

**The Policies and Procedures
for
Appointment, Promotion and Tenure
at the
NYU Long Island School of Medicine**

January 2018

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INTRODUCTION

This document describes the Policies and Procedures for Appointment, Promotion and Tenure at the NYU Long Island School of Medicine, which was approved by the Provost of New York University, effective July 20, 2018.

** The purpose of this policy and procedure is to establish standards and criteria for reviewing and recommending faculty appointments and promotions that encourage and reward faculty contributions to the mission of the NYU Long Island School of Medicine.

There are seven academic tracks at the NYU Long Island School of Medicine (SoM), two tenure tracks and five non-tenure tracks, established in recognition of the varying criteria and aptitudes required of unique faculty cohorts essential to the establishment of a world-class medical school. These are (1) clinical faculty who work on behalf of the clinical, educational and academic mission of the School; (2) basic science, clinical science, and library science faculty with scholarly qualifications (Ex: extramural funding, publications, reputation) appropriate for the awarding of tenure; (3) faculty whose primary role is in significant contributions to the educational mission of the School; and (4) clinical faculty engaged with the School.

METHODS

In the fall of 2017, NYU Winthrop Hospital Chief Academic Officer Dr. John Aloia, with the endorsement of the New York University, convened a Task Force to draft the application for the creation of the NYU Long Island School of Medicine. As part of that effort, a subcommittee was formed and charged to propose criteria on faculty appointment tracks, professional recognition and development, and policies for appointment, promotion, and tenure of faculty.

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SUMMARY OF THE FACULTY TRACKS, FACULTY TITLES AND ASSOCIATED POLICIES

There are seven faculty tracks at the NYU Long Island School of Medicine; their associated titles have a common requirement for teaching and/or service.

Two tenure tracks:

Tenure track: Faculty in any department whose primary career is in independent, investigator-initiated research and who devote some time to education and service; *or* faculty whose primary career combines independent investigator-initiated research and clinical activities, and who devote some time to education and service.

Curator Tenure Track: Curators whose primary career is the provision of medical and health sciences information in an academic environment, and the support of scholarly work, research, and the School of Medicine curriculum. They will advance the profession of health sciences librarianship through research, national professional engagement, and scholarship.

Five non-tenure tracks:

Scholar Track: Faculty in any department whose primary career is in the provision of clinical care, and who devote a substantial portion of their efforts to teaching, research, and service; *or* research faculty who in addition to their primary career in research devote a substantial portion of their efforts to teaching, and service. The definition of scholarly activities is broad, inclusive not only of traditional metrics such as extramural funding or publications in peer-reviewed journals but may also include administrative leadership and high levels of service and leadership in quality and safety initiatives.

Educator Track: Clinical or research faculty with significant contributions to the academic and education mission of the School of Medicine. This includes leadership roles in educational programs, development of new and innovative curricula, substantive teaching responsibilities, development of unique educational tools and resources such as assessment models or simulation training, and scholarly or pedagogical work in the field. Involvement in education may be in addition to clinical or research activities or educational pursuits may encompass their primary role.

Curator Non-tenure track: Practice-based faculty curators who almost exclusively focus on service, education and support of the research, clinical care, and educational mission of the institution.

Clinical / Research Track: Clinicians with primary roles in provision of clinical care, and researchers with primary roles as collaborative members of laboratories supervised by independent funded researchers who may devote

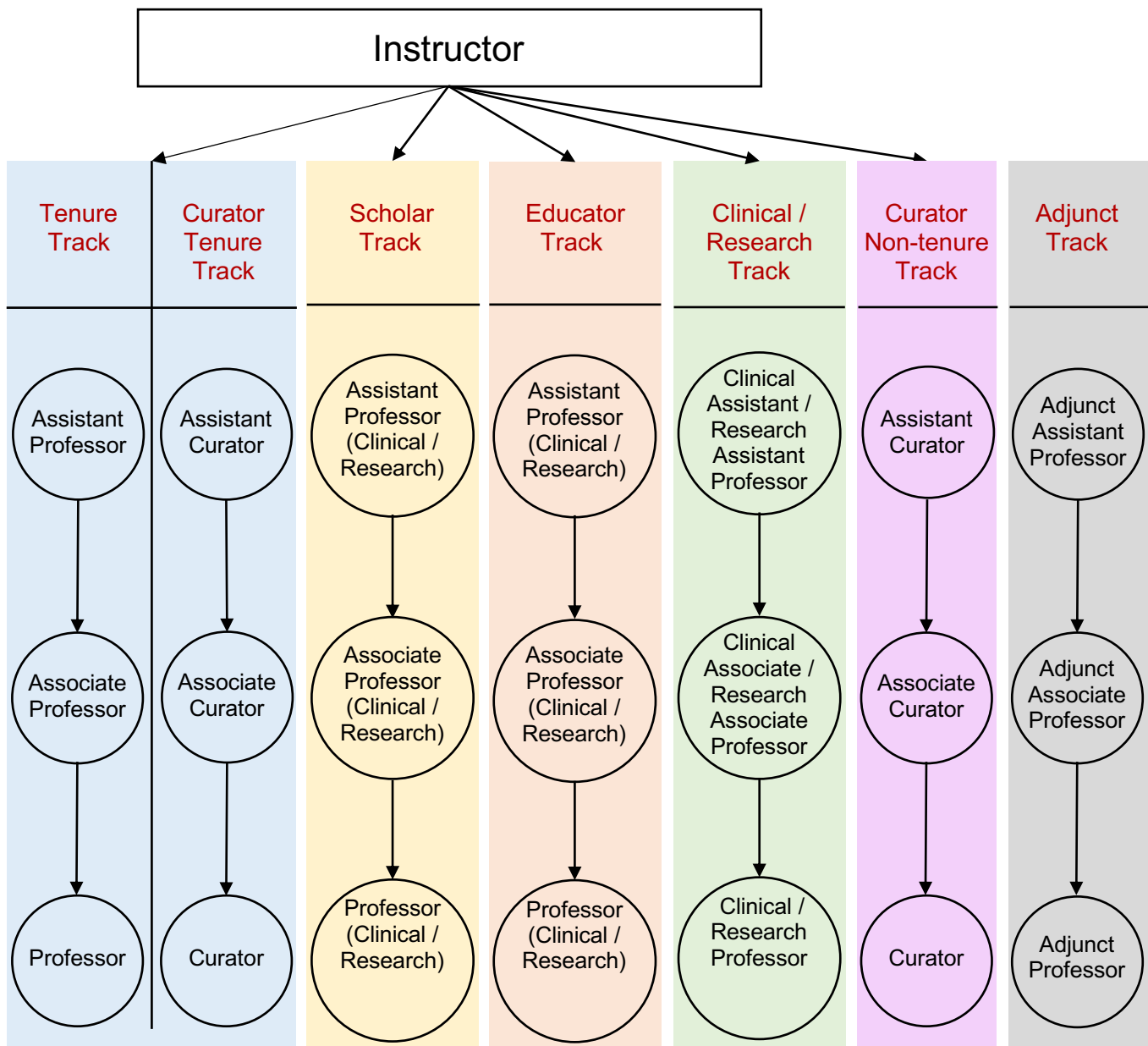
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some time to service and education, and in the case of clinicians, research. These faculty may teach and mentor.

