



**Revision to the Policies and Procedures for
Appointment, Promotion and Tenure at the School of Medicine**

Revised November 22, 2016

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INTRODUCTION

This document describes approved revisions made to the existing ***Policies and Procedures For Appointment, Promotion and Tenure*** at the School of Medicine, which were approved by the University, effective April 1, 2002.

2016 REVISIONS

The revisions in 2016 create headings for the tracks to simplify and create better understanding for faculty of the different tracks. The requirements and criteria for the tracks remain the same (5/3/2016). In addition, new language was added to the scholar track guidelines to account for contributions from team science.

2013 REVISIONS

The revisions approved in 2013 resulted in a new non-tenure-track career pathway for current and prospective library faculty members. This pathway complements the existing tenure-track option and promotes the quality and engagement of the library faculty. Creation of such a track addressed concerns around parity in medical school libraries across the country, recruitment and retention of talented librarians and maintaining professional expectations and faculty engagement with high standards of performance.

To remedy these deficiencies, over the course of the 2011-2012 academic year the School held extensive deliberations, led by the faculty and coordinated by the Office of Education, Faculty and Academic Affairs. This report, which strives to expand the non-tenure track to library faculty, is the product of those deliberations. Specifics of this new track can be found on pages 19-20.

METHODS

In January of 2011, a library faculty committee was convened to evaluate the need for a non-tenure track for library faculty and develop a proposal for this track. Subsequent to review by the Vice Dean of Education, Faculty and Academic Affairs at the SOM, the Dean of the Division of Libraries at NYU and the Executive Vice President for Health at the University, the proposal was then presented to the SOM Faculty Council who approved it in September of 2011. After discussions with the Division of Libraries faculty representatives, revisions were made that went back to the SOM Faculty Council for approval. Approval was granted in April of 2012. The Faculty Senator's Council reviewed and made recommendations for further revisions. The proposal received final approval by the provost in December of 2012.

2009 REVISIONS

The revisions approved in 2002 resulted in six tracks of advancement, depicted below. The new tracks, which were accompanied by a mandated mentoring program, have resulted in at least two anticipated beneficial effects: 1) the promotion of clinical faculty members who work on behalf of the clinical and academic missions School, who publish the results of their scholarly activities, but who are not involved primarily in investigation; and 2) comparable research qualifications (that is, extramural funding, publications) for those conferred tenure in the basic and clinical science departments. However, evaluation of the impact of the new tracks has identified a problem that requires modification. Namely, there are faculty in the scholar tracks who make significant contributions to the academic mission who merit promotion, but whose contributions are not captured by the current criteria for promotion which require original investigation. This is an issue that has emerged at medical schools across the country, as faculty on non-tenure tracks increasingly play important roles in teaching, providing clinical care and participating in collaborative translational research.

To remedy these deficiencies, over the course of the 2008-2009 academic year the School held extensive deliberations, led by the faculty and coordinated by the Office of Education, Faculty and Academic Affairs. This proposal, which strives to broaden the criteria for the Clinician Investigator/Educator and Research/Educator tracks for non-tenure full-time faculty, is the product of those deliberations.

METHODS

In the summer of 2008, Dean Robert Grossman created a Committee to develop the Curriculum for the Twenty-First Century (C21) for the School of Medicine. As part of that effort, a subcommittee was formed to focus specifically on faculty recognition and development and to propose criteria to ensure promotion of faculty in the scholar track engaged in the educational enterprise. The sub-committee deliberated actively during the academic year 2008-2009. Their recommendations were approved by the Executive Committee of the C21 Task Force on March 9, 2009, by the Steering Committee of C21 on June 15, 2009, by the Council of Departmental Chairs on June 18, 2009. The SOM Faculty Council also approved the recommendations on December 14, 2009, following endorsement by the Joint Committee of the Benefits and Tenure Committee and the Budget and Planning Committee of the Faculty Council.

A central tenet of the recommendations is that scholarly contributions to the academic mission are not always captured by the criteria traditionally applied by institutional promotions committees. In particular, as proposed by Levinson and Rubinstein, *“excellence in education represents a valued academic endeavor, and will be sufficient for promotion even in the absence of publications and national reputation”* (Levinson, W., Rubenstein A., *New England Journal of Medicine* Vol 341, No 11: 840-843, September 9, 1999). Scholarship in an academic medical center must be considered in a broader context than that of peer reviewed publications, grants or national reputation. The subcommittee’s recommendations note that promotion on the existing non-tenure Clinician Investigator/ Educator Scholar or Research/Educator

Scholar tracks should not be defined by publications alone, but should include criteria that capture educational excellence and other significant contributions to the academic missions. The committee recommended that promotion on these tracks should be reserved for individuals who distinguish themselves as teachers, mentors, program leaders and scientific collaborators.

SUMMARY OF THE NEW ACADEMIC TRACKS, THE REVISED FACULTY TITLES AND ASSOCIATED POLICIES

The six tracks and their associated titles have a common requirement for teaching and/or service. The proposed modifications of these tracks, which are limited to the non-tenured faculty, provide more explicit criteria for outstanding academic contributions in the areas of education and academic service. Modifications will be instituted upon the approval by the Faculty Council of the School, endorsement by the Dean, approval by the Tenure Modification Committee, approval by the Faculty Senators Council, acceptance by the Provost and President and modification of By Laws if necessary. The six current tracks, which include two tenure tracks (*Investigator / Educator Track; Investigator Clinician / Educator Track*) that will be unaffected by these revisions, are:

Tenure Track

- **Investigator / Educator Track**, a full-time tenure track for those faculty members in any department whose primary career is in independent, investigator-initiated research and who devote some time to education and service.
- **Investigator Clinician / Educator Track**, a full-time tenure track for those faculty in the clinical departments whose primary career combines independent research with clinical activities and who devote some time to education and service.
- **Librarian Tenure Track**, a full-time tenure track for library faculty members whose primary career is in the provision of medical and health sciences information in an academic environment and advancing the profession of health sciences librarianship through research, national professional engagement, and scholarship.

Scholar Track

- **Clinician Investigator / Educator Track**, a non-tenure track for those faculty members in clinical departments whose primary career is in the provision of clinical care and who devote a substantial portion of their efforts to teaching, research, and service.

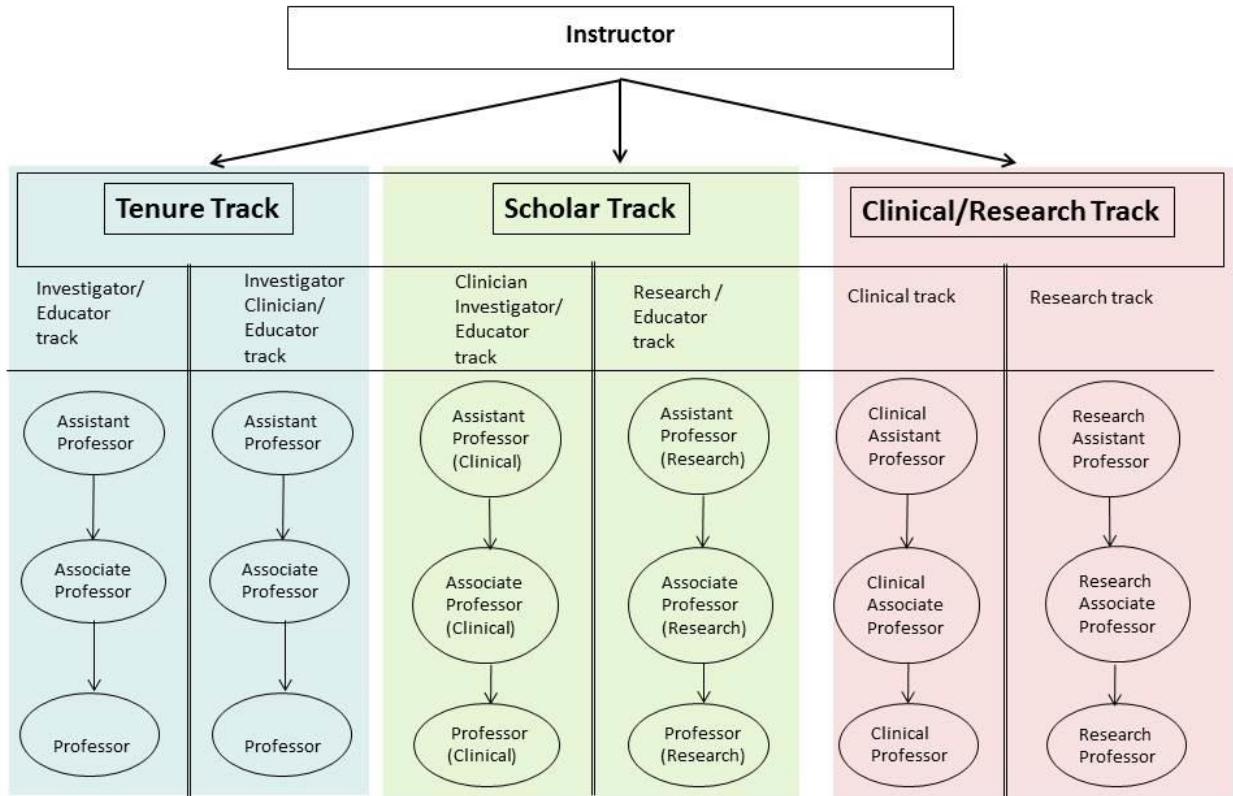
- **Research / Educator Track**, a non-tenure track for those faculty members in any department whose primary career is in research, but who devote a portion of their efforts to education and service.
- **Librarian Non-tenure track**, a non-tenure track for library faculty members who are more practice-based and almost exclusively focused on service within the institution, much like the professional pathway chosen by non-tenure track clinical faculty colleagues within the School of Medicine. Instead of emphasizing research, national professional engagement, and scholarship, the non-tenure pathway emphasizes contributions to practice

