¹

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

a. Move forward with the request for appointment or promotion;

b. Modify the requested title; or,

c. Withdraw the request.

4. Should the department move forward with a recommendation for appointment or promotion, a chair’s letter of recommendation shall be added to the materials already collected.

The Chair’s letter should state that the appointment or promotion is on the academic-clinical track. It must state the exact duration of the recommended appointment and include an enumeration of the candidate’s source of salary support for the previous three (3) years, together with projected sources of future support and an estimate of the candidate’s potential to obtain such support. 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 intramural and extramural teaching activities and administration;

c. Where pertinent, the candidate’s

¹ The full name, doctoral degree(s), title, professional address, and telephone number should be given for each evaluator. The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.
contributions to patient care and the level of

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.

5. The complete dossier, including the
Recommendation for Appointment Form, should be
submitted to the Office of Faculty Affairs no
later than six (6) months prior to the
recommended effective date, e.g., by January 1st
for a July 1st effective date.  

VI. Terms of Appointment

Appointments on the academic-clinical track may be
recommended for a term of one (1) to five (5) years, renewable
indefinitely. Faculty members on the academic-clinical track
will generally be recommended for one-year appointments, which
may be renewed indefinitely based on the individual's continued
fulfillment of the qualifications for appointment and the
programmatic needs of the department.

VII. Procedures for Renewal of Appointment

A. Departmental Review. By no later than March 1st of the
penultimate year of the appointment, the department should
decide if it will recommend renewal of the appointment and for
what duration. If the department will not recommend renewal or
if the recommendation for renewal is subsequently not approved,
the individual must be given sufficient notification that his
or her faculty appointment as associate professor or professor
will not be renewed. In appropriate circumstances, the
individual may be recommended for a transfer to the clinical

1 In the case of a change from the tenure track to the academic-clinical
track without promotion, neither the reprints nor letters of recommendation
need be included for the dossier to be considered complete.

2 This deadline and the one below assume that the individual's appointment
was made on the basis of the academic year, July 1st to June 30th. If the
appointment was made to terminate on another date, then the departmental
review should be completed no later than four (4) months before the end of
the penultimate year of the appointment.
track as Associate Professor of Clinical (Department) or Professor of Clinical (Department); to the voluntary track as Clinical Associate Professor of (Department) or Clinical Professor of (Department); or to the academic-educator track as Associate Professor of [Department] (Education) or Professor of [Department] (Education).¹

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.

B. **Review at the College and University Levels.** Renewals of appointments are recommended by the chair to the Dean. Annual renewals of one (1) year appointments may be recommended by submission of a requisition for appointment form or a letter of recommendation from the department chair to the Dean.

In the case of the renewal of an appointment for a period of more than one (1) year, the following credentials should be submitted to the Office of Faculty Affairs by March 1st² of the penultimate year of the individual's appointment:

1. Recommendation for Appointment form.

2. Curriculum vitae and bibliography, in the required format.

3. Letter of recommendation from the department chair.³

VIII. **Review for Promotion**

The department chair may recommend promotion on the academic-clinical track from the rank of associate professor to professor whenever an individual demonstrates excellence in scholarship, education, and patient care and/or administration. Truly exceptional distinction in one area and significant achievement in the others may fulfill the requirements for

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¹ See 2.37, Appointment and Promotion on the Clinical Track, 2.72, Appointment and Promotion on the Voluntary Track, or 2.63, Appointment and Promotion on the Academic-Educator Track.

² Or four (4) months before the end of the penultimate year of the appointment.

³ For examples, see 2.22.V.A. and 2.23.V.B.
promotion to professor.\textsuperscript{1}

IX. Notification of Non-renewal of Appointment

Associate professors and professors on the academic-clinical track who are in the first twenty-four (24) months of appointment on the paid full-time academic staff or members of the regular part-time academic staff are entitled to six (6) months' notice of non-renewal. Faculty members on the academic-clinical track who have been on the paid full-time academic staff more than twenty-four (24) months are entitled to twelve (12) months' notice of non-renewal of the appointment.

No advance notification requirements exist for faculty on the academic-clinical track who are on the professional staffs of affiliated institutions.\textsuperscript{2}

\textsuperscript{1} See 2.30.IV.B. For example, if contributions to education are a major basis for promotion they should include exceptional commitments of time and effort with documentation of quality. If research or other criteria are a major basis for promotion the candidate's record should include substantial original contributions or other accomplishments that exemplify exceptional qualities, which establish a national or international reputation.

\textsuperscript{2} See Introduction, 2.10. VIII, concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.
APPOINTMENT AND PROMOTION ON THE CLINICAL TRACK

I. Introduction

Appointment and promotion on the clinical track 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 the clinical track are not eligible for tenure.

II. Duties

Individuals on the clinical track holding M.D. degrees may be engaged heavily in clinical practice and teaching. Individuals on the clinical track 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.

Faculty members on the clinical track should be valuable contributors to the teaching, clinical research and academic programs of the Medical College. They will be expected to exhibit scholarly achievement, but not to the degree associated with appointment or promotion on the academic-clinical track, academic-research track or tenure tracks.

III. Titles

The following titles represent the ranks available on the clinical track:

Instructor in Clinical (Department)\(^1\)

Assistant Professor of Clinical (Department)\(^2\)

Associate Professor of Clinical (Department)

Professor of Clinical (Department)

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

\(^1\) Not available to all faculty, see IV.A. below.

\(^2\) Not available to all faculty, see IV.B. below.
status of the individual.¹

IV. Qualifications²

Individuals recommended for appointment on the clinical track 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 clinical track if they perform the duties described in II above.

A. Instructor in Clinical (Department). Individuals on the staff of an affiliated institution who are not salaried by the Medical College but exhibit promise in the areas of teaching, clinical care and, if applicable, clinical research and/or administration 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 clinical track. Such individuals must have completed a period of postdoctoral education appropriate to their specialty or discipline.

B. Assistant Professor of Clinical (Department). Individuals on the medical staff of an affiliated institution who are recommended for an initial appointment or for promotion from instructor to the rank of assistant professor on the clinical track must have completed a period of post-doctoral education appropriate to their specialty or discipline, must have demonstrated ability or potential to provide excellent contributions to clinical care and teaching or clinical research or administration, and may not be salaried by the Medical College.

Individuals may also be recommended for appointment as assistant professors on the clinical track who have held tenure track appointments at the assistant professor level for the maximum time in rank, are salaried by the Medical College or an affiliated hospital, make a unique contribution to clinical care by performing essential clinical services for the affiliate or Medical College, but do not meet the qualifications for promotion to the rank of associate professor on the tenure, academic-clinical or academic-research tracks.

¹ Adjunct is not used with Instructor in Clinical (Department). See 2.95, Adjunct, Visiting and Courtesy Faculty.
² Approved as amended by the Executive Faculty Council, June 1, 1995 (minutes, page 8621), and September 27, 2001 (minutes, page 9051), and by the General Faculty Council, June 5, 1995, and October 8, 2001.
C. **Associate Professor of Clinical (Department).** The documentation of outstanding teaching qualities and clinical excellence, contributions to and achievements in clinical research, significant active participation in governance activities of the Medical College, and substantial administrative efforts are criteria for appointment or promotion to the rank of associate professor on the clinical track. In some instances, the aggregate achievement in these areas rather than the level of achievement in each area will provide sufficient grounds for considering an individual for appointment or promotion to this rank.

A commitment to education and educational effectiveness requires active and effective participation in medical/graduate student, resident and fellowship education as evidenced by student and peer evaluations, teaching awards, development of new courses or special teaching materials, etc. Excellence in clinical care is demonstrated by local and regional recognition by peers and patients as an outstanding clinician, service as a role model of a practicing physician for students, residents and fellows and a significant role in establishing or overseeing special patient care programs. Active participation in governance and substantial administrative effort may be documented by contributions to departmental or hospital programs and activities, membership on standing and ad hoc committees, and/or the nature and breadth of the candidate’s supervisory responsibilities.

D. **Professor of Clinical (Department).** Individuals recommended for appointment or promotion to the rank of professor on the clinical track will ordinarily fulfill the qualifications for appointment to the rank of associate professor on this track, and must have obtained a reputation for excellence beyond the immediate site of their activities. In some cases, aggregate or weighted achievement as a clinician, teacher, researcher, and administrator rather than the level of achievement in the areas of patient care, education, scholarship or administration will provide sufficient grounds for considering appointment or promotion to the rank of professor on the clinical track.

Excellence beyond the immediate site in education may be measured in terms of transmitting clinical expertise through invited lectureships, the development of innovative teaching programs, the dissemination of original teaching materials and active participation in CME programs of other educational institutions and/or regional or national professional groups. In clinical care, excellence beyond the immediate site may be
substantiated through leadership in the provision of clinical care and regional or national recognition by peers and patients as a role model for practicing physicians and as an outstanding clinician. Achievements in clinical research may be documented by contributions to the literature within the past decade of clinical investigations or observations, reviews, chapters and/or textbooks, while those beyond the usual site of activity in the broad area of academic community service include leadership roles at the level of the Medical College, healthcare system, and professional societies or groups and noteworthy accomplishments in their governance or administration.

V. Procedures for Appointment or Promotion

A. Initial appointment to the rank of Instructor in Clinical (Department) or Assistant Professor of Clinical (Department). Authority for appointment or promotion to the ranks of instructor or assistant professor on the clinical track rests with the President of the University upon recommendation of the department chair and approval of the Dean of the Medical College.

The following steps are required for appointment to these ranks:

1. A preliminary departmental evaluation of the candidate based on its written procedures.

2. Submission to the Office of Faculty Affairs of the following credentials no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date:

   a. Recommendation for Appointment form.

   b. Curriculum vitae and bibliography, in the required format.

   c. Letter of recommendation from the Medical College department chair or from a division head or affiliate department head and endorsed by the chair.

   d. Two (2) letters of recommendation from impartial evaluators. Outside letters are
preferred, but inside evaluators may be used for individuals who have been at WCMC throughout their post-graduate training and/or whose WCMC appointment is being made through one of the designated affiliates listed in Appendix VII of Section Two.

B. Change of Title of an Assistant Professor of (Department) to an Assistant Professor of Clinical (Department)

1. Departmental Review. By the end of the individual's penultimate year in rank as assistant professor, the department should decide whether to recommend the individual for promotion.¹

If a faculty member salaried by the Medical College performs an important clinical service and/or makes exceptional and unique contributions to necessary clinical care, but the qualifications for advancement to the rank of associate professor on one of the faculty tracks are not met, the department may decide to propose a change in the faculty member’s title to Assistant Professor of Clinical (Department).

At that juncture, the chair should inform the faculty member of the decision to recommend a change in title to Assistant Professor of Clinical (Department) and the rationale for the decision. If the faculty member agrees, the department may submit this recommendation. If the faculty member does not agree and promotion is not appropriate, the chair must notify him or her that the next year will be the terminal year on the full-time or regular part-time faculty of Weill Cornell Medical College, Cornell University or, where appropriate, recommend that the faculty member's appointment be transferred to the voluntary track.

2. Review at the College & University Levels. Authority for the change in title to Assistant Professor of Clinical (Department) rests with the President of the University upon the recommendation of the chair and approval of the

¹ See 2.26.VIII.A, Appointment and Promotion on the Tenure Track.
Dean of the Medical College.

The following credentials are required:

a. Recommendation for Appointment form.

b. *Curriculum vitae* & bibliography, in required format.

c. A letter of recommendation from the chair explaining the reasons for not recommending the promotion of the faculty member at that time as well as the special reasons for retention of that individual beyond the six-year limit at the rank of assistant professor. Usually there will be either special circumstances relating to the faculty position held by the individual in question, or the individual will have one or more unique personal characteristics. Whichever is the case, it must be fully revealed and explained in the chair's letter.

   The letter should clearly state how long the chair anticipates this appointment will continue the individual's salary source(s), and his or her specific clinical or hospital duties. In addition, the letter should state whether or not and under what circumstances this individual may, at a later time, be reinstated on the tenure track or appointed to another appropriate faculty track and be recommended for promotion.

d. A letter signed by the faculty member acknowledging the request for this action and delineating the proposed conditions of the new appointment. This may be the chair's letter duly acknowledged by the faculty member.

e. If appropriate, the chair should submit additional letters in support of the recommendation.

The materials listed above should be submitted by the department chair in a timely manner to the Office of Faculty Affairs for consideration by the Dean four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date. Because the Dean
will be evaluating the exceptional circumstances warranting this appointment, it is especially important that the chair's letter include all of the necessary information to enable the Dean to consider the request for this change of title.