Clinical/Research Track

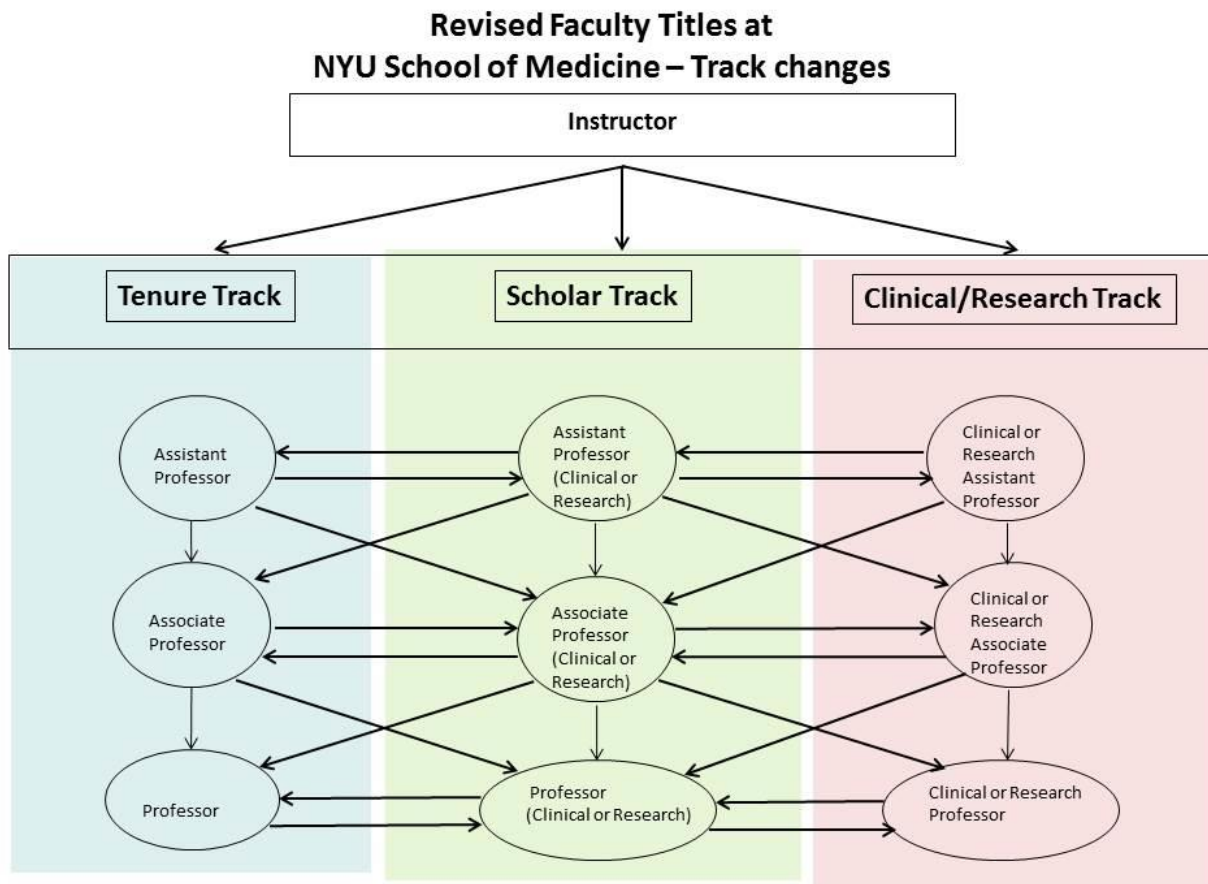
- **Clinical Track**, a non-tenure track for those faculty members in clinical departments whose primary career is in the provision of clinical care and who devote some time to teaching, research and/or service.
- **Research Track**, a non-tenure track for those faculty involved in part-time or time-limited research in other's laboratories and who devote limited time to teaching and service.

A diagram showing the tracks and their interrelationships follows.

Revised Faculty Titles at NYU School of Medicine



A diagram showing the ability to change tracks follows.



The existing principles and administrative rules that previously existed would pertain:

1. Recognition that appointment as a member of the faculty at the School of Medicine, regardless of title and rank, is considered a mark of distinction and a privilege. All members are entitled to the respect afforded by their appointments and all members are expected to contribute as specified to our community of scholars.
2. The parenthetical suffix modifiers for the scholar non-tenure tracks, i.e., (Clinical) or (Research), will be used in the official records of the School and the University but need not be used in external correspondence or affairs.
3. Compensated faculty members in the clinical/research tracks who believe their titles should be converted to scholar non-tenure-track titles at the associate professor rank or above may petition their Chairs for conversion to the corresponding track, and upon review and approval by the respective Departmental Appointments and

Promotions Committee and endorsement by the Chair will be considered for this change by the School's Appointments and Promotions committee.

Recommendations at the assistant professor rank will be considered by the Vice Dean for Education, Faculty and Academic Affairs. If such a change results in a circumstance wherein the member is within the first ten years of service at or above the rank of Assistant Professor, i.e., within the probationary period, all the rights of the scholar track are applicable including the consideration of track hopping to the tenure-tracks and consideration for tenure. Under no circumstances, as specified by the *Faculty Handbook*, will the provision of tenure be automatic. Under no circumstance will a member of the clinical/research track or scholar track who is beyond the probationary period be eligible for tenure.

4. Departmental Appointment and Promotion Committees will function as described in the *Faculty Handbook* in every department and will, in particular, participate in the formal third and 6th year reviews for all full-time faculty. Membership will be filed annually with the Vice Dean for Faculty and Academic Affairs and Minutes will be maintained by the department and filed with the Vice Dean for Faculty and Academic Affairs.
5. Mentoring committees for faculty will function as previously described.
6. Appropriate management of young faculty members' careers by the mentoring committee and the Chair and/or Division Chief so that a track can be fixed by the end of the sixth year of the probationary period.

APPOINTMENT AS A MEMBER OF THE FACULTY

Appointment as a member of the faculty at the School of Medicine, regardless of title and rank, is considered a mark of distinction and a privilege. All members are entitled to the respect afforded by their appointments and all members are expected to teach and to contribute as outlined below to our community of scholars. Appointments and consideration for promotion and tenure are governed by the *Faculty Handbook of New York University*.

GENERAL CRITERIA FOR APPOINTMENTS AND PROMOTION

New York University School of Medicine has tenure and non-tenure tracks for faculty members in basic science, clinical science and library departments. While the criteria for appointment, promotion and tenure are specified in the *Faculty Handbook of New York University*, the criteria that follow are offered as emendations of those criteria in consideration specifically of the change in the system at the School.

Tenure Track, Full-Time, Faculty Titles

Since excellence in research and scholarship is a requirement for all tenured academic appointments, evidence of such high quality research or other scholarship is necessary for advancement. Evidence of scholarly achievements must include

publication of major peer-reviewed papers. Books and/or chapters that integrate, synthesize, summarize and extend the existing literature are also considered evidence of scholarly productivity. Certain other types of activities are generally recognized as demonstrative of an individual's stature in research or scholarship. Many of these activities are manifestations of peer recognition and may include: invitations to lecture on the national and international level; invitations to contribute to major scientific meetings and publications; membership on editorial boards of prominent journals; membership on scientific and professional advisory committees at national and/or international levels; membership on research peer review committees; the receipt of honors for scientific or scholarly achievements; election or selection to membership and/or leadership positions in professional organizations; funding from national peer-reviewed funding agencies (such as the National Institutes of Health, the National Science Foundation and similar agencies in the government and the private sectors); and the attraction and training of productive graduate students and postdoctoral fellows.

Scholar Track, Faculty Titles

For faculty on the non-tenured Scholar tracks (*Clinician Investigator/Educator* and *Research/Educator*) additional evidence of scholarship will be considered. Specifically, as noted by Glassick, scholarship may be considered to have four separate yet overlapping meanings: the scholarship of discovery, the scholarship of integration, the scholarship of application, and the scholarship of teaching (Glassick CE, [Boyer's expanded definitions of scholarship, the standards for assessing scholarship, and the elusiveness of the scholarship of teaching](#). Acad Med. 2000 Sep;75(9):877-80). The contributions of such scholarship help the translation of new knowledge to practical applications for solving the problems of individuals and society. Examples of such contributions include: adapting and applying a new assessment tool in a course; developing new curriculum that incorporates new discoveries in basic sciences or clinical medicine and new models of learning; developing new programs for mentoring based on best evidence; and the incorporation of new technology for communication.

Excellence in education requires an objective, up-to date, accurate, and balanced command of the field being taught, as well as effective communication skills.

Therefore, to be considered for promotion, documenting the scholarship of education requires demonstration of accomplishments, which should take the form of a teaching portfolio. Course leadership and design, the judgment of students, trainees, and peers, and meritorious publications may also be considered when a faculty member's teaching is assessed.

Contributions to educational and academic excellence could include: exceptional mentorship and training of premedical, medical, graduate students or residents, as evidenced by supporting documentation (i.e. names of individuals trained, copies of abstracts, records of their stature and productivity); outstanding performance on student and housestaff evaluations; awards (departmental, hospital, school, university, national); development of innovative curricula, clerkship/ residency rotations and course work; leadership of a medical school course, leadership in a residency or fellowship program or a hospital program which involves premed, medical students, graduate students, residents and fellows; documentation of the effectiveness of teaching programs (pass rates on exams, national boards, enrollment of minority or under-

represented groups, etc); outstanding evaluations of courses/programs where candidate was a leader; demonstration of a high level of commitment to the teaching mission above and beyond what is expected from the average faculty member as evidenced by number of hours invested per semester, number of courses, extent of involvement in all years of medical student, graduate student, resident and fellowship training; serving as a contributing investigator in a clinical trial, scientific or educational research.

In this era of translational research exceptional contributions to the academic mission can also be demonstrated by: serving as a collaborating investigator in a clinical trial, scientific or educational research (i.e. facilitating enrollment of one's patients in clinical trials; providing tissue specimens for biorepositories; providing clinical input and direction for applications of basic science; contributing to the supervision of translational and clinical research trainees); directing a core research facility; selection as a grants reviewer at the national or regional level; selection as a member of an editorial board in a peer-reviewed journal; invited lecturer or visiting professor; invited presenter at national or regional meetings; selection as a member of a national consensus panel; selection as a consultant to an externally funded, not-for-profit organization; success as a collaborating investigator that aids in obtaining or renewing grant funding for the institution. In recognition of the increasing importance of team science, contributions of collaborative research (roles in large collaborative grants and middle author publications) will also be considered a faculty member's scholarship. Faculty should document their individual intellectual contributions (in study design, analysis, interpretation and manuscript preparation) to a collaborative project.

Clinical care excellence can also be considered among criteria for promotion. However, in order to qualify for recognition by promotion based on the excellence of clinical care, candidates must also demonstrate excellence as educators and contributors to the academic mission of the department. Clinical distinction comprises professional excellence, integrity, and empathy in treating patients. Elements of clinical distinction that are considered for a faculty member's promotion include election to distinguished medical societies relevant to achievement in his field, the application of new knowledge, and meritorious publications. Evidence of excellence in clinical care would include; a local, national or international reputation for clinical care excellence; leadership of regional or national committees (such as those which define clinical guidelines); leadership in professional societies; invited lecturer at regional or national meetings on areas of expertise; documentation of outstanding effectiveness of clinical programs (quality metrics, compliance with safety and other regulatory standards, outcome measures, patient volumes and satisfaction indices, etc); excellent ratings in national benchmarking areas such as the University Health System Consortium, or other national or regional benchmarking organizations which measure clinical outcome; development of new clinical treatments, devices, or concepts.

Excellence in Administration/Service can also be considered among criteria for promotion. In order to qualify for recognition by promotion based on the excellence of administration or service, candidates must also demonstrate excellence as educators and contributors to the academic mission of the department. In general these faculty members make outstanding contributions to the academic mission through their contributions to education administration, serving as course or program directors. Areas of distinction would include:: distinguished service as course or training program

director; distinguished service as director of clinical services, especially those integral to medical student, graduate student or resident and fellowship education; service as chair, member or service representative to hospital or school/departmental committees related to education ; selection for and leadership of hospital or school committees which are integral to the educational or service mission of the institution (i.e. admissions, Council on Diversity, residency selection, quality improvement and patient safety); distinguished service as director of core research facilities serving the academic community.

SPECIFIC CRITERIA FOR THE VARIOUS TRACKS

Tenure Track, Full-Time, Faculty Titles

Awarding of tenure in the case of basic science and clinical faculty must be considered within the first nine years as a member of the full-time faculty at New York University in the rank and/or ranks of Assistant Professor, Associate Professor or Professor as specified in the *Faculty Handbook*. In the case of library faculty, awarding of tenure must be within the first six years in the rank of Assistant Curator, Associate Curator, or Curator as specified in the *Faculty Handbook*. Tenure is to be awarded following review of the faculty member's academic contributions by the Chair, the Departmental Committee, the Medical School Promotions and Tenure Committee and the Dean, using the specific criteria developed for promotion in these tracks. Prior service at another educational institution may change the probationary timetable as specified in the *Faculty Handbook*.

Promotion on either of the Tenure Tracks will require documentation of: (1) excellence in research, scholarship, or creative expression in one's discipline of sufficiently high quality to gain favorable recognition within the discipline at the national level; (2) a high level of effectiveness in teaching, and (3) significant contributions in the area of service to the school.

Promotion to the rank of Associate Professor, with or without the granting of tenure, can occur at any time during the ten-year probationary period. The process leading to promotion without tenure should begin with the review of the Departmental Appointments and Promotions Committee and should thereafter follow the steps described below for the awarding of tenure, except that the appointment of an ad hoc committee by the Dean is not required.

Investigator / Educator Track

Faculty in this track will carry the title of Assistant Professor, Associate Professor or Professor. These faculty members will expend major efforts in scholarly activity including teaching and investigator-initiated research. They are expected to publish their work in peer-reviewed journals, obtain extramural funding for their research from national granting agencies, and ultimately achieve national or international peer recognition in their fields. Although faculty members in this track may fulfill clinical responsibilities in an outstanding, and in some cases a

world-renowned manner, clinical activities will not be used as the major criterion for promotion in this track.