C. Appointment or Promotion to the Ranks of Associate Professor or Professor on the Clinical Track. Authority for appointment or promotion to the ranks of associate professor and professor on the clinical track rests with the President of the University upon the recommendations of the department chair, Committee of Review, and Faculty Councils, and approval of the Dean of the Medical College.¹

The following steps are required for appointment or promotion to the ranks of associate professor or professor on the clinical track:

1. A preliminary departmental evaluation based on its written procedures.

2. Submission of a formal request for evaluation to the Office of Faculty Affairs. The request includes:
   a. The title to be recommended;
   b. A curriculum vitae and bibliography, in the required format;
   c. Three (3) reprints or in-press manuscripts representing the candidates best work;
   d. The names of three (3) impartial authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.²

3. Under the auspices of the Chair of the Committee of Review, the Office of Faculty Affairs will solicit letters from the extramural experts. Upon receipt of the letters of reference, the Department will conclude its internal review and

¹ See Section Four, Guidelines of the Committee of Review.
² The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.
may elect to:

a. Move forward with the request for appointment or promotion,
b. Modify the requested title, or
c. Withdraw the request.

4. Should the department move forward with the appointment or promotion, a chair’s letter shall be added to the materials already collected. The chair’s letter must state the exact duration of the appointment being recommended and include an enumeration of the candidate’s source of salary support for the previous three (3) years and projected sources of future support together with an estimate of the candidate’s potential to obtain such support.

5. Where not evident from the Curriculum vitae, the Chair’s letter should emphasize:

a. The clinical importance of the candidate’s academic productivity;
b. Specific evidence of the candidate’s contributions to intramural and extramural teaching activities and administration; and,
c. The candidate’s contribution to patient care and the level of distinction of the patient care provided.

6. The complete dossier, including the Recommendation for Appointment Form, should be submitted to the Office of Faculty Affairs no later than six (6) months prior to the recommended effective date, e.g., by January 1st for a July 1st effective date.1

1 In the case of a change from the tenure track to the clinical track without promotion, neither the reprints nor letters of recommendation need be included for the dossier to be considered complete and submission of the complete dossier four (4) months prior to the recommended effective date is acceptable.
VI. Terms of Appointment

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

VII. Procedures for Renewal of Appointment

A. Departmental Review. By no later than January 1st\(^1\) of the penultimate year of the appointment, the department should decide if it will recommend renewal of the appointment and for what duration. If the department will not recommend renewal or if the recommendation for renewal is subsequently not approved, the individual must be given sufficient notification that his or her faculty appointment will not be renewed. In appropriate circumstances, the individual may be recommended for appointment to the voluntary faculty as Clinical Assistant Professor, Clinical Associate Professor or Clinical Professor; or to the academic-educator track as Assistant Professor of [Department] (Education), Associate Professor of [Department] (Education), or Professor of [Department] (Education).\(^2\)

For those individuals who had held prior appointments as Assistant Professor of (Department) on the tenure track, the department chair may at any time determine that the exceptional circumstances, which warranted the change in title no longer, exist. The chair will then recommend one of the following three actions in accordance with the standard procedures in force at the Medical College:

1. Reinstatement of the faculty member on the

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\(^1\) This deadline and the one below assume that the individual's appointment was made on the basis of the academic year, July 1st to June 30th. If the appointment was made to terminate on another date, then the departmental review should be completed no later than six (6) months before the end of the penultimate year of the appointment.

\(^2\) See 2.72, Appointment and Promotion on the Voluntary Track and 2.63, Appointment and Promotion on the Academic-Educator Track.
tenure track\textsuperscript{1} or appointment to another appropriate faculty track;

2. Granting of a one (1) year terminal appointment;

3. Transfer of the faculty member to the voluntary faculty, if appropriate.

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

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

In the case of the renewal of an appointment for a period of more than one (1) year, the following credentials should be submitted to the Office of Faculty Affairs by March 1st\textsuperscript{2} of the penultimate year of the individual's appointment:

1. Recommendation for Appointment form.

2. Curriculum vitae and bibliography, in the required format.

3. Letter of recommendation from the department chair.\textsuperscript{3}

VIII. Review for Promotion

Promotion on the clinical track requires excellence in clinical care along with a demonstrated commitment to education and effectiveness as an educator. Contributions to and achievements in clinical research, academic community service and administration are also considered as qualifications for

\textsuperscript{1} In such instances, time spent previously as Assistant Professor (unmodified) will be included in determining the appropriate year for promotion and/or tenure review.

\textsuperscript{2} Or four (4) months before the end of the penultimate year of the appointment.

\textsuperscript{3} For contents of the chair’s letter see 2.43.V.C.4,5
appointment and promotion on the clinical track. In some instances, truly exceptional distinction in one area and meritorious service in the others may fulfill the requirements for promotion. For promotion to professor, however, a reputation for excellence beyond the immediate site of clinical practice is required.

IX. Notification of Non-renewal of Appointment

Assistant professors, associate professors and professors on the clinical track who are in the first twenty-four (24) months of appointment on the paid full-time academic staff or members of the regular part-time academic staff are entitled to six (6) months' notice of non-renewal. Faculty members on the clinical track who have been on the paid full-time academic staff more than twenty-four (24) months are entitled to twelve (12) months' notice of non-renewal of the appointment.

There are no advance notification requirements for faculty on the clinical track who are on the professional staffs of affiliated institutions.¹

¹ See 2.10.VIII, concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.
I. Introduction

Appointment and promotion on the academic-research track 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 as their primary activity. Individuals holding appointments on the academic-research track are not eligible for tenure, but are not precluded from being considered for transfer to the tenure track.

II. Duties

Individuals holding appointments on the academic-research track must devote at least 70% of their time to research. As a result, they may have accomplishments in teaching and/or clinical care, but not to the degree associated with appointment or promotion on the tenure track. Their specific duties are determined by the chair of the department in which they hold their appointment.

III. Titles

Individuals on the academic-research track will have titles that are publicly unmodified. The following titles represent the ranks available on the academic-research track:

Associate Professor of (Department)

Professor of (Department)

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

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1 This track was established by the Executive Committee of the Board of Trustees on December 6, 2001.

2 Qualified individuals who are paid by affiliated institutions may be recommended for appointment or promotion to the academic-research track if the affiliated institution will guarantee in writing to extend salary support for the grace period of twelve (12) months, in the event that the faculty member loses extramural funding. (See 2.52 IX.)
IV. Qualifications

Individuals recommended for appointment on the academic-research track in most instances will have a M.D., Ph.D. or other applicable terminal degree.

A. Associate Professor of (Department). Individuals recommended for appointment or promotion to the rank of associate professor on the academic-research track should provide evidence of excellence as documented by peer review publications, independent and external funding, research contributions to departmental and institutional activities such as teaching, administration and/or clinical practice, but not necessarily at a level of accomplishment associated with tenure.

B. Professor of (Department). Individuals who are recommended for appointment or promotion to the rank of professor on the academic-research track will ordinarily fulfill the qualifications for appointment to the rank of associate professor on this track, and should be research scientists of outstanding accomplishment and outstanding international reputation, and thus merit advancement above the rank of associate professor.

V. Procedures for Appointment or Promotion

Authority for appointment or promotion to the ranks of associate professor and professor on the academic-research track rests with the President of the University upon the recommendations of the department chair, Committee of Review and Faculty Councils, and approval of the Dean of the Medical College.²

The following steps are required for appointment to the ranks of Associate Professor or Professor on the academic-research track:

A. Preliminary evaluation carried out by the department based on its written procedures.

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¹ See 2.95, Adjunct, Visiting and Courtesy Faculty.
² See Section Four: Guidelines of the Committee of Review.
B. Submission by the department of an initial request for evaluation to the Office of Faculty Affairs. The request will include:

1. The title to be recommended;

2. A curriculum vitae and bibliography, in the required format;

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

4. The names of nine (9) (Professor) or three (3) (Associate Professor) or more impartial national or international authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.¹

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

1. Move forward with the request for appointment or promotion;

2. Modify the requested title; or,

3. Withdraw the request.

D. Should the department elect to move forward with the appointment or promotion, the department chair’s letter of recommendation shall be added to the materials already collected. The department chair’s letter must state the exact duration of the appointment being recommended. The letter must also include an enumeration of the candidate's sources of salary support for the recommended duration of the appointment, together with an estimate of future potential to attract such support. Where not evident from the curriculum vitae, the letter of recommendation should emphasize:

1. The originality or importance of the candidate's academic productivity.

¹ The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.
2. Evidence of 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. The entire packet, including the Recommendation for Appointment Form, should be forwarded to the Office of Faculty Affairs for submission to the Committee of Review no later than six (6) months prior to the recommended effective date, e.g., by January 1st for a July 1st effective date.¹

In the case of a change from the tenure track to the academic-research track without promotion, neither the reprints nor letters of recommendation need be included for the dossier to be considered complete and submission four (4) months prior to the recommended effective date is acceptable.

VI. Terms of Appointment

Appointments on the academic-research track may be recommended for a term of up to five (5) years, contingent on available funding designated to this position. The term of the appointment may not be longer than the duration of the guaranteed extramural, departmental or institutional support designated to this position. Appointments are renewable indefinitely, contingent on continued guaranteed funding, the individual's continued fulfillment of the qualifications for appointment, and the programmatic needs of the department.

VII. Procedures for Renewal of Appointment

Renewals of appointments are recommended by the chair to the Dean. Annual renewals of one (1) year appointments may be recommended by submission of a Recommendation for Appointment Form or a letter of recommendation from the department chair to the Dean.

In the case of the renewal of an appointment for a period

¹ This deadline and the one below assume that the individual's appointment was made on the basis of the academic year, July 1st to June 30th. If the appointment was made to terminate on another date, then the departmental review should be completed no later than six (6) months before the end of the penultimate year of the appointment.
of more than one (1) year, the following credentials should be submitted to the Office of Faculty Affairs by January 1st of the last year of the individual’s appointment:

A. Recommendation for Appointment form.

B. Curriculum vitae and bibliography, in required format.

C. Letter of recommendation from the department chair.

VIII. **Review for Promotion**

Promotion on the academic-research track from the rank of associate professor to professor may be recommended by the department chair whenever the individual has attained the qualifications for promotion.

IX. **Notification of Termination or Non-renewal of Appointment**

A. **Termination.** Appointments in the academic-research track are for specific terms, the duration of which are determined by the guaranteed extramural or departmental or institutional sources of funds designated to the position. In the event that the faculty member’s extramural sources of funding are lost during the term of the appointment, the Medical College or the affiliated institution, if appropriate, shall extend salary support, in an amount agreed upon by the department chair and the Dean, for a grace period not to exceed twelve (12) months, or for the remainder of the term of appointment, whichever ends sooner. The department chair may petition the Dean for an extension of the grace period. If the faculty member fails to secure funding during the grace period, and a petition of extension is not requested by the department chair, the faculty member’s appointment shall terminate at the conclusion of the grace period.

B. **Non-renewal.** Authority for appointments on the academic-research track rests with the President of the University upon the recommendation of the chair and approval of

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1 Or four (4) months before the end of the penultimate year of the appointment.

2 For the contents of the chair’s letter, see 2.22.V.A. and 2.23.V.B.

3 See 2.10.VIII, concerning terms of appointment for faculty members on the professional staffs of affiliated institutions.
the Dean of the Medical College. Therefore, unless an appointment is renewed pursuant to these procedures, it will end on the stated termination date. Advance notification of non-renewal is not required.
APPOINTMENT AND PROMOTION ON THE RESEARCH TRACK

I. Introduction

Appointment and promotion on the research track 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 activities as their primary activity. Individuals holding appointments on the research track are not eligible for tenure. These are usually individuals who are qualified for faculty positions, but whose activities are primarily research-related services or functions, or whose functions are primarily administrative.

II. Duties

Individuals holding appointments on the research track must devote at least 70% of their time to research or related services to the institution, e.g., direction of research core facilities. As a result, they may have accomplishments in teaching and/or clinical care, but not to the degree associated with appointment or promotion to the academic-research track, the academic-clinical track, or the tenure track. Their specific duties are determined by the chair of the department in which they hold their appointment or by their administrative supervisor.

III. Titles

The following titles represent the ranks available on the research track:

Assistant Research Professor of (Department)

Associate Research Professor of (Department)

Research Professor of (Department)

The modifiers "adjunct," "visiting," and "courtesy" may also be

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1 The original research track was established by the Executive Committee of the Board of Trustees on July 14, 1981 and modified by the Executive Committee of the Board of Trustees on December 6, 2001.

2 See 2.10.VIII, concerning terms of appointment for faculty members on the professional staffs of affiliated institutions.
used with these titles to indicate the employment status of the individual.¹

IV. Qualifications²

Individuals recommended for appointment on the Research Track in most instances will have a M.D., Ph.D. or other applicable terminal degree.

A. Assistant Research Professor of (Department). Individuals recommended for appointment or promotion to the rank of assistant professor on the research track normally will have completed the requirements for a terminal-level degree in their field of scholarship, will have completed a period of post-doctoral education appropriate to their specialty, and must have demonstrated appropriate ability, or potential in a combination of research, research-related services, teaching, clinical service and/or academic administration. Individuals recommended for appointment or promotion to the rank of assistant research professor will not be eligible for tenure review.