Faculty members in this track who have achieved extraordinary distinction as educators and scholars in pedagogical topics may be promoted and awarded tenure on the basis of their superior teaching accomplishments.

Assistant Professor

The rank of Assistant Professor may be granted to those who have earned a terminal degree (or its equivalent) appropriate to their field, have proven their worth as investigators and have given evidence of character and productive scholarship. Assistant Professors are expected to show promise of continuing development with clear evidence of future potential to advance significantly their field of research. They should also be well qualified to teach in the School of Medicine and its programs. Appointment as Assistant Professor carries with it the possibility, but no presumption, of reappointment or the right to permanent tenure, or to further appointment or promotion to any higher rank. Although the promotion and tenure process may be initiated at any time, a full-time Assistant Professor in the School of Medicine who is not promoted and granted tenure at the expiration of the ten-year probationary period must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Associate Professor

The rank of Associate Professor should be granted to those who, in addition to all the qualifications for Assistant Professorship, have continued to demonstrate productivity and research excellence as independent investigators. This may be documented by first or senior authorship of high quality papers in peer-reviewed journals, and by success in obtaining and maintaining external funding from national agencies to support their research. Associate Professors must be recognized nationally for their research contributions to the advancement of their disciplines. They must demonstrate effective contributions to the medical, graduate or postgraduate teaching programs and to the service responsibilities of the School of Medicine. Appointment as Associate Professor carries with it the possibility, but no presumption, of reappointment or the right to permanent tenure, or to further appointment or promotion to any higher rank. Although the promotion and tenure process may be initiated at any time, a full-time Associate Professor in the School of Medicine who is not granted tenure at the expiration of five years if initially appointed as an Associate Professor or ten years in the combined ranks of Assistant and Associate Professor must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Professor

The rank of Professor should be granted only after careful consideration of the individual's character, scholarship, productivity, teaching ability, and national and international reputation among peers in his or her own field. The rank of Professor should be granted only to faculty members who have made exceptional, original and innovative discoveries and for whom there is reasonable certainty that they will continue to make outstanding contributions throughout the remainder of their working years. The rank should never be granted as a reward of seniority and should be reserved as a mark of distinction in the field of scholarship and instruction. Notable academic achievements, such as awards and prizes and membership in prestigious scientific professional societies and advisory groups should attest to this distinction. Professorial rank should never be granted as recognition of usefulness in administration. Although the tenure process may be initiated at any time, a full-time Professor in the School of Medicine who is not granted tenure at the expiration of three years' service if initially appointed as Professor must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Investigator Clinician / Educator Track

This track is for faculty members who devote a substantial amount of their careers to clinical activities. Faculty in this track will carry the titles of Assistant Professor, Associate Professor or Professor. These faculty members will expend major efforts in scholarly activity including teaching and research. They are expected to publish their work in peer-reviewed journals, obtain external funding for their research from any of a variety of sources and ultimately achieve national or international peer recognition in their fields. Their scholarly activities may consist of original observations, major participation in multi-center trials, innovative conceptualizations or novel solutions to health care problems, and/or performance of patient care-related activities in a manner that extends well beyond excellent patient management. Faculty members in this track should exemplify characteristics of the scholarly, creative, academic clinician.

Faculty members in this track who have achieved extraordinary distinction as educators and scholars in pedagogical topics may be promoted and awarded tenure on the basis of their superior teaching accomplishments.

Assistant Professor

The rank of Assistant Professor in this track may be granted to those who have earned a terminal degree (or its equivalent) appropriate to their field, have proven their worth as scholars and have given evidence of character and productive scholarship. Assistant Professors are expected to show promise of continuing development with clear evidence of future potential to significantly advance their field of medicine. They should also be well qualified to teach in the School of Medicine and its programs. Appointment as Assistant Professor carries with it the possibility, but no presumption, of reappointment or the right to permanent tenure, or to further appointment

or promotion to any higher rank. A full-time Assistant Professor in the School of Medicine who is not promoted and granted tenure at the expiration of the ten-year probationary period must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Associate Professor

The rank of Associate Professor in this track should be granted only to those who, in addition to all the qualifications for Assistant Professorship, have continued to demonstrate scholarly productivity and clinical excellence. Evidence of ongoing productivity includes publication as first or senior author of high quality papers in peer-reviewed journals, attainment of national recognition for contributions to the advancement of the discipline and by success in obtaining external funding to support their research. They must demonstrate effective contributions to the medical, graduate or postgraduate teaching programs and to the service responsibilities of the School. Appointment as Associate Professor in this track carries with it the possibility, but no presumption, of reappointment or the right to permanent tenure, or to further appointment or promotion to any higher rank. A full-time Associate Professor in the School of Medicine who is not granted tenure at the expiration of five years if initially appointed as an Associate Professor or ten years in the combined ranks of Assistant and Associate Professor must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Professor

The rank of Professor should be granted only after careful consideration of the individual's character, scholarship, productivity, teaching ability, funding history and national and international reputation among peers in his or her field. The rank of Professor should be granted only to faculty members who have made exceptional, original and innovative discoveries and for whom there is reasonable certainty that they will continue to make outstanding contributions throughout the remainder of their working years. The rank should never be granted as a reward of seniority and should be reserved as a mark of distinction in the field of scholarship and instruction. Notable academic achievements, awards and prizes and membership in prestigious scientific professional societies and advisory groups should attest to this distinction. Professorial rank should never be granted as recognition of usefulness in administration. A full-time Professor in the School of Medicine who is not granted tenure at the expiration of three years' service if initially appointed as Professor must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Librarian Tenure Track

Faculty in the Library Tenure Track carry the titles of Assistant Curator, Associate Curator or Curator. These faculty members have full faculty status and their titles

of rank are equated to those of the tenure track faculty in departments other than the library. In order to gain promotion to tenure in this track, faculty members must demonstrate the ability to perform at a high professional level in areas related to the provision of medical and health sciences information in an academic environment. They must also advance the profession of health sciences librarianship through achievement of professional contributions on a national and international level and/or a high level of achievement in such scholarly, bibliographical and information management activities as the development of unique resources, technologies and projects beyond work requirements as evidenced by publications in peer-reviewed journals or scholarly meetings, and attainment of extramural funding.

Assistant Curator

A Library faculty appointment as Assistant Curator is granted to one possessing a minimum of a master's degree in library science from an institution accredited by the American Library Association, or a minimum of a master's degree in a related discipline, previous professional experience, and evidence of significant contributions. Assistant Curators are expected to show promise of continuing development with clear evidence of future potential to significantly advance their field of health sciences librarianship and information science. They should also be well qualified to teach in the School of Medicine and its programs. Appointment as Assistant Curator carries with it the possibility, but no presumption, of reappointment or the right to permanent tenure, or to further appointment or promotion to any higher rank. A full-time Assistant Curator in the School of Medicine who is not promoted to a tenure position at the expiration of the seven-year probationary period must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Associate Curator

The rank of Associate Curator should be granted only to those who, in addition to all the qualifications for Assistant Curator, have demonstrated maturity and attainment in the profession of librarianship and information science as demonstrated by a record of research and/or publications, extramural funding and achievement of national recognition through work in professional and scholarly associations. They must demonstrate effective contributions to the medical, graduate or postgraduate teaching programs and to the service responsibilities of the School. Appointment as Associate Curator carries with it the possibility, but no presumption, of reappointment or the right to permanent tenure, or to further appointment or promotion to any higher rank. A full-time Associate Curator in the School of Medicine who is not promoted to tenure rank at the expiration of the appropriate probationary period must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Curator

The rank of Curator should be granted only after careful consideration of the individual's character, scholarship, productivity, teaching ability and national and international reputation among peers in his/her own field. The rank of Curator should be granted only to faculty members who have made exceptional, original and innovative contributions and for whom there is reasonable certainty that they will continue to make such outstanding contributions throughout the remainder of their working years. The rank should never be granted as a reward of seniority and should be reserved as a mark of distinction in the field of scholarship and instruction in library and information sciences. Notable achievements, awards and prizes and membership in prestigious professional societies and advisory groups should attest to this distinction. Curator rank should never be granted as recognition of usefulness in administration.