Individuals may also be recommended for appointment as assistant professors on the research track who have held tenure track appointments at the assistant professor level for the maximum time in rank, are salaried by the Medical College or an affiliated hospital, make a unique contribution to research or related services for the affiliate or Medical College, but do not meet the qualifications for promotion to the rank of associate professor on the tenure, academic-clinical or academic-research tracks.

B. Associate Research Professor of (Department). Individuals recommended for appointment or promotion to the rank of associate professor on the research track should provide evidence of documented meritorious performance in research or research-related service activities. These would include contributions to research activities, competitive grant funding, appointment to scholarly review boards or editorial boards, and participation in national research conferences. Contributions in support of the Medical College’s teaching,

¹ See 2.95, Adjunct, Visiting and Courtesy Faculty.
² Approved as amended by the Executive Faculty Council June 1, 1995 (minutes page 8615), and the General Faculty Council, June 5, 1995 and amended by the Executive Committee of the Board of Trustees on December 6, 2001.
clinical and administrative activities will also be considered.

C. Research Professor of (Department). Individuals recommended for appointment or promotion to the rank of professor on the research track will ordinarily fulfill the qualifications for appointment to the rank of associate professor on this track, and should be research scientists of notable accomplishment and enjoy a reputation for excellence beyond the institution.

V. Procedures for Appointment or Promotion

A. Initial appointment to the rank of Assistant Research Professor of (Department). Authority for appointment or promotion to the rank of assistant professor on the research track rests with the President of the University upon recommendation of the department chair and approval of the Dean of the Medical College.

Appointment to the rank of assistant professor on the research track requires the following steps:

1. A preliminary departmental evaluation of the candidate based on its written procedures.

2. Submission to the Office of Faculty Affairs of the following credentials no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date:
   a. Recommendation for Appointment form.
   b. Curriculum vitae and bibliography, in the required format.
   c. Letter of recommendation from the department chair or division/affiliate department head and endorsed by the chair. Where not evident from the vitae, the letter should emphasize the candidate’s demonstrated ability or potential in a combination of teaching, research, clinical service and/or academic administration.
   d. Two (2) letters of recommendation from
outside evaluators or inside evaluators, if individuals are recommended for promotion or have been at WCMC and/or the hospital whose medical staff they are joining throughout their post-graduate medical training.

B. Change of Title of an Assistant Professor of (Department) to an Assistant Research Professor of (Department)

1. **Departmental Review.** By the end of the individual's penultimate year in rank as assistant professor, the department should decide whether to recommend the individual for promotion.¹

If a faculty member salaried by the Medical College performs important research or related service, but the qualifications for advancement to the rank of associate professor on one of the faculty tracks are not met, the department may decide to propose a change in the faculty member’s title to Assistant Research Professor of (Department).

At that juncture, the chair should inform the faculty member of the decision to recommend a change in title to Assistant Research Professor of (Department) and the rationale for the decision. If the faculty member agrees, the department may submit this recommendation. If the faculty member does not agree and promotion is not appropriate, the chair must notify him or her that the next year will be the terminal year on the full-time or regular part-time faculty of Weill Cornell Medical College, Cornell University or, where appropriate, recommend that the faculty member's appointment be transferred to the voluntary track.

2. **Review at the College & University Levels.** Authority for the change in title to Assistant Research Professor of (Department) rests with the President of the University upon the recommendation of the chair and approval of the Dean of the Medical College.

¹ See 2.26.VIII.A, Appointment and Promotion on the Tenure Track.
The following credentials are required:

a. Recommendation for Appointment form.

b. *Curriculum vitae* and bibliography, in required format.

c. A letter of recommendation from the chair explaining the reasons for not recommending the promotion of the faculty member at that time as well as the special reasons for retention of that individual beyond the six-year limit at the rank of assistant professor. Usually there will be either special circumstances relating to the faculty position held by the individual in question, or the individual will have one or more unique personal characteristics. Whichever is the case, it must be fully revealed and explained in the chair's letter.

   The letter should clearly state how long the chair anticipates this appointment will continue the individual's salary source(s), and his or her specific research or related duties. In addition, the letter should state whether or not and under what circumstances this individual may, at a later time, be reinstated on the tenure track or appointed to another appropriate faculty track and be recommended for promotion.

d. A letter signed by the faculty member acknowledging the request for this action and delineating the proposed conditions of the new appointment. This may be the chair's letter duly acknowledged by the faculty member.

e. If appropriate, the chair should submit additional letters in support of the recommendation.

The materials listed above should be submitted by the department chair in a timely manner to the Office of Faculty Affairs for consideration by the Dean four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date. Because the Dean will be evaluating the exceptional circumstances warranting this appointment, it is especially
important that the chair's letter include all of the necessary information to enable the Dean to consider the request for this change of title.

C. Associate Professor and Professor. Authority for appointment or promotion to the ranks of associate professor and professor on the research track rests with the President of the University upon the recommendations of the department chair, Committee of Review and Faculty Councils, and approval of the Dean of the Medical College.\footnote{See Section Four, Guidelines of the Committee of Review.}

The following steps are required for appointment or promotion to the rank of associate professor or professor in the research track:

1. A preliminary departmental evaluation based on its written procedures.

2. Submission of an initial request for evaluation to the Office of Faculty Affairs that includes:
   a. The title to be recommended;
   b. A \textit{curriculum vitae} and bibliography, in the required format;
   c. Three (3) reprints or in-press manuscripts representing the candidates best work;
   d. The names of three (3) or more impartial regional, national or international authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.\footnote{The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.}

3. Under the auspices of the Chair of the Committee of Review, the Office of Faculty Affairs will solicit letters from the extramural experts and forward them to the department. Upon receipt of the letters, the department will conclude its internal review and may elect to:
   a. Move forward with the request for
appointment or promotion;

b. Modify the requested title; or,

c. Withdraw the request.

4. Should the department elect to move forward with the appointment or promotion, the department chair’s letter of recommendation shall be added to the materials already collected. The letter must state the duration of the appointment being recommended, an exact enumeration of the candidate's source of salary support for the recommended duration of the appointment, together with an estimate of future potential to attract such support. The sources of support may be derived from internal as well as external funds. Where not evident from the *curriculum vitae*, the department chair’s letter should emphasize:

a. The importance of the research-related services provided by the individual to the institution,

b. The candidate's productivity and

c. Evidence of the candidate's reputation as represented by participation in meetings or conferences, and receipt of special honors and other contributions to the Medical College.

5. The complete dossier should be submitted to the Office of Faculty Affairs no later than six (6) months prior to the recommended effective date, e.g., by January 1st for a July 1st effective date.¹

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VI. **Terms of Appointment**

Appointments on the research track may be recommended for a term of up to five (5) years, contingent on available funding

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¹ In the case of a change from the tenure track to the research track without promotion, neither the reprints nor letters of recommendation need be included for the dossier to be considered complete and submission four (4) months prior to the recommended effective date is acceptable.
designated to this position. The term of the appointment may not be longer than the duration of the guaranteed support. Appointments are renewable indefinitely, contingent on continued guaranteed funding designated to this position, the individual's continued fulfillment of the qualifications for appointment, and the programmatic needs of the department.

VII. Procedures for Renewal of Appointment

Renewals of appointments are recommended by the chair to the Dean. Annual renewals of one (1) year appointments may be recommended by submission of a Recommendation for Appointment Form or a letter of recommendation from the department chair to the Dean.

In the case of the renewal of an appointment for a period of more than one (1) year, the following credentials should be submitted to the Office of Faculty Affairs by March 1st\(^1\) of the last year of the individual's appointment:

A. Recommendation for Appointment form.

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

C. Letter of recommendation from the department chair.\(^2\)

VIII. Review for Promotion

Promotion on the research track from the rank of assistant professor to associate professor or associate professor to professor may be recommended by the department chair whenever the individual has attained the qualifications for promotion.

IX. Notification of Termination or Non-renewal of Appointment

A. Termination. Appointments in the research track are for specific terms, the duration of which are determined by the guaranteed extramural, departmental or institutional sources of

\(^{1}\) This deadline assumes that the individual's appointment was made on the basis of the academic year, July 1st to June 30th. If the appointment was made to end on another date, then the departmental recommendation should be submitted no later than four (4) months before the end of the appointment.

\(^{2}\) For the contents of the chair's letter, see 2.60.V.C.4.
funds designated to the position. In the event that the faculty member’s sources of funding are lost during the term of the appointment, the Medical College or the affiliated institution, if appropriate, shall extend salary support, in an amount agreed upon by the department chair and the Dean, for a grace period not to exceed twelve (12) months, or for the remainder of the term of appointment, whichever ends sooner. The department chair may petition the Dean for an extension of the grace period. If the faculty member fails to secure funding during the grace period, and a petition of extension is not requested by the department chair, the faculty member’s appointment shall terminate at the conclusion of the grace period.\(^1\)

**B. Non-renewal.** Authority for appointments on the research track rests with the President of the University upon the recommendation of the chair and approval of the Dean of the Medical College. Appointments are for specific terms. Therefore, unless an appointment is renewed pursuant to these procedures, it will end on the stated termination date. Advance notification of non-renewal is not required.

\(^1\) See 2.10.VIII, concerning terms of appointment for faculty members on the professional staffs of affiliated institutions.
APPOINTMENT AND PROMOTION ON THE ACADEMIC-EDUCATOR TRACK

I. Introduction

Appointment and promotion on the academic-educator track 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 track since the Medical College considers teaching to be universally a faculty activity. Individuals holding appointments on the academic-educator track are not eligible for tenure.

II. Duties

Individuals holding appointments on the academic-educator track will assume major duties primarily in educational activities, and may or may not assume obligations in research or professional/clinical service. Their specific duties are determined by the chair of the department in which they hold their appointment.

III. Titles

The following titles represent the ranks available on the academic-educator track:

Assistant Professor of [Department](Education)\(^1\)

Associate Professor of [Department](Education)

Professor of [Department](Education)

The modifiers "adjunct," "visiting," and/or "courtesy" may also be used with these titles to indicate the employment status of the individual.\(^2\)

IV. Qualifications

Individuals recommended for appointment on the academic-

\(^1\) Not available to all faculty, see V.B.

\(^2\) See 2.95, Adjunct, Visiting and Courtesy Faculty.
educator track normally will hold an M.D., Ph.D., or other applicable terminal degree.

A. Assistant Professor of [Department](Education). Individuals on the medical staff of an affiliated institution who are recommended for an initial appointment or for promotion from instructor to the rank of assistant professor on the academic-educator track normally will have completed the requirements for a terminal-level degree in their field of scholarship and a period of postdoctoral education appropriate to their specialty. They must have demonstrated appropriate teaching ability or potential and may or may not be salaried by the Medical College.

Individuals may also be recommended for appointment as assistant professors on the academic-educator track who have held tenure track appointments at the assistant professor level for the maximum time in rank, are salaried by the Medical College or an affiliated hospital, whose careers have become focused primarily on educational activities that significantly contribute to the education programs of the Medical College or its affiliates but who are not yet qualified for promotion as educators to the associate professor rank.

B. Associate Professor of [Department](Education). Individuals recommended for promotion as Associate Professors on the academic-educator track will have served as Assistant Professors at Weill Cornell Medical College or its equivalent elsewhere. Such individuals may have been previously involved primarily in research or professional/clinical service, but nonetheless may be recommended for appointment on the basis of an expressed interest in a career change consistent with becoming primarily educators contributing to the teaching and programmatic needs of the Medical College.

Individuals may also qualify for appointment or promotion to the rank of Associate Professor on the academic-educator track who are engaged primarily in educational activities with little or no obligations in research or professional/clinical service and who demonstrate a record of excellence in education as determined by ratings on educational achievements. Criteria include teaching qualities, pedagogical innovation, student impact and degree of teaching responsibility. Evaluations shall include input from students, peers, Departmental Chairmen, and other appropriate sources. Publications, invited lectures and presentation on teaching methodology will also be considered. A teaching portfolio may be used to demonstrate
how the candidate meets the qualifications for appointment. 1

C. Professor of [Department] (Education). Individuals recommended for promotion as Professors on the academic-educator track will have served as Associate Professors at Weill Cornell Medical College or its equivalent elsewhere. Such individuals may previously have been involved predominantly in research or professional/clinical service, but nonetheless may be recommended for appointment on the basis of an expressed interest in a career change consistent with becoming primarily educators contributing to the programmatic needs of the Medical College.

Individuals may also qualify for appointment to the rank of Professor on the academic-educator track who are engaged primarily in educational activities with little or no obligations in research or professional/clinical service and who have served with recognition as educators of exceptional accomplishment as exemplified by a leadership role in educational activities and active participation in departmental and institutional teaching. For promotion to the Professor rank, criteria include major innovations such as development of new technology, program and curricula development, new methodologies for evaluation of individual teaching, courses and curricula and significant mentoring of students and trainees. A teaching portfolio may be used to demonstrate how the candidate meets the qualifications for appointment.