Scholar Track, Faculty Titles

Promotion on either of these tracks will require documentation of: (1) excellence in teaching, research, and/or patient care; (2) evidence of peer recognition; and (3) contributions of service to the school. The process leading to promotion should begin with the review of the Departmental Appointments and Promotions Committee.

Clinician Investigator / Educator Track

Faculty members in this track will fulfill critical teaching, and service responsibilities in the institution. They will carry the titles of Assistant Professor, Associate Professor or Professor (Clinical). These faculty members will be expected to demonstrate a high level of excellence in patient care and teaching, maintain scholarly productivity, evidence of educational excellence, collaborative scientific activities or exceptional contributions to the clinical and academic

missions of the School, and contribute effectively to the service activities of the School of Medicine.

Assistant Professor (Clinical)

The rank of Assistant Professor (Clinical) may be granted to those who have earned a terminal degree (or its equivalent) appropriate to their field, have completed their clinical training, and have given evidence of character and effective teaching. Assistant Professors are expected to show promise of continuing development with clear evidence of future potential to significantly advance their field of medicine. Appointment as Assistant Professor (Clinical) carries with it the possibility, but no presumption, of reappointment or to further appointment or promotion to any higher rank. Appointments will be of one year's duration.

Associate Professor (Clinical)

The rank of Associate Professor (Clinical) should be granted to those members of the faculty who have served as Assistant Professors at NYU or elsewhere, who demonstrate clinical excellence in their specialty and fulfill important service responsibilities at the School and its affiliated teaching hospitals. As members of the academic community they should publish the results of their observations and participate in medical, graduate and post-graduate teaching activities. Exceptional candidates may also qualify for promotion based upon evidence of distinguished contributions to the educational mission without publications. Such evidence, which should be documented in an academic portfolio, could include distinguished leadership of a medical school course, residency or fellowship program. Promotion should require documentation of the effectiveness of teaching programs. The individual should demonstrate of a high level of commitment to the teaching mission above and beyond what is expected from the average faculty member as evidenced by number of hours invested per semester, number of courses, extent of involvement in all years of medical student, graduate student, resident and fellowship training. For those who make substantial contributions to the education mission, promotion may also be achieved for excellence in clinical care, research collaboration and administration where those activities make significant contributions to the academic mission of the School. Excellence in these areas must be documented by such criteria as listed above. These appointments must be approved initially by the Departmental Appointments and Promotions Committee, proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Professor (Clinical)

Professor (Clinical) will be granted to a small group of individuals on the faculty who have served as Associate Professors of Clinical or its equivalent at NYU or other institutions and who fulfill leadership service roles in the School and its affiliated teaching hospitals. In addition, faculty members with this rank will be expected to demonstrate clinical excellence in their specialty and to have earned a strong regional or national reputation. As members of the academic community, they shall be expected to publish the results of their clinical observations and shall participate in undergraduate, graduate and post-graduate teaching activities. Exceptional candidates will earn promotion based upon demonstrated excellence and strong reputation among their peers as educators. Documented evidence of distinction in the area of education must be provided. These appointments must be approved initially by the Departmental Appointments and Promotions Committee, proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there shall be no limit on the number of reappointments.

Research / Educator Track

Faculty members in this track will fulfill critical teaching, research, and service responsibilities in the institution. They will carry the titles of Assistant Professor, Associate Professor or Professor (Research). Generally, appointments in this track will be used for faculty engaged in full-time research who have circumscribed teaching and service responsibilities. They may obtain independent funding or may be dependent upon the grants of others. Their contributions to investigation must be recognized by authorship on published manuscripts. In addition, promotion will be possible for exceptional faculty in the basic science departments who advance scholarship through their scholarly productivity, evidence of educational excellence, collaborative scientific activities or exceptional contributions to the academic missions of the School, and contribute effectively to the service activities of the School of Medicine.

Assistant Professor (Research)

The rank of Assistant Professor (Research) may be granted to those who have earned a terminal degree (or its equivalent) appropriate to their field, have proven their worth as scholars and have given evidence of character and productive scholarship. Assistant Professors are expected to show promise of continuing development with clear evidence of future potential to significantly contribute to their fields. They should also be well qualified to teach. Appointment as Assistant Professor carries with it the possibility, but no presumption, of reappointment or to further appointment or promotion to any higher rank. Appointments will be of one year's duration.

Associate Professor (Research)

The rank of Associate Professor (Research) should be granted to those members of the faculty who have served as Assistant Professors at NYU or elsewhere, who demonstrate excellence in their research and fulfill important responsibilities in their laboratories and departments. As members of the academic community they shall be expected to publish the results of their observations and participate in medical, graduate and post-graduate teaching activities. Exceptional candidates may also qualify for promotion based upon evidence of distinguished contributions to the educational mission without publications. In such circumstances, promotion to Associate Professor will require evidence of distinguished contributions to the educational mission. Evidence could include leadership of a medical school or graduate school course and require documentation of the effectiveness of teaching programs. The individual must demonstrate of a high level of commitment to the teaching mission above and beyond what is expected from the average faculty member as evidenced by number of hours invested per semester, number of courses, extent of involvement in all years of medical student and graduate student training. For those who make substantial contributions to the education mission, promotion may also be achieved for excellence in scientific collaboration and administration where those activities make significant contributions to the academic mission of the School. Excellence in these areas must be documented by such criteria as listed above. These appointments must be approved initially by the Departmental Appointments and Promotions Committee, proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Professor (Research)

Professor (Research) will be granted to a small group of individuals on the faculty who have served as Associate Professors (Research) or its equivalent at NYU or other institutions and who fulfill important roles in their laboratories and departments with distinction. In addition, faculty members with this rank will be expected to demonstrate excellence and to have earned a strong regional or national reputation. As members of the academic community they shall be expected to publish the results of their observations and may participate in undergraduate, graduate and post-graduate teaching activities. Exceptional candidates may also qualify for promotion based upon evidence of distinguished contributions to the educational mission without publications. These members will be expected to demonstrate excellence and to have earned a strong reputation among their peers as educators. Documented evidence of distinction in the area of education must be provided. These appointments must be approved initially by the Departmental Appointments and Promotions Committee,

proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there shall be no limit on the number of reappointments.

Librarian Non-Tenure Track

The librarian tenure and non-tenure pathways will be distinguished by professional focus. The non-tenure track is more practice-based and almost exclusively emphasizes service within the institution, much like the professional pathway chosen by non-tenure track clinical faculty colleagues within the School of Medicine. Instead of emphasizing research, national professional engagement, and scholarship, the non-tenure pathway emphasizes contributions to practice. Non-tenure track faculty members will be expected to publish less frequently and on topics and in forums that are more practice-based (such as case reports) instead of developing original research. Ehrman Library faculty positions are largely practice-based and shaped by the unique qualities and talent of individual candidates. The essential functions of positions are not prescribed by tenure or non-tenure pathways. Instead, those differences reflect an individual's professional focus and career pathway that are separate from the fundamental functions of a position.

Assistant Curator, Non-Tenure Track

A library faculty appointment as Assistant Curator, Non-Tenure Track, is granted to one possessing previous professional experience and demonstrated ability to make meaningful professional contributions. This position also requires a minimum of a master's degree in library science from an institution accredited by the American Library Association, or a master's degree in a related discipline. Assistant Curators are expected to:

- Show promise of continuing development with an aptitude for serving users by demonstrating skills that enhance, support, and advance information and knowledge services within the institution.
- Be well qualified to educate users and to communicate effectively about the library and its programs.
- Foster the development of library services through innovation, process or quality improvement, evaluation, or assessment projects.

Appointment as Assistant Curator, Non-Tenure Track, carries with it the possibility, but no presumption, of reappointment or the right to tenure, or to further appointment or promotion to any higher rank. Appointments will be of one year's duration with no limit on the number of reappointments.

Associate Curator, Non-Tenure Track

The rank of Associate Curator should be granted only to those who, in addition to all the qualifications for Assistant Curator, Non-Tenure Track:

- Have demonstrated maturity and professional achievements such as:
 - Research and/or publications in a variety of formats,
 - Attainment of library project grants,
 - Recognition of excellence in service through professional leadership roles, or
 - Effective contributions to the library and/or NYULMC.