V. Procedures for Appointment or Promotion

A. Initial appointment to the rank of Assistant Professor of [Department] (Education). Authority for appointment or promotion to the rank of assistant professor on the academic-educator track rests with the President of the University upon recommendation of the department chair and approval of the Dean of the Medical College.

The following steps are required for appointment to this rank:

1. A preliminary departmental evaluation of the candidate based on its written procedures.

1 A teaching portfolio summarizes information about a faculty member’s teaching that may include for example, teaching philosophy, teaching responsibilities, teaching innovations, student and peer evaluations, teaching awards, etc.
2. Submission to the Office of Faculty Affairs of the following credentials no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date:

a. Recommendation for Appointment form.

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

c. Letter of recommendation from the Medical College department chair or from a division head or affiliate department head and endorsed by the chair.

d. Two (2) letters of recommendation from impartial evaluators. Outside letters are preferred, but inside evaluators may be used for individuals who have been at WCMC throughout their post-graduate training and/or whose WCMC appointment is being made through one of the designated affiliates listed in Appendix VII of Section Two.

B. Change of Title of an Assistant Professor of [Department] to an Assistant Professor of [Department] (Education).

1. Departmental Review. By the end of the individual's penultimate year in rank as assistant professor, the department should decide whether to recommend the individual for promotion.¹

If a faculty member salaried by the Medical College has become or intends to become primarily an educator, but does not yet meet the qualifications for advancement to the rank of associate professor on the academic-educator track, the department may decide to propose a change in the faculty member’s title to Assistant Professor of [Department] (Education).

At that juncture, the chair and the faculty

¹ See 2.26.VIII.A, Appointment and Promotion on the Tenure Track.
member should agree in writing to the decision to recommend a change in title to Assistant Professor of [Department](Education) and the rationale for the decision.

2. **Review at the College & University Levels.**

Authority for the change in title to Assistant Professor of [Department](Education) rests with the President of the University upon the recommendation of the chair and approval of the Dean of the Medical College.

The following credentials are required:

a. Recommendation for Appointment form.

b. *Curriculum vitae* and bibliography, in required format.

c. A letter of recommendation from the chair explaining the reasons for not recommending the promotion of the faculty member at that time as well as the reasons for retention of that individual beyond the six (6) year limit at the rank of assistant professor. Usually there will be either special circumstances relating to the faculty position held by the individual in question, or the individual will have one or more unique personal characteristics. Whichever is the case, it must be fully revealed and explained in the chair's letter.

The letter should clearly state how long the chair anticipates that this appointment will continue, should state the individual's salary source(s), and his or her specific teaching duties. In addition, the letter should state whether or not and under what circumstances this individual may, at a later time, be recommended for promotion.

d. A letter signed by the faculty member acknowledging the request for this action and delineating the proposed conditions of the new appointment. This may be the chair's letter duly acknowledged by the faculty member.

e. If appropriate, the chair should submit
additional letters in support of the recommendation.

The materials listed above should be submitted by the department chair in a timely manner to the Office of Faculty Affairs for consideration by the Dean four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date. Because the Dean will be evaluating the exceptional circumstances warranting this appointment, it is especially important that the chair's letter include all of the necessary information to enable the Dean to consider the request for this change of title.

C. Appointment or Promotion to the Ranks of Associate Professor or Professor on the Academic-Educator Track.

Authority for appointment or promotion to the ranks of associate professor and professor on the academic-educator track rests with the President of the University upon the recommendations of the department chair, Committee of Review, and Faculty Councils, and approval of the Dean of the Medical College.¹

The following steps are required for appointment or promotion to the ranks of associate professor or professor on the academic-educator track:

1. A preliminary departmental evaluation based on its written procedures.

2. Submission of a formal request for evaluation to the Office of Faculty Affairs. The request includes:

   a. The title to be recommended;

   b. A curriculum vitae and bibliography, in the required format;

   c. Three (3) reprints or in-press manuscripts representing the candidates best work and/or a teaching portfolio providing written documentation of significant contributions to education;

¹ See Section Four, Guidelines of the Committee of Review.
d. The names of three (3) impartial authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.¹

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

a. Move forward with the request for appointment or promotion,

b. Modify the requested title, or

c. Withdraw the request.

4. Should the department move forward with the appointment or promotion, a chair’s letter shall be added to the materials already collected. The chair’s letter must state the exact duration of the appointment being recommended and include an enumeration of the candidate’s source of salary support for the previous three (3) years and projected sources of future support together with an estimate of the candidate’s potential to obtain such support.

5. Where not evident from the curriculum vitae, the Chair’s letter should emphasize:

a. The importance of the candidate’s academic productivity in terms of achievement as an educator;

b. Where applicable, specific evidence of the candidate’s contributions to intramural and extramural teaching activities and administration;

6. The complete dossier, including the Recommendation for Appointment Form, should be submitted to the Office of Faculty Affairs no

¹ The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.
VI. Terms of Appointment

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

VII. Procedures for Renewal of Appointment

A. Departmental Review. By no later than January 1st\(^2\) of the penultimate year of the appointment, the department should decide if it will recommend renewal of the appointment and for what duration. If the department will not recommend renewal or if the recommendation for renewal is subsequently not approved, the individual must be given sufficient notification that his or her faculty appointment will not be renewed.

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

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

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\(^1\) In the case of a change from the tenure track to the academic-educator track without promotion, neither the reprints nor letters of recommendation need be included for the dossier to be considered complete, and submission of the complete dossier four (4) months prior to the recommended effective date is acceptable.

\(^2\) This deadline and the one below assume that the individual's appointment was made on the basis of the academic year, July 1st to June 30th. If the appointment was made to terminate on another date, then the departmental review should be completed no later than six (6) months before the end of the penultimate year of the appointment.
In the case of the renewal of an appointment for a period of more than one (1) year, the following credentials should be submitted to the Office of Faculty Affairs by March 1st\(^1\) of the penultimate year of the individual's appointment:

1. Recommendation for Appointment form.
2. *Curriculum vitae* and bibliography, in the required format.
3. Letter of recommendation from the department chair.\(^2\)

**VIII. Review for Promotion**

Promotion on the academic-educator track requires teaching excellence and a demonstrated commitment to education and effectiveness as an educator. Contributions to and achievements in scholarly work, research, academic community service and administration may also be considered as qualifications for appointment and promotion on the academic-educator track. For promotion to professor, a reputation for excellence beyond the immediate teaching site is required.

**IX. Notification of Non-renewal of Appointment**

Assistant professors, associate professors and professors on the academic-educator track who are in the first twenty-four (24) months of appointment on the paid full-time academic staff or members of the regular part-time academic staff are entitled to six (6) months' notice of non-renewal. Faculty members who have been on the paid full-time academic staff more than twenty-four (24) months are entitled to twelve (12) months' notice of non-renewal of the appointment.

There are no advance notification requirements for faculty on the academic-educator track who are on the professional staffs of affiliated institutions.\(^3\)

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1. Or four (4) months before the end of the penultimate year of the appointment.
2. For contents of the chair’s letter see 2.44.V.C.4,5
3. See 2.10.VIII, concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.
APPOINTMENT AND PROMOTION ON THE VOLUNTARY TRACK

I. Introduction

Appointment and promotion on the voluntary track 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."\(^1\) Such individuals may be primarily engaged in private practice; devote less than 50% effort\(^2\) 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 track are not eligible for tenure.

II. Duties

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

III. Titles

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

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

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

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1  Bylaws of Cornell University, Article XVI, 6a.
2  Except if due to a primary appointment at a non-affiliated institution. In such cases, See 2.95, Adjunct, Visiting and Courtesy Faculty.
status of the individual.1

IV. Qualifications2

Individuals recommended for appointment on the voluntary track 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 track if they perform the duties described above.3

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

B. Clinical Assistant Professor of (Department). Individuals recommended for appointment or promotion to the rank of assistant professor on the voluntary track should have exhibited high potential for excellence in patient care and teaching.

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

1 Adjunct is not used with Clinical Instructor in (Department). See 2.95, Adjunct, Visiting and Courtesy Faculty.

2 Approved as amended by the Executive Faculty Council, June 1, 1995 (minutes 8615), and the General Faculty Council, June 5, 1995 and amended by Executive Committee of the Board of Trustees on December 6, 2001.

3 See 2.72, II.
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 track.

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

V. Procedures for Appointment or Promotion

A. Clinical Instructor in (Department) and Clinical Assistant Professor of (Department). Authority for appointment or promotion to the ranks of instructor and assistant professor on the voluntary track rests with the President of the University upon recommendation of the department chair and approval of the Dean of the Medical College. The following credentials are required:

1. Recommendation for Appointment form.

2. Curriculum vitae and bibliography, in the required format.
3. Letter of recommendation from the department chair or division/affiliate department head and endorsed by the chair.

4. Two (2) letters of recommendation from impartial evaluators. Outside letters are preferred, but inside evaluators may be used for individuals who have been at the Medical College throughout their post-graduate training and/or whose Medical College appointment is being made through one of the designated affiliates listed in Appendix VII of Section Two.

The above credentials must be submitted to the Office of Faculty Affairs no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date. In the case of a change from Instructor in (Department) or Assistant Professor of (Department) to Clinical Instructor in (Department) or Clinical Assistant Professor of (Department) on the voluntary track, only the first three items are required, but the Department should submit evidence of the individual's resignation from the full time faculty.

B. Clinical Associate Professor of (Department) and Clinical Professor of (Department). Authority for appointment or promotion to the ranks of associate professor and professor on the voluntary track rests with the President of the University upon the recommendations of the department chair, Committee of Review, and Faculty Councils, and approval of the Dean of the Medical College.¹

The following steps are required for appointment or promotion to these ranks on the voluntary track:

1. A preliminary departmental evaluation carried out based on its written procedures.

2. Submission of an initial request for evaluation to the Office of Faculty Affairs that includes:
   a. The title to be recommended;
   b. A curriculum vitae and bibliography in the required format;
   c. Three (3) reprints or in-press manuscripts

¹ See Section Four, Guidelines of the Committee of Review.
representing the candidate’s best work, if available;

d. The names of three (3) impartial authorities in the candidate’s field of endeavor who can be called upon for extramural expert opinion.¹

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

a. Move forward with the appointment or promotion;

b. Modify the requested title; or,

c. Withdraw the request.

4. Should the department elect to move forward with the appointment or promotion, the department chair’s letter of recommendation shall be added to the materials already collected and the entire packet, including the Recommendation for Appointment Form, forwarded to the Office of Faculty Affairs for submission to the Committee of Review. Where not evident from the curriculum vitae, the letter should emphasize:

a. The clinical importance of the candidate's productivity;

b. Specific evidence of the candidate’s contributions to intramural and extramural teaching activities and administration; and,

c. The candidate’s contribution to patient care and the level of distinction of the patient care provided.

5. The above credentials should be submitted to the Office of Faculty Affairs six (6) months prior

¹ The names cannot include authorities from whom letters were obtained as part of the department’s internal review process.
to the recommended effective date, e.g., by January 1st for a July 1st effective date.1

VI. Terms of Appointment

All appointments to the voluntary track, regardless of rank, "shall be for periods not exceeding one year."2 Appointments may be renewed indefinitely based upon the individual's continued fulfillment of the qualifications for appointment and the programmatic needs of the department.

VII. Procedures for Renewal of Appointment

Renewals of appointments are recommended by the department chair to the Dean. For individuals whose term of appointment ends with the academic year on June 30, annual renewals of one-year appointments may be recommended by inclusion of the appointment on the staff list submitted annually to the Dean by the department chair.

VIII. Review for Promotion

Promotion on the voluntary track requires excellence in patient care along with a demonstrated commitment to education and education effectiveness. Contributions and achievements in administration, academic community service and research are also considered. A reputation for excellence beyond the immediate site of clinical activities is required for promotion to professor.

IX. Notification of Non-renewal of Appointment

No minimum advance notification of non-renewal is required for faculty members on the voluntary track. Non-renewal is effective at the end of the stated term of appointment, e.g.,

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1 In the case of a change from the tenure, academic-clinical, clinical, academic-research or research track to the voluntary track, the dossier need not include the reprints or letters of recommendation to be considered complete, but the Department should submit evidence of the individual's resignation or termination from the full time faculty. Submission of the required credentials four (4) months prior to the recommended effective date is acceptable.

2 Bylaws of Cornell University, Article XVI, 6a.
June 30th, or on some other date, if specified. In general, the decision to renew or not to renew an appointment on the voluntary track is made by the department no later than April, in preparation for the submission to the Dean of the staff list for the coming academic year.\footnote{See page 2.77, item VII.} The department should provide notice of non-renewal to the faculty member at that time, or as soon as the decision is reached not to renew the appointment.\footnote{See Introduction, 2.10.VIII concerning the terms of appointment for faculty members on the professional staffs of affiliated institutions.}
I. Introduction

Appointment and promotion on the Affiliate Clinical Track 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. Faculty on this track will be organized as part of the Physician Organization Network Division. Recommendations for appointment will originate in the relevant academic Department. Faculty on the Affiliate Clinical Track are not eligible for tenure. There is no time in rank constraint for appointments on the Affiliate Clinical Faculty Track.

II. Duties

Affiliate Clinical Faculty will be primarily engaged in clinical practice. 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.

III. Titles

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

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

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1 This track was established by the Executive Committee of the Board of Trustees on December 8, 2011.
Affiliate Professor of Clinical (Department)

IV. Qualifications

Individuals recommended for appointment on the affiliate clinical track 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 track if they perform the duties described in II above.

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

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

C. Affiliate Associate Professor of Clinical (Department).
Individuals who 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 track must demonstrate outstanding clinical accomplishment. Outstanding clinical accomplishments can be documented by evidence of and peer recognition for excellence in clinical practice, the introduction and evaluation of innovative clinical approaches, development of a unique or outstanding clinical program, recognition as a role model for junior partners and/or trainees, and leadership in a health care group or organization or specialty/professional organization.
D. Affiliate Professor of Clinical (Department).

Individuals who 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 track 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.

V. Procedures for Appointment or Promotion

A. Initial appointment to the rank of Affiliate Instructor in Clinical (Department) or Affiliate Assistant Professor of Clinical (Department). Authority for appointment or promotion to the ranks of instructor or assistant professor on the affiliate clinical track rests with the President of the University upon recommendation of the department chair and approval of the Dean of the Medical College.

The following steps are required for appointment to these ranks:

1. A preliminary departmental evaluation of the candidate based on its written procedures.

2. Submission to the Office of Faculty Affairs of the following credentials no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date:
   a. Recommendation for Appointment form.
   b. Curriculum vitae and bibliography, in the required format.
c. Letter of recommendation from the Medical College department chair or from a division head or office-based practice head and endorsed by the chair.

d. Two (2) letters of recommendation from impartial evaluators. Outside letters are preferred, but inside evaluators may be used for these individuals from WCMC PO-affiliated private practices or who have been at WCMC throughout their post-graduate training.

B. Appointment or Promotion to the Ranks of Associate Professor or Professor on the Affiliate Clinical Track.

Authority for appointment or promotion to the ranks of associate professor and professor on the affiliate clinical track rests with the President of the University upon the recommendations of the department chair, Committee of Review, and Faculty Councils, and approval of the Dean of the Medical College.¹

The following steps are required for appointment or promotion to the ranks of associate professor or professor on the affiliate clinical track:

1. A preliminary departmental evaluation based on its written procedures.

2. Submission of a formal request for evaluation to the Office of Faculty Affairs. The request includes:

   a. The title to be recommended;

   b. A curriculum vitae and bibliography, in the required format;

   c. Three (3) reprints or in-press manuscripts representing the candidates best work, if available;

   d. The names of at least three (3) impartial authorities in the candidate’s field of endeavor who can be called upon for extramural expert

¹ See Section Four, Guidelines of the Committee of Review.
opinion.¹

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

   a. Move forward with the request for appointment or promotion,

   b. Modify the requested title, or

   c. Withdraw the request.

4. Should the department move forward with the appointment or promotion, a chair’s letter shall be added to the materials already collected. The chair’s letter must state the exact duration of the appointment being recommended and include an enumeration of the candidate’s source of salary support for the previous three (3) years and projected sources of future support together with an estimate of the candidate’s potential to obtain such support.

5. Where not evident from the Curriculum vitae, the Chair’s letter should emphasize:

   a. The clinical importance of the candidate’s academic productivity;

   b. Specific evidence of the candidate’s contributions to intramural and extramural teaching activities and administration; and,

   c. The candidate’s contribution to patient care and the level of distinction of the patient care provided.

6. The complete dossier, including the Recommendation for Appointment Form, should be submitted to the Office of Faculty Affairs no later than six (6) months prior to the

¹The names submitted cannot include authorities from whom letters were previously obtained as part of the departmental internal review process.
recommended effective date, e.g., by January 1st for a July 1st effective date.

VI. Terms of Appointment

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

VII. Procedures for Renewal of Appointment

A. Departmental Review. Six months prior to the end of the appointment (in the case of one year appointments) or 18 months prior to the end of the appointment (in the case of multiple year appointments), the department should decide if it will recommend renewal of the appointment and for what duration. If the department will not recommend renewal or if the recommendation for renewal is subsequently not approved, the individual must be given notification in accordance with Section IX below that his or her faculty appointment will not be renewed. In general, faculty members appointed to the affiliate clinical track will not be eligible for transfer to another track.

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

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

In the case of the renewal of an appointment for a period of more than one (1) year, the following credentials should be
submitted to the Office of Faculty Affairs by March 1st\(^1\) of the penultimate year of the individual's appointment:

1. Recommendation for Appointment form.

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

3. Letter of recommendation from the department chair.\(^2\)

VIII. **Review for Promotion**

Promotion on the affiliate clinical track requires excellence in clinical care. Contributions to and achievements in education, clinical research, academic community service and administration are also considered as qualifications for appointment and promotion on the affiliate clinical track. In some instances, truly exceptional distinction in one area and meritorious service in the others may fulfill the requirements for promotion. For promotion to professor, however, a reputation for excellence beyond the immediate site of clinical practice is required.

IX. **Notification of Non-renewal of Appointment**

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

\(^1\) Or four (4) months before the end of the penultimate year of the appointment.

\(^2\) For contents of the chair’s letter see 2.43.V.C.4,5
APPOINTMENT AND PROMOTION ON THE NON-PROFESSORIAL TRACK

I. Introduction

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

II. Duties

Individuals holding appointments on the non-professorial track 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 tenure track.

III. Titles

The following titles represent the ranks available on the non-professorial track:

Assistant (Discipline) in (Department)

Associate (Discipline) in (Department)

(Discipline) in (Department)

1 In addition to these policies and procedures, some departments and administrative units may have more specific guidelines available.

2 When non-salaried the title should reflect this through the use of the "courtesy" modifier (See 2.95 III, Adjunct, Visiting and Courtesy Faculty.

3 For example, Assistant Veterinarian in Pathology.

4 For example, Associate Physicist in Radiology.

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

IV. Qualifications

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

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

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

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

V. Procedures for Appointment or Promotion

Authority for appointment or promotion to the ranks on the non-professorial track rests with the President of the University upon the recommendation of the department chair or head of the administrative division and approval of the Dean of the Medical College.

A. Assistant (Discipline) in (Department). The following credentials are required:
1. Recommendation for Appointment form.

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

3. Letter of recommendation from the department chair or head of the administrative division (or division/affiliate department head and endorsed by the chair).

4. Two (2) letters of evaluation from outside evaluators in the candidate's field of endeavor.

The above credentials must be submitted to the Office of Faculty Affairs no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date.

**B. Associate (Discipline) in (Department) and (Discipline) in (Department).** The following credentials are required:

1. Recommendation for Appointment form.

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

3. Letter of recommendation from the department chair or head of the administrative division. The letter should emphasize where not evident from the *Curriculum vitae*: the professional importance of the candidate's productivity; and specific evidence of his or her contributions to the academic programs of the Medical College and its affiliated hospitals.

4. Three (3) reprints or in-press manuscripts, if available, representing the candidate's best work.

5. Three (3) letters of evaluation from impartial authorities familiar with the candidate's accomplishments.

The above credentials must be submitted to the Office of Faculty Affairs no later than four (4) months prior to the recommended effective date, e.g., by March 1st for a July 1st effective date.
VI. Terms of Appointment

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

VII. Procedures for Renewal of Appointment

Renewals of appointments are recommended by the department chair or head of the administrative division to the Dean. Annual renewals of one-year appointments of individuals whose term of appointment ends with the academic year on June 30 may be recommended by inclusion of the appointment on the staff list submitted annually to the Dean by the department chair or head of the administrative division.

VIII. Review for Promotion

Promotion on the non-professorial track may be recommended by the department chair or head of the administrative division whenever the individual has attained the qualifications for promotion.

IX. Notification of Non-renewal of Appointment

Individuals holding appointments on the non-professorial track who are in the first twenty-four (24) months of appointment on the paid full-time academic staff or members of the regular part-time academic staff are entitled to six (6) months' notice of non-renewal. Individuals who have been on the paid full-time academic staff more than twenty-four (24) months are entitled to twelve (12) months' notice of non-renewal. There are no advance notification requirements for faculty on the non-professorial track who are on the professional staffs of affiliated institutions.¹

¹ See, Introduction, 2.10. VIII, concerning the terms of appointment for faculty on the staffs of affiliated institutions.
JOINT AND DUAL APPOINTMENTS TO THE FACULTY

I. Definition

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

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

B. A Joint Appointment may be warranted if an individual possesses the qualifications for appointment in a primary department, but also contributes significantly to the programs of another department. For example, an individual may be qualified for a primary appointment as Assistant Professor of Psychiatry and for a secondary appointment as Assistant Professor of Psychiatry in Pediatrics.¹

II. Policies and Procedures for Joint and Dual Appointments

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

The credentials of individuals at the rank of associate professor or above holding primary faculty appointments in a Medical College department, and recommended for secondary appointments in another Medical College department need not be brought to the Committee of Review. The Dean may grant secondary appointments to faculty members meeting the

¹ See 2.86, Differentiated Titles.
requirements enumerated in the Academic Staff Handbook, upon the recommendation of the department proposing the secondary appointment and with the concurrence of the department where the faculty member has a primary appointment.

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

B. Faculty Members with Primary Appointments at Columbia University 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 (WCMC), must obtain approval of the chairs of the respective departments prior to committing to or initiating such activity.

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

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 track 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.
DIFFERENTIATED TITLES

I. Definition

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

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

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

II. Policies and Procedures

The policies and procedures pertaining to appointment and promotion of and award of tenure to faculty members with differentiated titles are the same as those already given above in the subsections on the different faculty ranks and tracks, and below in Section Three, Tenure.

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

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1 As approved by the Executive Faculty on March 21, 1972 (Minutes, p. 6521)
2 As approved by the Executive Faculty on March 21, 1972 (Minutes, p. 6521)
3 For example, the approval of the chair of the Department of Radiology should be obtained when recommending the appointment or promotion of an individual to Assistant Professor of Radiology in Obstetrics and Gynecology. The approval of the chair of the Department of Pharmacology should be obtained when recommending the appointment or promotion of an individual to Research Professor of Pharmacology in Psychiatry.
APPPOINTMENT TO AN ENDOWED PROFESSORSHIP

I. Definition

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

The terms of a donor may define the discipline of the incumbent of the chair so narrowly that the award is limited to a single department or be broad enough to encompass the entire University. Chairs may be awarded to individuals with existing Cornell appointments or to those recruited from outside the University. Appointments to endowed professorships are normally awarded to tenured members of the faculty at the rank of professor.¹

II. Procedures for Appointment

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.

The following credentials are required:

A. Recommendation for Appointment form.

B. Curriculum vitae and bibliography, in required format.

C. Letter of recommendation from the department chair.

To insure the timely approval of an appointment to an endowed professorship, these credentials should be submitted to the Office of Faculty Affairs well in advance of the proposed effective date. If an individual is being recommended for appointment to an endowed professorship concurrent with a recommendation for appointment, promotion or tenure, the policies and procedures described in Sections Two and Three will pertain to the appointment, promotion or tenure action.

¹ A list of the endowed professorships at the Medical College may be found in the catalog.
APPONMT TO A UNIVERSITY PROFESSORSHIP

I. Introduction

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

II. Definition

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

III. Procedures for Appointment

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. The following credentials are required:

A. Recommendation for Appointment form.

1 As approved by the Board of Trustees on December 4, 1986.

2 The title of University Professor was authorized by the Cornell University Board of Trustees in April, 1957, following a recommendation and University Faculty legislation that suggested the method of selection, responsibilities, faculty affiliations and departmental or interdepartmental affiliations appropriate for such an appointment on the Ithaca campus. The title 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. Since the procedure developed on the Ithaca campus for awarding a University Professorship was not appropriate for the Medical College, the Board of Trustees adopted a separate procedure for such appointments at the Medical College. This procedure included approval by the Board of Overseers prior to Trustee approval.
B. *Curriculum vitae* and bibliography, in the required format.