Appointment as Associate Curator, Non-Tenure Track, carries with it the possibility, but no presumption, of reappointment or the right to tenure, or to further appointment or promotion to any higher rank. Appointments will be of three years' duration with no limit on the number of reappointments.

Curator, Non-Tenure Track

The rank of Curator, Non-Tenure Track, should be granted only after careful consideration of the individual's character, scholarship, productivity, teaching ability, and reputation among peers in his/her own field. The rank of Curator, Non-Tenure Track, should be granted only to faculty members who, in addition to all the qualifications Associate Curator, Non-Tenure Track:

- Have made exceptional, original and innovative contributions and for whom there is reasonable certainty that they will continue to make such outstanding contributions throughout the remainder of their working years.
- Have made significant contributions to the institution and for whom there is reasonable certainty that they will continue to make such contributions throughout the remainder of their working years.
- Are distinguished in professional achievement, leadership, and service contributions to the institution. Notable achievements, awards and prizes, and membership in prestigious professional societies and advisory groups should attest to this distinction.

An individual earning the rank of Curator, Non-Tenure Track, is expected to have demonstrated usefulness in administration through service and leadership at the institution and success in promoting the mission of the library. Appointment as Curator, Non-Tenure Track, carries with it the possibility, but no presumption, of reappointment or the right to tenure. Appointments will be of five years' duration with no limit on the number of reappointments.

Clinical/Research Track, Faculty Titles

Appointment to these tracks should be considered for anyone qualified as specified below who desires to be affiliated with the School and who wishes to pursue any of a variety of careers that include service to the School.

Clinical Track

Faculty members in this track will fulfill a variety of teaching, clinical and service responsibilities in the institution according to the needs of the departments and divisions. They will be awarded the titles of Clinical Assistant Professor, Clinical Associate Professor or Clinical Professor. These faculty members will be expected to demonstrate excellence in patient care and teaching, and, when appropriate, to contribute to the service activities of the School of Medicine. Faculty in this track shall be reviewed every three years by the Departmental Appointments and Promotions Committee to determine whether a recommendation for promotion within this track should be sent to the Dean.

Clinical Assistant Professor

The rank of Clinical Assistant Professor may be granted to those who have earned a terminal degree (or its equivalent) appropriate to their field, and have given evidence of character and dedication to patient care. They should also be qualified to teach in the School of Medicine and its clinical programs. Appointment as Clinical Assistant Professor carries with it the possibility, but no presumption, of reappointment or to further appointment or promotion to any higher rank. There is no time limit upon appointments in this track. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Clinical Associate Professor

The rank of Clinical Associate Professor should be granted to those members of the faculty who have served as Assistant Professors at NYU or elsewhere, who demonstrate clinical excellence in their specialty and fulfill important service or teaching responsibilities at the School and its affiliated hospitals. As members of the academic community they shall be expected to contribute to scholarly activities and shall participate in medical, graduate or post-graduate teaching activities. These appointments must be approved initially by the Departmental Appointments and Promotions Committee, proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Clinical Professor

The rank of Clinical Professor will be granted to a small group of individuals who have served as Clinical Associate Professors or its equivalent here or at other institutions and who fulfill leadership service roles in the School and its affiliated teaching hospitals. In addition, faculty members with this rank will be expected to demonstrate clinical excellence in their specialty and to have earned a strong regional reputation. As members of the academic community they shall be expected to publish, present or discuss the results of their clinical observations and shall

participate in undergraduate, graduate or post-graduate teaching activities. Exceptional candidates may also qualify for promotion to Clinical Professor based upon evidence of distinguished contributions to the educational mission without publications. These members will be expected to demonstrate excellence and to have earned a strong reputation among their peers as educators. Documented evidence of distinction in the area of education must be provided. These appointments must be approved initially by the Departmental Appointments and Promotions Committee, proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Research Track

Appointments in this track will be used for faculty assigned to either time-limited, essentially research programs or research activities with limited expectations for teaching or service. In general, faculty members in these titles will be dependent upon the grants of others. These faculty members will be awarded the titles of Research Assistant Professor, Research Associate Professor or Research Professor. They will be expected to maintain a high level of proficiency and participation in the research program and, when appropriate, may contribute to the educational and service activities of the School of Medicine. Faculty in this track shall be reviewed every three years by the Departmental Appointments and Promotions Committee to determine whether a recommendation for promotion within this track should be sent to the Dean.

Research Assistant Professor

The rank of Research Assistant Professor may be granted to those who have earned a terminal degree (or its equivalent) appropriate to their field, have proven their worth as investigators and have given evidence of character and scholarship. Research Assistant Professors are expected to show promise of continuing development. Appointment as Research Assistant Professor carries with it the possibility, but no presumption, of reappointment or to further appointment or promotion to any higher rank. There is no time limit upon appointments in this track. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Research Associate Professor

The rank of Research Associate Professor should be granted to those members of the faculty who have served as Assistant Professors at NYU or elsewhere, who demonstrate excellence in their research and fulfill important responsibilities in their laboratories and departments. As members of the academic community they shall be expected to publish the results of their observations and shall participate in medical, graduate

or post-graduate teaching activities. These appointments must be approved initially by the approved by the Departmental Appointments and Promotions Committee, proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Research Professor

The rank of Research Professor will be granted to a small group of individuals who have served as Research Associate Professors or Professors or their equivalents here or at other institutions and who fulfill important roles in their laboratories and departments with distinction. In addition, faculty members with this rank will be expected to demonstrate excellence and to have earned a strong regional reputation. As members of the academic community they shall be expected to publish, present or discuss the results of their research. Exceptional candidates may also qualify for promotion to Research Professor based upon evidence of distinguished contributions to the educational mission without publications. These members will be expected to demonstrate excellence and to have earned a strong reputation among their peers as educators. Documented evidence of distinction in the area of education must be provided. These appointments must be approved initially by the approved by the Departmental Appointments and Promotions Committee, proposed by the Chair of the department to the Dean, recommended by the School Committee on Appointments and Promotions and endorsed by the Dean. Appointments will be of one year's duration and there shall be no limit on the number of reappointments.

POLICIES OF ADMINISTRATION

In order to implement the new system of management of faculty appointments, titles, promotions and tenure, the following procedures are specifically required.

Reaffirmation of the Tenure Policy

When the University approved the extension of the tenure clock from 7 to 10 years, six elements of administration were approved. These are restated here and reaffirmed as requirements of the School's system of administration.

1. The proposed extension of the probationary period at the School of Medicine will in no way change the requirements for tenure as stated in the New York University Faculty Handbook.
2. The proposed extension of the probationary period will not alter the ability of any department to propose a candidate for tenure at any time considered appropriate for the individual member of the Faculty. Under the proposed extension, this may be at any point from hire through the ninth year of continuous full-time service, with extensions available as stated in the Handbook and the memorandum of April 14.
3. The current policy of providing every faculty member in the tenure-track with a mandatory, formal review by the Departmental Chairman during the *third* year of service will be modified so that a second mandatory, formal review by the Departmental Appointments and Promotions Committee and the Chairman will be provided in the *sixth* year of service if permanent tenure has not already been awarded.
4. The Dean will notify, in writing, the Chairman of the appropriate Department when these two formal reviews are due as mandated by this policy. The Chairman of the Department must meet with the faculty member and review the chances of being recommended for tenure. If the likelihood of being recommended for tenure at the time of the sixth-year review is considered poor, the Chairman will so advise the Faculty member and discuss the options available during the remaining three years of the probationary period.
5. After meeting with the faculty member, the Chairman will notify the Dean and the faculty member in writing as to the outcome; this notification will include the names of the members of the Departmental Appointments and Promotions Committee who reviewed the candidate's credentials. Within thirty days, the Dean shall acknowledge, in writing, the receipt of the Chairman's notification, and a copy of this acknowledgement will be sent to the candidate.
6. This policy shall be the permanent tenure policy of the School of Medicine so long as the referenced amendments to the By-Laws are in effect.

Departmental Appointments and Promotions Committee

This committee will advise the Chairperson regarding the credentials of faculty members in the Department who are candidates for appointment, promotion and/or the granting of tenure. It will consist of a minimum of three, tenured members of the departmental faculty, appointed for staggered, three-year terms. Appointments to consecutive terms should not occur unless the number of tenured faculty in a department is so small that application of this rule would result in too few members to serve. The Chair should not be a voting member of the committee.

A formalized review on tenure prospects by the Chair and the Departmental Appointments and Promotions Committee is to be completed in the third and sixth year of service for all assistant professors, assistant curators and associate professors in tenure tracks. For those faculty members whose probationary timetable is shortened due to qualifying previous service, the review timetable will be adjusted appropriately. The Dean will notify, in writing, the Department Chairperson and the faculty member when these formal reviews are due.

During their probationary period, faculty members shall be informed annually by the Chairperson or her/his designee of their prospects of being recommended by the Department for promotion or the granting of tenure. If, at the time of the sixth-year review (or third year review for library faculty), the prospect of being recommended for tenure is considered unlikely, the Chairperson will so advise the faculty member and discuss the options available during the remaining three years of the probationary period. After meeting with the faculty member, the Chairperson will notify the Dean and the faculty member in writing as to the outcome. This notification will include the names of the members of the Departmental Appointments and Promotions Committee who reviewed the candidate's credentials. Within thirty days, the Dean shall acknowledge, in writing, the receipt of the Chairperson's notification and a copy of this acknowledgement will be sent to the candidate.

Mentoring Committee

The goal of the mentoring committee is to provide each tenure eligible, junior, faculty member with a critical assessment of his/her progress. The committee is a resource through which the junior faculty member can seek advice regarding general and specific questions concerning his/her roles in the Department and the School and the Departmental expectations for his/her academic career including clinical activities (when applicable), teaching, research, and scholarly achievements. Furthermore, the mentors may serve as a source of practical advice regarding preparation of manuscripts, grant applications and presentations in teaching or research seminar venues.

The mentoring committee will consist of at least two senior faculty members selected by the junior faculty member in consultation with the Chair and or other senior members of the faculty. At least one of the senior faculty members should be from the same department, but other members may be chosen from the School of Medicine

faculty at large. The Department Chairperson and when appropriate, the Program or Division Director, should confirm the committee.

The mentoring committee will meet at least once per year to discuss: current academic activities including clinical activities (when appropriate) current research directions; current and planned funding sources; publications; teaching activities and performance; invited lectures; other achievements; committee and service contributions. In addition, problems and/or obstacles should be brought by the faculty member to the attention of the committee. The junior faculty member should supply: 1) a current curriculum vitae including a list of publications; 2) a brief research summary (one to two pages) outlining research accomplishments and short-term plans; 3) a summary of clinical activities; 4) information describing funding from internal and external sources; 5) a list of invitations to seminars and meetings; 6) a list of personnel under the direct supervision of the faculty member; 7) an updated teaching portfolio and 8) a summary of "other activities" (i.e. participation on committees, collaborations, etc.).

A yearly written report by the mentoring committee will be provided to the junior faculty member, as well as to the Department Chairperson and, when appropriate, to the Program Coordinator/Division Director. At the request of the junior faculty member, the committee may meet more often than once a year and the members of the committee can be changed. Such a change must be discussed with the Department Chairperson and Program Coordinator/Division Director in due time before the next scheduled meeting. The committee is discontinued once the faculty member has been granted tenure.

The activities of the Committee in no way equate to, or supplant the authority of the Chair, the School's Committee or the Dean.

Summary of Tenure Procedures

For each candidate for promotion to tenure, the Department Chairperson shall transmit to the Dean a recommendation based on that of the Departmental Appointments and Promotions Committee together with his or her own recommendation. The Chairperson should provide in a letter a summary description of the academic responsibilities and contributions of the faculty member to the Department and the School. The package of supporting documentation forwarded to the Dean should contain the candidate's curriculum vitae, a set of selected publications, a record of extramural funding, copies of supporting letters if requested by the department and a one or two-page description of the candidate's achievements and future academic plans. The documentation package should also include the teaching portfolio documenting participation and effectiveness in teaching. A written report of the Departmental Promotions and Tenure committee should also be included. The Chairperson should send to the Dean a proposed list of at least 10 outside referees who can provide letters of evaluation. These letters will be solicited by the Dean and sent directly to the Dean's office.

The Dean will appoint an “ad hoc” tenure advisory committee composed of tenured faculty members from other Departments in the School. A member of the School’s standing Promotions and Tenure committee will chair the committee. The ad hoc committee may add new names to the list of proposed referees. The ad hoc committee will examine all the documentation available, deliberate and prepare a written recommendation regarding tenure that will be sent to the Dean.

The Dean will forward all the documentation, including the letters of outside referees, to the School Promotions and Tenure Committee, which will review all the materials, and make a final recommendation to the Dean, based on a majority vote of the Committee members. Subsequent phases of the tenure decision process will follow in all respects the University procedures as outlined in the *Faculty Handbook*.

Suggested timetable for Promotion and Tenure Review

Years 1-2

Mentoring committee meetings and discussions of the faculty member with the Chairperson.

Year 3

Mentoring committee meeting and formal departmental review of tenure prospects.

Years 4-5

Mentoring committee meetings and discussions of the faculty member with the Chairperson.

Year 6*

Mentoring committee meeting and formal departmental review of tenure prospects. Track is fixed at the end of this year except in extraordinary circumstances.

Years 7-9

- ◆ Mentoring committee meetings and discussions with the Chairperson leading to review by the Departmental Appointments, Promotion and Tenure Committee.
- ◆ The Chairperson forwards his/her recommendation regarding tenure and that of the Departmental Committee to the Dean, who, if tenure is recommended, appoints the ad hoc tenure review advisory committee.
- ◆ The ad hoc committee sends its report to the Dean, who reviews the material and forwards it to the School of Medicine Promotions and Tenure Committee.
- ◆ The School of Medicine Promotions and Tenure Committee makes its recommendations to the Dean.

- ◆ If tenure is recommended and granted, the mentoring committee is discontinued.
- ◆ The recommendation of the Dean is submitted to the University for a final decision on the granting of tenure.

Year 10

Mentoring committee is discontinued if not previously discontinued.

**In the case of library faculty, the timetable is telescoped so that the steps in Years 7-9 occur in Years 4-5 and the steps in Year 10 occur in year 7.*

APPENDIX:

MEMBERSHIPS OF THE APPROVING BODIES

CURRICULUM FOR THE 21ST CENTURY (C21) STEERING COMMITTEE MEMBERSHIP

Steven Abramson, M.D., **(Co-Chair)**
Sr. Vice President and Vice Dean for Education,
Faculty and Academic Affairs

David Sabatini, Ph.D., Doc. En Med., **(Co-Chair)**
Frederick L. Ehrman Professor of Cell Biology and Chairman

Niketa Sheth, MPA, **Manager, (ex-officio)**
Senior Strategic Planner, Planning & Business Initiatives

Martin Blaser, M.D.
Frederick H. King Professor of Internal Medicine;
Chairman of the Department of Medicine; Professor of Microbiology

Deborah Loeb Bohren, MPA
Vice President for Communications & Public Affairs

Andrew Brotman, M.D.
Sr. Vice President and Vice Dean for Clinical Affairs and
Strategy, Chief Clinical Officer

Paul Conocenti, MBA
Sr. Vice President and Vice Dean, Chief Information Officer

Richard Donoghue, MS, CPA,
Sr. Vice President for Strategy & Business Development

Mark Hochberg, M.D., BA,
Professor of Surgery

Dianna Jacob, RPA-C, MBA
Administrator for Education, Faculty and Academic Affairs

Vivian Lee, M.D., Ph.D., MBA
Sr. Vice President and Vice Dean for Science, Chief Scientific Officer

Ruth Lehmann, Ph.D.