C. Letter of recommendation from the Dean
I. Definition

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

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

II. Qualifications and Procedures

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

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

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are on at least half-time appointments. Part-time faculty members on the tenure track will have their probationary periods prorated. The policies and procedures for the granting of tenure are the same as those applied to faculty members serving on a full-time basis. When an individual is awarded tenure on a part-time basis, however, the financial commitment is limited to the portion of the salary associated with the professorial appointment.
APPOINTMENT OF PROFESSORS EMERITI

I. Definition and Qualifications

In accordance with trustee legislation, any member of the professorial staff who retires after ten years in the rank of university professor, professor or associate professor and who has rendered distinguished and meritorious service to the University may be appointed Professor Emeritus by the President upon recommendation of the department chair and with the approval of the Dean of the Medical College.\(^1\)

II. Procedures for Appointment

The title Professor Emeritus is conferred on Associate Professors and Professors at the time of retirement. Individuals holding appointments in a faculty track with a title of associate professor must meet the qualifications for and be promoted to the rank of professor as determined by the track’s policies and procedures. Individuals holding appointments at the rank of associate professor on the voluntary track, i.e., Clinical Associate Professor of (Department), however, need not be promoted to the rank of professor, i.e., Clinical Professor of (Department).\(^2\)

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

A. Recommendation for Appointment form.

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

C. Letter of recommendation from the department chair reviewing the distinguished and meritorious service rendered by the faculty member.

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

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\(^1\) Approved by the Board of Trustees, March 8, 1991.

\(^2\) Approved by Executive Committee of Board of Trustees, May 26, 1976 (Minutes, p. 9350).
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 track most appropriate to their background and qualifications. Most often this will be either the academic-clinical or the clinical track.

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

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

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

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

Individuals who hold their primary faculty appointment at the Medical College and wish to have a faculty appointment elsewhere must have the approval of the department chair and the Dean. They should receive a title, which indicates the nature of the outside appointment. The Office of Faculty Affairs must be informed of all such appointments.¹

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.²

¹ See Section Thirteen, Conflicts Policy.
² In such cases, please contact the Office of Faculty Affairs, (212) 746-6329.
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 track as contained in the appropriate subsection above.

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

I. Adjunct Faculty

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

The Adjunct modifier may be used only at the professorial ranks of assistant professor, associate professor and professor, and appears before the rank, e.g., Adjunct Professor of Clinical Medicine, Adjunct Clinical Associate Professor of Pediatrics, or Adjunct Assistant Professor of Biochemistry.

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1 The original policy was approved by the Executive Faculty Council on April 2, 1985 and the General Faculty Council on April 4, 1985.

2 For those cases where appointment on the voluntary track may be more appropriate, see 2.72, Appointment and Promotion on the Voluntary Track.
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 tracks. In the case of non-renewal, salaried members of the Adjunct faculty must receive notification of non-renewal appropriate to their faculty rank and track.

II. Visiting Faculty

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

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

Appointments are for an initial period of up to one year and renewable indefinitely for specific terms. Unless an appointment to the visiting faculty is renewed, it will end on the stated termination date, and no advance notification of non-renewal is required.¹

¹ See 5.4,II.B, subsection on Visiting Fellows, for the appointment of visiting, non-faculty, academic staff.
III. **Courtesay Faculty**

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

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

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

The Medical College seeks to provide equitable employment opportunities to all persons, including those related to one another by blood, marriage 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.\(^1\)

\(^1\) See also Section Thirteen, Conflicts Policy.
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 Staff Search Form" by the Associate Dean for Equal Opportunity Programs and the filing of the "Applicant Data Form" with the Human Resources Department.¹

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.²

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 it is on tenure track. 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

¹ See also 2.9.VII.A and Section Six, Affirmative Action
² As guides to department chairmen, sample letters are available from the Office of Faculty Affairs (212) 746-6329.
is a commitment to giving notice. If it is not to be renewed, the letter should so state.

V. Conditions for renewal, including but not limited to:

A. Continued receipt of sufficient extramural funds.

B. Continued fulfillment of qualifications/performance.

C. Programmatic needs of department and/or hospital.

D. Maintenance of a visa status with employment authorization.

E. If at affiliated institution:
   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. 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.

XI. Description of the University Inventions and Related Property Rights Policy and statement that execution of the Inventions and Related Property Rights Acknowledgment form is a condition of employment.

XII. Description of the Conflicts Policy and statement that execution of the Conflict Disclosure Form is a condition of employment.
APPENDIX I
Summary of Faculty Positions at Weill Cornell Medical College

I. Titles Not Associated With a Faculty Track
   A. Lecturer in (Department) and Lecturer in Clinical (Department)
   B. Senior Lecturer in (Department) and Senior Lecturer in Clinical (Department)
   C. Instructor in (Department)

II. Unmodified Professorial Titles Associated with a Faculty Track
   A. Tenure Track
      1. Assistant Professor of (Department)
      2. Associate Professor of (Department)
      3. Professor of (Department)
   B. Academic-Clinical Track
      1. Associate Professor of (Department)
      2. Professor of (Department)
   C. Academic-Research Track
      1. Associate Professor of (Department)
      2. Professor of (Department)

III. Modified Professorial Titles Associated With A Faculty Track
   A. Clinical Track
      1. Instructor in Clinical (Department)
      2. Assistant Professor of Clinical (Department)
      3. Associate Professor of Clinical (Department)
      4. Professor of Clinical (Department)
   B. Research Track
      1. Assistant Research Professor of (Department)
      2. Associate Research Professor of (Department)
      3. Research Professor of (Department)
   C. Academic-Educator Track
1. Assistant Professor of [Department] (Education)
2. Associate Professor of [Department] (Education)
3. Professor of [Department] (Education)

**D. Voluntary Track**
1. Clinical Instructor in (Department)
2. Clinical Assistant Professor of (Department)
3. Clinical Associate Professor of (Department)
4. Clinical Professor of (Department)

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

**IV. Titles Associated With the Non-Professorial Track**
1. Assistant (Discipline) in (Department)
2. Associate (Discipline) in (Department)
3. (Discipline) in (Department)
APPENDIX II
Summary of Appointment, Promotion, and Renewal of Appointment Credentials

A. Appointment and Promotion

In addition to the Recommendation for Appointment form, Curriculum vitae and Bibliography:\(^1\)

<table>
<thead>
<tr>
<th>Position</th>
<th>Chair’s letter of recommendation</th>
<th>2 letters of recommendation from outside evaluators</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>LECTURER AND SENIOR LECTURER</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INSTRUCTOR IN [DEPARTMENT]</td>
<td>Chair’s letter of recommendation(^2)</td>
<td>2 letters of recommendation from outside evaluators(^3)</td>
<td>-</td>
</tr>
<tr>
<td>INSTRUCTOR IN CLINICAL [DEPARTMENT]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CLINICAL INSTRUCTOR IN [DEPARTMENT]</td>
<td>Chair’s letter of recommendation(^2)</td>
<td>2 letters of recommendation from outside evaluators(^3)</td>
<td>-</td>
</tr>
<tr>
<td>AFFILIATE INSTRUCTOR IN CLINICAL [DEPARTMENT]</td>
<td></td>
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<td></td>
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</tbody>
</table>

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\(^1\) According to the required format.

\(^2\) Or from the affiliate department/division head and endorsed by the department chair.

\(^3\) Or inside evaluators if the individual is recommended for promotion.
<table>
<thead>
<tr>
<th>ASSISTANT PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSISTANT PROFESSOR OF CLINICAL [DEPARTMENT]</td>
</tr>
<tr>
<td>CLINICAL ASSISTANT PROFESSOR OF [DEPARTMENT]</td>
</tr>
<tr>
<td>ASSISTANT RESEARCH PROFESSOR OF [DEPARTMENT]</td>
</tr>
<tr>
<td>ASSISTANT PROFESSOR OF [DEPARTMENT] (EDUCATION)</td>
</tr>
<tr>
<td>AFFILIATE ASSISTANT PROFESSOR OF CLINICAL [DEPARTMENT]</td>
</tr>
<tr>
<td>Chair’s letter of recommendation²</td>
</tr>
<tr>
<td>2 letters of recommendation from outside evaluators³</td>
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<tr>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASSOCIATE PROFESSOR &amp; PROFESSOR (TENURE TRACK)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROFESSOR OF [DEPARTMENT] (ACADEMIC-CLINICAL AND ACADEMIC-RESEARCH TRACKS)</td>
</tr>
<tr>
<td>Chair’s letter of recommendation including a list of 9 evaluators</td>
</tr>
<tr>
<td>-</td>
</tr>
<tr>
<td>3 reprints or in-press manuscripts</td>
</tr>
<tr>
<td>Position</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>ASSOCIATE PROFESSOR OF [DEPARTMENT] (ACADEMIC-CLINICAL AND ACADEMIC-RESEARCH TRACKS)</td>
</tr>
<tr>
<td>PROFESSOR &amp; ASSOCIATE PROFESSOR OF CLINICAL [DEPARTMENT]</td>
</tr>
<tr>
<td>CLINICAL PROFESSOR &amp; CLINICAL ASSOCIATE PROFESSOR OF [DEPARTMENT]</td>
</tr>
<tr>
<td>RESEARCH PROFESSOR &amp; ASSOCIATE RESEARCH PROFESSOR OF [DEPARTMENT]</td>
</tr>
<tr>
<td>PROFESSOR &amp; ASSOCIATE PROFESSOR OF [DEPARTMENT] (EDUCATION)</td>
</tr>
<tr>
<td>AFFILIATE PROFESSOR &amp; AFFILIATE ASSOCIATE PROFESSOR OF CLINICAL [DEPARTMENT]</td>
</tr>
<tr>
<td>ASSISTANT (DISCIPLINE) IN [DEPARTMENT]</td>
</tr>
<tr>
<td>ASSOCIATE (DISCIPLINE) (DISCIPLINE) IN [DEPARTMENT]</td>
</tr>
</tbody>
</table>
B. **Renewal of Appointments for a Period of More than One Year**

<table>
<thead>
<tr>
<th>LECTURER AND SENIOR LECTURER</th>
<th>Recommendation for Appointment form</th>
<th>C.V. &amp; Bibliography¹</th>
<th>Chair’s Letter of recommendation²</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSISTANT PROFESSOR (TENURE, CLINICAL, ACADEMIC-EDUCATOR, AFFILIATE CLINICAL TRACKS)</td>
<td>Recommendation for Appointment form</td>
<td>C.V. &amp; Bibliography¹</td>
<td>Chair’s letter of recommendation²</td>
</tr>
<tr>
<td>ASSOCIATE PROFESSORS AND PROFESSORS (TENURE, ACADEMIC-CLINICAL, CLINICAL, ACADEMIC-EDUCATOR, AFFILIATE CLINICAL TRACKS)</td>
<td>Recommendation for Appointment form</td>
<td>C.V. &amp; Bibliography¹</td>
<td>Chair’s letter of Recommendation²</td>
</tr>
</tbody>
</table>

C. **Renewal of Appointments on the Academic-Research and Research Tracks**

These credentials are required for renewals of appointments on the academic-research and research tracks, regardless of the term recommended:

<table>
<thead>
<tr>
<th>ASSISTANT PROFESSOR, ASSOCIATE PROFESSOR AND PROFESSOR</th>
<th>Recommendation for Appointment Form</th>
<th>C.V. and bibliography¹</th>
<th>Letter of Recommendation from department Chair²</th>
</tr>
</thead>
</table>

¹ According to required format.

² Or from the affiliate department/division head and endorsed by the department chair.
D. **Annual Renewal of One-Year Appointments for Appointments Ending on June 30**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Inclusion of appointment on annual Staff List</th>
</tr>
</thead>
<tbody>
<tr>
<td>LECTURER AND SENIOR LECTURER</td>
<td>Inclusion of appointment on annual Staff List</td>
</tr>
<tr>
<td>INSTRUCTOR(^1)</td>
<td>Inclusion of appointment on annual Staff List</td>
</tr>
<tr>
<td>ASSISTANT PROFESSORS (TENURE(^1), CLINICAL, ACADEMIC-EDUCATOR, AFFILIATE CLINICAL AND VOLUNTARY TRACKS)</td>
<td>Inclusion of appointment on annual Staff List</td>
</tr>
<tr>
<td>ASSOCIATE PROFESSORS AND PROFESSORS (TENURE(^1), CLINICAL, ACADEMIC-EDUCATOR, AFFILIATE CLINICAL AND VOLUNTARY TRACKS)</td>
<td>Inclusion of appointment on annual Staff List</td>
</tr>
<tr>
<td>ALL RANKS ON THE NON-PROFESSORIAL TRACK</td>
<td>Inclusion of appointment on annual Staff List</td>
</tr>
</tbody>
</table>

\(^1\) Reappointment via the staff list will not apply if the maximum term in rank or probationary period end date occurs during the academic year.
### APPENDIX III
Summary of Qualifications for Appointment or Promotion By Rank

#### INSTRUCTOR

<table>
<thead>
<tr>
<th>INSTRUCTOR IN [DEPARTMENT]²</th>
<th>CLINICAL TRACK</th>
<th>AFFILIATE CLINICAL TRACK</th>
<th>VOLUNTARY TRACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>In most instances will have a M.D. degree.</td>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
</tr>
<tr>
<td>Exhibits academic promise in areas of teaching, research and/or, if applicable, clinical service, but is not being proposed for appointment as Instructor of Clinical (Department) or Clinical Instructor in (Department) or for whom appointment to professorial rank is not yet appropriate.</td>
<td>Exhibits promise in areas of teaching, clinical care and, if applicable, clinical research or administration, but appointment to professorial rank is not yet appropriate.</td>
<td>Salaried by the Medical College and work in an office-based practice away from the main campus.</td>
<td>Primarily engaged in private practice or devotes less than 50% effort to programs of the Medical College in clinical departments or in the Department of Pathology or serves on the voluntary staff of an affiliated institution.</td>
</tr>
<tr>
<td>May be salaried by the Medical College.</td>
<td>May not be salaried by the Medical College.</td>
<td>Exhibit promise in the area of clinical care for whom appointment to a professorial rank is not yet appropriate.</td>
<td>Exhibits promise in areas of clinical care and teaching, but appointment to professorial rank is not yet appropriate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Should have completed a period of postdoctoral education appropriate to their specialty.</td>
<td>May not be salaried by the Medical College.</td>
</tr>
</tbody>
</table>

¹ The Summary is provided for illustrative purposes and as a quick reference. To resolve issues or questions related to qualifications, please consult the main text.

² The title, Instructor in (Department) is not associated with a faculty track.
## ASSISTANT PROFESSOR

<table>
<thead>
<tr>
<th>TENURE TRACK</th>
<th>CLINICAL TRACK</th>
<th>VOLUNTARY TRACK</th>
<th>ACADEMIC-EDUCATOR TRACK</th>
<th>AFFILIATE CLINICAL TRACK</th>
<th>RESEARCH TRACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>Possess a M.D. or other applicable terminal degrees and have completed a period of post-doctoral education appropriate to their specialty</td>
<td>Will normally have completed requirements for a terminal level degree and a period of post-doctoral education appropriate to their specialty</td>
<td>In most instances will have a M.D. degree</td>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education and are engaged in research or research supported activities as their primary activity.</td>
<td></td>
</tr>
<tr>
<td>Demonstrated ability or potential in a combination of research, teaching, clinical service, and/or academic administration.</td>
<td>Are primarily engaged in private practice OR devote less than 50% effort to programs of the WCMC in clinical departments or in the Department of Pathology; OR serve on the voluntary staff of an affiliated hospital AND are not salaried by the Medical College.</td>
<td>Demonstrated appropriate teaching ability or potential</td>
<td>Salaried by the Medical College and work in an office-based practice away from the main campus.</td>
<td>Demonstrated ability or potential in a combination of research, research-related services, teaching, clinical service, and/or academic administration.</td>
<td></td>
</tr>
<tr>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>Exhibit high potential for excellence in patient care and teaching.</td>
<td></td>
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</tr>
<tr>
<td>If an initial appointment or promotion from Instructor in Clinical (Department) for an individual not salaried by the Medical College or, as described in 2.IV.B, a change in series for an individual salaried by the Medical College who held an appointment as Assistant Professor of (Department) for the maximum term:</td>
<td></td>
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</tr>
<tr>
<td>(1) Demonstrated ability to provide excellent contributions to clinical care and teaching and, where applicable, clinical research and administration or</td>
<td></td>
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</tr>
<tr>
<td>(2) Makes a unique contribution to patient care by performing essential clinical services for a hospital affiliate or the Medical College.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Appointments to the Academic-Clinical and Academic-Research Tracks are only at the ranks of Associate Professor and Professor.
<table>
<thead>
<tr>
<th>TENURE TRACK</th>
<th>ACADEMIC-CLINICAL TRACK</th>
<th>CLINICAL TRACK</th>
<th>VOLUNTARY TRACK</th>
<th>ACADEMIC-EDUCATOR TRACK</th>
<th>ACADEMIC-RESEARCH TRACK</th>
<th>RESEARCH TRACK</th>
<th>AFFILIATE CLINICAL TRACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Served at the rank of Assistant Professor at WCMC or its equivalent elsewhere and demonstrated outstanding accomplishments in the areas of research, teaching, and, when applicable, patient care and/or academic administration as evidenced by:</td>
<td>Served at the rank of Assistant Professor at WCMC or its equivalent elsewhere and evidence of:</td>
<td>Served at the rank of Assistant Professor at WCMC or its equivalent elsewhere and has a local or regional reputation for excellence in clinical care and a demonstrated commitment to education, and effectiveness as an educator.</td>
<td>Meet qualifications for the rank of Clinical Assistant Professor and demonstrate a significant commitment to and record of excellence in clinical service, teaching and academic community service.</td>
<td>Served at the rank of Assistant Professor at WCMC or its equivalent elsewhere; may previously have been involved primarily in research or professional/clinical service, but have expressed interest in becoming primarily educators or may currently be engaged primarily in educational activities with little or no research or professional/clinical service and who demonstrate a record of excellence in teaching as determined by ratings on educational achievements.</td>
<td>Hold a M.D., Ph.D. or other applicable terminal degree and is engaged in research as their primary activity.</td>
<td>Meritorious performance in research or research-related service activities attested to by contributions to research activities, competitive grant funding, appointment to scholarly review boards/editorial boards and participation in national research conferences.</td>
<td>In most instances will have a M.D. degree.</td>
</tr>
<tr>
<td>1. A national reputation as an independent and productive investigator and scholar;</td>
<td>1. Scholarly productivity advancing a body of knowledge or contributing to quality and methods of teaching and clinical practice;</td>
<td>The demonstration of clinical scholarship through contributions to clinical trials/research, the introduction and/or evaluation of innovations in clinical practice, participation in governance activities of WCMC and substantial administrative efforts are criteria for appointment/promotion.</td>
<td>Local and regional recognition as being among the best as a clinician and clinical teacher, significant and active participation in WCMC educational and governance activities, and substantial administrative efforts and a leadership role within a department or health care setting are also considered qualifying criteria.</td>
<td></td>
<td></td>
<td>Salaried by the Medical College and work in an office-based practice away from the main campus.</td>
<td>Must demonstrate outstanding clinical accomplishment.</td>
</tr>
<tr>
<td>2. Active and effective participation in medical/graduate student education and/or research and clinical training programs; and,</td>
<td>2. Active and effective participation in medical/graduate student education and/or research and clinical training programs; and,</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. Notable accomplishment on a regional or national level in patient care and/or academic administration.</td>
<td>3. Notable accomplishment on a regional or national level in patient care and/or academic administration.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>In certain instances, aggregate achievement in these areas will provide sufficient grounds for considering an individual for appointment or promotion to this rank.</td>
<td>In certain instances, aggregate achievement in these areas will provide sufficient grounds for considering an individual for appointment or promotion to this rank.</td>
<td></td>
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</tr>
</tbody>
</table>

3/09/2012
### PROFESSOR

<table>
<thead>
<tr>
<th>TENURE TRACK</th>
<th>ACADEMIC-CLINICAL TRACK</th>
<th>CLINICAL TRACK</th>
<th>VOLUNTARY TRACK</th>
<th>ACADEMIC-EDUCATOR TRACK</th>
<th>ACADEMIC-RESEARCH TRACK</th>
<th>RESEARCH TRACK</th>
<th>AFFILIATE CLINICAL TRACK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Served at the rank of Associate Professor at WCMC or its equivalent elsewhere and acknowledged as being among the most accomplished members in their field as evidenced by:</td>
<td>Served at the rank of Associate Professor at WCMC or elsewhere and acknowledged either nationally or internationally as an innovative investigator or an authority in a clinical field as evidenced by clinical or applied research and scholarship excelling a major influence on the practice of medicine and recognized as an exceptional teacher, an innovative educator and an extraordinary clinician and/or administrator.</td>
<td>Meet criteria for the rank of associate professor on this track and have a reputation for excellence beyond the immediate site of their activity. Excellence beyond the immediate site is documented in terms of accomplishments in clinical practice of the organization/delivery of health care, distinction as a teacher, support and contributions to academic and applied research, the continuing dissemination of clinical expertise, and leadership in academic community and professional societies.</td>
<td>Demonstration of major accomplishments as clinician and teacher with reputation for clinical excellence that carries beyond the immediate site of clinical activity. Distinction as a clinical teacher, a significant participation in and contributions to academic community service, a leadership role in a hospital or health care system and/or professional society, and support of and contributions to research are also considered.</td>
<td>Served at the rank of Associate Professor at WCMC or its equivalent elsewhere; may previously have been involved primarily in research or professional/clinical service, but have expressed interest in becoming primarily educators or may currently be engaged primarily in educational activities with little or no research or professional/clinical service and who have served with recognition as educators of exceptional accomplishment as exemplified by a leadership role in educational activities and active participation in departmental/institutional teaching.</td>
<td>Served as Associate Professor at WCMC or its equivalent elsewhere with recognition as a research scientist of exceptional accomplishment and evidence of an international reputation for outstanding research.</td>
<td>Meets qualifications for the rank of Associate Research Professor and demonstrates evidence of notable and identifiable accomplishments in research or research-related service activities.</td>
<td>In most instances will have a M.D. degree. Salaried by the Medical College and work in an office-based practice away from the main campus. Must demonstrate outstanding clinical accomplishment, which are recognized outside of the immediate area of their clinical activities, as well as excellence in scholarship or education.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A teaching portfolio may be used to show how qualifications are met.</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
### APPENDIX IV