Director, Skirball Institute, Investigator, HHMI;
Laura and Isaac Perlmutter Chair

Andrew Litt, M.D.
Executive Vice President and Vice Dean, Chief of Staff

Joel Oppenheim, Ph.D.
Director, Sackler Institute of Graduate Biomedical Sciences;
Sr. Associate Dean for Biomedical Sciences; Professor of Microbiology

Mariano Rey, M.D.,
Assistant Professor of Medicine and Physiology and Neuroscience
Sr. Associate Dean for Community Health;

Melvin Rosenfeld, Ph.D.
Assistant Professor of Cell Biology
Associate Dean for Curriculum

David Roth, M.D., Ph.D.
Irene Diamond Professor of Immunology, Chairman of the Department of Pathology
Director, M.D/PhD Program;

Marc Triola, M.D., BA
Assistant Professor of Medicine, Chief Section of medical;
Informatics, Director, Division of Educational Informatics

Ed Skolnick, M.D.
Norman S. Wikler Professor of Medicine and Professor of Pharmacology

Jeremy Paul, Ph.D.
Executive Director, Skirball Institute of Biomolecular Medicine

C21 EXECUTIVE COMMITTEE

Steven B. Abramson, M.D. **Chair**
Sr. Vice President and Vice Dean for Education,
Faculty and Academic Affairs

Terry Fulmer, PhD, RN, FAAN
Dean of NYU College of Nursing

Mary Ann Hopkins, M.D., M.Phil.m
Associate Professor of Surgery
Director of Education for the Clinical Sciences

Dianna Jacob, RPA-C, MBA
Administrator for Education, Faculty and Academic Affairs

Adina Kalet, M.D.
Associate Professor of Medicine & Surgery

Brian S. Kaufman, M.D.
Associate Professor of [Medicine](#), [Anesthesiology](#) and [Neurosurgery](#)

Gert Kreibich, Dr. rer. nat.
Professor of Cell Biology

Sabrina Lee, MBA
Program Manager, Division of Educational Informatics

Georgeann McGuinness, M.D.
Professor of Radiology and Vice Chairman of Education

Joel Oppenheim, Ph.D.
Professor of Microbiology ;
Sr. Associate Dean for Biomedical Sciences;
Director, Sackler Institute of Graduate Biomedical Sciences

Victoria Ort, Ph.D.
Assistant Professor of Cell Biology;
Director of Education for the Basic Sciences

Michael H. Pillinger, M.D.
Associate Professor of Medicine

Mariano J. Rey, M.D.
Assistant Professor of [Medicine](#), Physiology and Neuroscience
Sr. Associate Dean for Community Health

Thomas S. Riles, M.D.
Frank C. Spencer Professor of Surgery
Associate Dean for Medical Education & Technology;

Rafael Rivera, M.D.
Assistant Professor of [Radiology](#)

Melvin Rosenfeld, Ph.D.
Assistant Professor of Cell Biology
Associate Dean for Curriculum

David Roth, M.D., Ph.D.
Irene Diamond Professor of Immunology and Chairman, Department of Pathology;
Director, MD/PhD Program;

Niketa Sheth, MPA
Senior Strategic Planner, Planning and Business Initiatives

Norman Sussman, M.D.,
Professor of [Psychiatry](#)

Linda Tewksbury, M.D.
Assistant Professor of Pediatrics

Marc Triola, M.D.
Assistant Professor and Chief, Section of Medical Informatics
Director, Division of Educational Informatics

Jonathan Weider, M.D.
Assistant Professor of Educational Informatics
Assistant Dean for Advanced Applications

Sondra Zabar, M.D.
Associate Professor of Medicine

C21 TASK FORCE SUB-COMMITTEE ON FACULTY RECOGNITION AND DEVELOPMENT

Carol Bernstein, M.D., **Co-Chair**
Associate Professor of Psychiatry

Gert Kreibich, Ph.D., **Co-Chair**
Professor of Cell Biology,

Marissa Hiruma, **Manager**
Project Coordinator, Graduate Medical Education

Marian Anderson, RN, MS, MA,
Program Manager, NYU Primary Care & Medical Education
Innovations and Research, Bellevue Hospital

Russell Berman, M.D.
Assistant Professor of Surgery

Stephanie Blank, M.D.
Assistant Professor of <http://www.med.nyu.edu/obgyn/> Obstetrics & Gynecology

Bruce I Bogart, Ph.D.
Professor of Cell Biology

Joan Cangiarella, M.D.
Associate Professor of Pathology and Vice-Chair of
Clinical Operations, Department of Pathology

Benny Ge
Student Representative

David L. Ginsberg M.D.
Clinical Associate Professor of Psychiatry

Karen Hendricks-Munoz, M.D.
Associate Professor of Pediatrics

Ian J. Mohr, Ph.D.
Associate Professor of Microbiology

Nancy Sanchez
Sr. Vice President and Vice Dean for Human Resources

Emily Slater
Student Representative

William R Slater M.D.
Associate Professor of Medicine (Cardiology)

FACULTY COUNCIL – NYU SCHOOL OF MEDICINE

- Levon Capan, MD – Professor of Anesthesiology
- Edward Ziff, Ph.D. – Professor of Biochemistry
- Bruce Bogart, Ph.D. – Professor of Cell Biology
- Barbara Coffey, MD – Associate Professor of Child & Adolescent Psychiatry
- Alfred Culliford, MD – Professor of Cardiothoracic Surgery
- Nicholas Soter, MD – Professor of Dermatology
- William Goldberg, MD – Assistant Professor of Emergency Medicine
- Michael Marmor, Ph.D. – Professor of Environmental Medicine
- James Gill, MD – Clinical Associate Professor of Emergency Medicine
- Dorice Vieira, MA – Associate Curator of the Library
- Allen Clarkson, Ph.D. – Associate Professor of Medical PARASITOLOGY
- Glenn Fishman, MD – Professor of Medicine
- Nieca Goldberg, MD – Clinical Associate Professor of Medicine
- Nathaniel Landau, Ph.D. – Professor of Microbiology
- Jacqueline French, MD – Professor of Neurology
- Anthony Frempong-Boadu, MD – Assistant Professor of Neurosurgery
- Ilan Timor, MD – Professor of Obstetrics & Gynecology
- William Schweizer, MD – Clinical Associate Professor of Obstetrics & Gynecology
- Kenneth Noble, MD – Clinical Associate Professor of Ophthalmology
- Paul Finger, MD – Clinical Professor of Ophthalmology
- Chuanju Liu, Ph.D. – Associate Professor of Orthopedics

- Cathy Lazarus, Ph.D. – Assistant Professor of Otolaryngology
- Daniel Meruelo, Ph.D. – Professor of Pathology
- Achiau Ludomirsky, MD – Professor of Pediatrics
- Martha Caprio, MD – Assistant Professor of Pediatrics
- Richard Margolis, MD, Ph.D. – Professor of Pharmacology
- Marie Monaco, Ph.D. – Associate Professor of Physiology & Neuroscience
- Marc Galanter, MD – Professor of Psychiatry
- Leslie Prichep, Ph.D. – Professor of Psychiatry
- Oded Gonen, Ph.D. – Professor of Radiology
- Rafael Rivera, MD – Assistant Professor of Radiology
- Mark Adelman, MD – Associate Professor of Surgery
- Amber Guth, MD – Associate Professor of Surgery
- William Huang, MD – Assistant Professor of Urology

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- Krystyna Frenkel, Ph.D. – Professor of Environmental Medicine
- Keith Krasinski, MD – Professor of Pediatrics
- Daniel Meruelo, Ph.D. – Professor of Pathology
- Marie Monaco, Ph.D. – Associate Professor of Physiology & Neuroscience
- Photini Sinnis, MD – Associate Professor of Medical Parasitology
- Eugene Grossi, MD – Professor of Cardiothoracic Surgery
- Lois Anne Katz, MD – Professor of Medicine
- Harry Ostrer, MD – Professor of Pediatrics
- Eric Simon, Ph.D. – Professor of Psychiatry
- Robert Schacht, MD – Professor of Pediatrics
- Phillip Ross Smith, MD, Ph.D. – Associate Professor of Cell Biology
- Kerry Walton, Ph.D. – Associate Professor of Physiology & Neuroscience
- Virginia Black, Ph.D. – advisor
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