**Summary of Qualifications for Appointment or Promotion By Track**

<table>
<thead>
<tr>
<th>TENURE</th>
<th>INSTRUCTOR</th>
<th>ASSISTANT PROFESSOR</th>
<th>ASSOCIATE PROFESSOR</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td></td>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>Served at the rank of Assistant Professor at WCMC or its equivalent elsewhere and demonstrated outstanding accomplishments in the areas of research, teaching, and, when applicable, patient care and/or academic administration as evidenced by:</td>
<td>Served at the rank of Associate Professor at WCMC or its equivalent elsewhere and acknowledged as being among the most accomplished members in their field as evidenced by:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Demonstrated ability or potential in a combination of research, teaching, clinical service, and/or academic administration.</td>
<td>1. A national reputation as an independent and productive investigator and scholar; 2. Active and effective participation in medical/graduate student education and/or research and clinical training programs; and if applicable, 3. Superior accomplishment as a clinician and/or academic administrator.</td>
<td>1. Recognition nationally and internationally as an exceptional, original and innovative independent investigator/scholar. 2. Active participation and/or leadership in the educational programs of WCMC, and, if applicable, 3. Superior contributions to a clinical field and outstanding contributions in the areas of clinical and/or academic administration.</td>
</tr>
<tr>
<td>ACADEMIC CLINICAL</td>
<td>NA</td>
<td>NA</td>
<td>Served at the rank of Assistant Professor at WCMC or its equivalent elsewhere evidenced by:</td>
<td>Served at the rank of Associate Professor at WCMC or elsewhere and acknowledged either nationally and internationally as an innovative investigator or an authority in a clinical field as evidenced by clinical or applied research and scholarship exerting a major influence on the practice of medicine and recognized as an exceptional teacher, an innovative educator and an extraordinary clinician and/or administrator.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1. Scholarly productivity advancing a body of knowledge and/or contributing to quality and methods of teaching and clinical practice; 2. Active and effective participation in medical/graduate student education and/or research and clinical training programs; and, 3. Significant accomplishment noted on a regional or national level in patient care and/or academic administration.</td>
<td>Evidence of excellence in all these areas or of truly exceptional distinction in one and outstanding achievement in the others are the basis for appointment or promotion to the rank of professor on the academic clinical track.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>While excellence in several areas is expected, in some cases, truly exceptional distinction in one and significant achievement in the others may fulfill the requirement for appointment or promotion</td>
<td></td>
</tr>
<tr>
<td><strong>INSTRUCTOR</strong></td>
<td><strong>ASSISTANT PROFESSOR</strong></td>
<td><strong>ASSOCIATE PROFESSOR</strong></td>
<td><strong>PROFESSOR</strong></td>
<td></td>
</tr>
<tr>
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<td>---------------</td>
<td></td>
</tr>
<tr>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>Served at the rank of Assistant Professor at WCMC or its equivalent elsewhere and has a local or regional reputation for excellence in clinical care and a demonstrated commitment to education, and effectiveness as an educator.</td>
<td>Ordinarily fulfill qualifications for the rank of associate professor on this track and have obtained a reputation for excellence beyond the immediate site of their activity.</td>
<td></td>
</tr>
<tr>
<td>Exhibits promise in areas of teaching, clinical care and/or, if applicable clinical research or administration, but appointment to professorial rank is not yet appropriate</td>
<td>If an initial appointment or promotion from Instructor of Clinical (Department) for an individual not salaried by the Medical College or a change in series for an individual salaried by the Medical College who held an appointment as Assistant Professor of (Department) for the maximum term but did not meet qualifications for promotion to the associate professor on the tenure, academic-clinical or academic-research track: Demonstrated ability to provide excellent contributions to clinical care and teaching and, where applicable, clinical research and administration OR Makes a unique contribution to patient care by performing essential clinical services for a hospital affiliate or the Medical College.</td>
<td>The demonstration of clinical scholarship through contributions to clinical trials/research, the introduction and/or evaluation of innovations in clinical practice, participation in governance activities of WCMC and substantial administrative efforts are criteria for appointment/promotion. In certain instances, aggregate achievement in these areas will provide sufficient grounds for considering an individual for appointment or promotion to this rank.</td>
<td>Excellence beyond the immediate site is documented in terms of accomplishments in clinical practice, the organization/delivery of health care, distinction as a teacher, support and contributions to clinical and applied research, the continuing dissemination of clinical expertise, and leadership in academic community and professional societies. In certain instances, aggregate achievement in these areas will provide sufficient grounds for considering an individual for appointment or promotion to this rank.</td>
<td></td>
</tr>
<tr>
<td>Not salaried by the Medical College.</td>
<td></td>
<td>Demonstrated ability to provide excellent contributions to clinical care and teaching and, where applicable, clinical research and administration OR Makes a unique contribution to patient care by performing essential clinical services for a hospital affiliate or the Medical College.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CLINICAL</strong></td>
<td><strong>ASSISTANT PROFESSOR</strong></td>
<td><strong>ASSOCIATE PROFESSOR</strong></td>
<td><strong>PROFESSOR</strong></td>
<td></td>
</tr>
<tr>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education.</td>
<td>Possess a M.D. or other applicable terminal degrees and have completed a period of post-doctoral education appropriate to their specialty. Such individuals: Are primarily engaged in private practice; OR, devote less than 50% effort to programs of the Medical College in clinical departments or in the Department of Pathology; OR, serve on the voluntary staff of an affiliated institution</td>
<td>Meet qualifications for the rank of Assistant Clinical Professor and demonstrate a significant commitment to and record of excellence in clinical service, teaching and academic community service. Local and regional recognition as being among the best as a clinician and clinical teacher, significant and active participation in WCMC educational and governance activities, and substantial administrative efforts and a leadership role within a department or health care setting are also considered qualifying criteria.</td>
<td>Demonstration of major accomplishments as clinician and teacher with reputation for clinical excellence that carries beyond the immediate site of clinical activity. Distinction as a clinical teacher, a significant participation in and contributions to academic community service, a leadership role in a hospital or health care system and/or professional society, and support of and contributions to research are also considered.</td>
<td></td>
</tr>
<tr>
<td>Primarily engaged in private practice or devotes less than 50% effort to programs of the Medical College in clinical departments or in the Department of Pathology or serves on the voluntary staff of an affiliated institution</td>
<td>AND Are not salaried by the Medical College. Exhibit high potential for excellence in patient care and teaching.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exhibits promise in areas of clinical care and teaching, but appointment to professorial rank is not yet appropriate.</td>
<td>Not salaried by the Medical College.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACADEMIC-EDUCATOR</td>
<td>INSTRUCTOR</td>
<td>ASSISTANT PROFESSOR</td>
<td>ASSOCIATE PROFESSOR</td>
<td>PROFESSOR</td>
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</tr>
<tr>
<td></td>
<td>NA</td>
<td>Will normally have completed requirements for a terminal level degree and a period of post-doctoral education appropriate to their specialty. Demonstrated appropriate teaching ability or potential.</td>
<td>Served at the rank of Assistant Professor at WCWM or its equivalent elsewhere; may previously have been involved primarily in research or professional/clinical service, but have expressed interest in becoming primarily educators or may currently be engaged primarily in educational activities with little or no research or professional/clinical service and who demonstrate a record of excellence in teaching as determined by ratings on educational achievements. Criteria include teaching qualities, pedagogical innovation, student impact, degree of teaching responsibility; evaluations from students, peers, department chairs, publications, invited lectures and presentations on teaching methodology. A teaching portfolio may be used to show how qualifications are met.</td>
<td>Served at the rank of Associate Professor at WCWM or its equivalent elsewhere; may previously have been involved primarily in research or professional/clinical service, but have expressed interest in becoming primarily educators or may currently be engaged primarily in educational activities with little or no research or professional/clinical service and who have served with recognition as educators of exceptional accomplishment as exemplified by a leadership role in educational activities and active participation in departmental/institutional teaching. Criteria include major innovations such as development of new technology; program and curricula development; new methodologies for evaluation of teaching, courses, and curricula; significant mentoring of students and trainees. A teaching portfolio may be used to show how qualifications are met.</td>
</tr>
<tr>
<td>ACADEMIC-RESEARCH</td>
<td>NA</td>
<td>NA</td>
<td>Hold a M.D., Ph.D. or other applicable terminal degree and are engaged in research as their primary activity. A record of excellence in laboratory or clinical research as documented by original, senior authored peer review publications. An established reputation as an independent investigator as evidenced by competitive grant funding. Research contributions to departmental and institutional activities such as teaching, administration and/or clinical practice.</td>
<td>Served as Associate Professor at WCWM or its equivalent elsewhere with recognition as a research scientist of exceptional accomplishment and evidence of an international reputation for exceptional research. A strong and continuous record of external funding for investigator initiated research. Leadership role in research training activities and active participation in research support of departmental and institutional teaching, administration and/or clinical practice.</td>
</tr>
</tbody>
</table>

3/09/2012
<table>
<thead>
<tr>
<th>INSTRUCTOR</th>
<th>ASSISTANT PROFESSOR</th>
<th>ASSOCIATE PROFESSOR</th>
<th>PROFESSOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESEARCH</td>
<td>NA</td>
<td>Completed requirements for a terminal level degree and, usually, a period of post-doctoral education and are engaged in research or research supported activities as their primary activity. Demonstrated ability or potential in a combination of research, research-related services, teaching, clinical service, and/or academic administration.</td>
<td>A record of meritorious performance in research or research-related service activities as attested to by contributions to research activities, competitive grant funding, appointment to editorial/scholarly review boards, and participation in national research conferences. Contributions in support of the Medical College’s teaching, clinical and administrative activities will also be considered.</td>
</tr>
<tr>
<td>AFFILIATE CLINICAL TRACK</td>
<td>In most instances will have a M.D. degree. Salaried by the Medical College and work in an office-based practice away from the main campus. Exhibit promise in the area of clinical care for whom appointment to a professorial rank is not yet appropriate. Should have completed a period of postdoctoral education appropriate to their specialty.</td>
<td>In most instances will have a M.D. degree Salaried by the Medical College and work in an office-based practice away from the main campus. Should have completed a period of post-doctoral education appropriate to their specialty and should exhibit high potential for excellence in clinical care.</td>
<td>In most instances will have a M.D. degree. Salaried by the Medical College and work in an office-based practice away from the main campus. Must demonstrate outstanding clinical accomplishment.</td>
</tr>
</tbody>
</table>
APPENDIX V
Weill Cornell Medical College, Cornell University
Required Format for Curriculum vitae and Bibliography

Date of preparation:

A. GENERAL INFORMATION
1. Name:
2. Office address, telephone, fax:
3. Home address, telephone:
4. Cell phone:
5. Beeper:
6. Email:
7. Citizenship:
   If not USA, do you have:
   (a) An immigrant visa?
   (b) A non-immigrant visa?
8. Optional Information:
   a. Date of birth:
   b. Place of birth:
   c. Marital status:
   d. Spouse’s name:
   e. Children’s names and ages:
   f. Race/Ethnicity:

B. EDUCATIONAL BACKGROUND
1. Degree(s) (B.A. and above), institution name and location, dates attended, and date(s) of award

<table>
<thead>
<tr>
<th>Degree</th>
<th>Institution</th>
<th>Dates attended</th>
<th>Year awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

3/9/2012
C. **PROFESSIONAL POSITIONS AND EMPLOYMENT**
   (In chronological order beginning with post-doctoral training positions; include full titles, ranks and inclusive dates held)

1. **Post-doctoral training (include residency/fellowships)**
   Title  Institution name and location  Dates held

2. **Academic positions (teaching and research)**
   Title  Institution name and location  Dates held

3. **Hospital positions (e.g., attending physician)**
   Title  Institution name and location  Dates held

4. **Other Employment**
   Title  Institution name and location  Dates held

D. **LICENSURE, BOARD CERTIFICATION, MALPRACTICE**

1. **Licensure**
   (Every doctor appointed to the Hospital staff, except interns and aliens in the US via non-immigrant visas, must have a New York State license or a temporary certificate in lieu of the license.)
   a. State  Number  Date of issue  Date of last registration
   b. If no license:
      (1) Do you have a temporary certificate?
      (2) Have you passed the examination for foreign medical school graduates?
   c. DEA number:

2. **Board Certification**
   Full Name of Board  Certificate #  Date (MM/DD/YY)

3. **Malpractice insurance**
   Do you have Malpractice Insurance?
   Name of Provider:
   Premiums paid by: (choose one)
   a. self  b. group(name)  c. institution(name)
E. **PROFESSIONAL MEMBERSHIPS** (medical and scientific societies)

1. Member/officer Name of Organization Dates held

F. **HONORS AND AWARDS**

1. Name of award Date awarded

G. **INSTITUTIONAL/HOSPITAL AFFILIATION**

1. Primary Hospital Affiliation
2. Other Hospital Affiliations
3. Other Institutional Affiliations

H. **EMPLOYMENT STATUS**

1. Name of Current Employer(s):
2. Employment Status (choose one):
   a. Full-time salaried by Cornell
   b. Full-time salaried at Cornell-affiliated hospital
   c. Part-time salaried at Cornell
   d. Part-time salaried at Cornell-affiliated hospital
   e. Voluntary (self-employed or member of a P.C.)
   f. Other salaried
   g. Other non-salaried

I. **CURRENT AND PAST INSTITUTIONAL RESPONSIBILITIES AND PERCENT EFFORT**

1. Teaching (e.g., specific teaching functions, courses taught, dates)
2. Clinical care (duties, dates)
3. Administrative duties, including committees, dates
4. Research

<table>
<thead>
<tr>
<th>Current Percent Effort (%)</th>
<th>Does the activity involve WCMC students/researchers? (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td></td>
</tr>
<tr>
<td>Clinical Care</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL: 100%**
J. **RESEARCH SUPPORT**  
(Summarize past research support and list the following for current extramural and intramural research funding)

1. Source, amount, and duration of support (dates)
2. Name of Principal Investigator
3. Individual's role in project, including percent (%) effort

K. **EXTRAMURAL PROFESSIONAL RESPONSIBILITIES**  
(e.g., Journal reviewer, NIH study section, etc.)

L. **BIBLIOGRAPHY**

Entries should follow standard journal format, listing all authors, complete titles and inclusive pagination. Number the entries and put your name in bold type. The listings must be organized in chronological order within the following categories:

1. Articles in professional peer-reviewed journals - include only articles that have been published or are in press. Articles submitted for publication should not be included.  
3. Abstracts (Optional, not encouraged)
4. Presentations (Optional, not encouraged)

Date:  
Signature:
APPENDIX VI

Schedule of Deadlines for Submission of Materials to the Office of Faculty Affairs

By September 1st
Send out all letters to full-time faculty members at WCMC who will be reviewed during the current academic year explaining the review process and notification of termination, should the review be unsuccessful.

By January 1st (or 6 months before appointment start date)
Submission to the Office of Faculty Affairs of recommendations for tenure and appointment or promotion to the rank of associate professor or professor.

By March 1st (or 4 months before appointment start date)
Submission to the Office of Faculty Affairs of recommendations for appointment or promotion to the rank of assistant professor, instructor, senior lecturer or lecturer; all ranks on the non-professorial track; and all titles on the non-faculty, academic staff; renewal of appointments at the rank of associate professor and professor.

By April 15th
Submission to the Office of Faculty Affairs of Staff List and Not To Be Reappointed List for coming academic year.

By June 30th
Send out all letters of notification of termination of appointment effective June 30th of the following year for full-time faculty members at WCMC.
APPENDIX VII
Affiliations
Weill Cornell Medical College, Cornell University
January 1, 2012

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<tr>
<th>INSTITUTION</th>
<th>DATE OF AGREEMENT</th>
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<tr>
<td><strong>Principal Hospital Affiliate</strong></td>
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<tr>
<td>New York-Presbyterian Hospital* in New York, NY</td>
<td>1998</td>
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<tr>
<td>The Methodist Hospital in Houston, Texas</td>
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<td><strong>Bipartite Affiliation Agreements</strong></td>
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<td>Lincoln Medical and Mental Health Center</td>
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<td>Burke Medical Research Institute+</td>
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<td>Hospital for Special Surgery*</td>
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<td>Memorial Sloan-Kettering Cancer Center</td>
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<td>New York Methodist Hospital*</td>
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<td>Rogosin Institute*</td>
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<td>Northern Westchester Hospital Center+</td>
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<td>Weill Bugando University/Medical Center (Tanzania)</td>
<td>2006</td>
</tr>
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</table>

* Corporate (sponsored) members of NYP Healthcare System
+ Affiliate members of NYP System