Adjunct Track: Clinicians who as members of the NYU Long Island School of Medicine community are committed to excellence in their practice of medicine, and may partake in School of Medicine educational and other activities as a participant, such as attendance at Ground Rounds and other seminars.

Below depicts the faculty appointment tracks and their interrelationship:

Faculty tracks at NYU Long Island School of Medicine



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The below principles and administrative rules pertain:

1. Recognition that appointment as a member of the faculty at the NYU Long Island School of Medicine, regardless of title and rank, is a mark of distinction and a privilege. Faculty are entitled to the respect afforded by their appointments and are expected to contribute as specified to our community of scholars.
2. The parenthetical suffix modifiers for the Scholar and Educator non-tenure tracks, i.e., (Clinical) or (Research), are used in the official records of the School and the University but need not be used in internal and external correspondence or affairs. Prefix modifiers should be used in internal and external correspondence or affairs.
3. Faculty on the clinical/research track 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 Associate Dean for Faculty.
4. Faculty on the Scholar Track who believe their titles should be converted to the tenure track, if within the first ten years of service at or above the rank of Assistant Professor, i.e., within the tenure probationary period, are entitled to consideration of track change to the tenure track and if applicable ultimately 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.
5. Departmental Appointment and Promotion Committees will function as described in the Faculty Handbook, and will; in particular, participate in the formal third and 6th year reviews for tenure eligible faculty. Committee membership will be filed annually with the Associate Dean for Faculty and meeting minutes will be maintained by the department and filed with the Associate Dean for Faculty.

APPOINTMENT AS A MEMBER OF THE FACULTY

Appointment as a member of the faculty at the NYU Long Island School of Medicine is a mark of distinction and a privilege. All faculty are expected to teach and/or to contribute as outlined below to our community of scholars and clinical care providers. The Faculty Handbook of New York University governs appointments and consideration for promotion and tenure.

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The NYU Long Island School of Medicine of New York University has tenure and non-tenure tracks for faculty 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 following criteria elucidate details with specific relevance to the NYU Long Island SOM.

APPOINTMENT AND PROMOTION CRITERIA FOR THE VARIOUS TRACKS

There are two tenure tracks: The Tenure Track and the Curator Tenure Track.

Tenure Track: Criteria and Faculty Titles

The tenure track identifies basic science and clinical faculty demonstrating excellence in research and scholarship evidenced by sustained and renewable independent NIH funding and high impact peer-reviewed publications. The awarding of tenure follows a rigorous assessment of the faculty member's scholarly work, including the relevance and impact of publications, national and international reputation, and funding history to ensure continued independent research productivity. Investigative research, supported primarily by the NIH, must show sustained and renewable independent funding. Additional support from public and private agencies and foundations is typical. Demonstration of impact in the research domain with discovery and dissemination is required. Key elements for promotion and tenure require that the above accomplishments are sustained over a protracted period of time.

Evidence of scholarly activity is noted through peer-reviewed scientific publications at the national and international levels. Books and/or chapters that integrate, synthesize, summarize and extend the existing literature are also considered evidence of scholarly productivity. Certain other activities are generally recognized as demonstrative of an individual's stature in research or scholarship. Many of these 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. Scholarship is also recognized by training and mentoring of productive graduate students and postdoctoral fellows.

Clinical faculty should exemplify characteristics of the scholarly, creative, academic clinician who may devote a substantial effort to clinical activities, but also expend major effort in scholarly activities. These may include
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original observations, major participation in multi-center trials, innovative conceptualizations or novel solutions to health care problems, or relate to patient care but must extend well beyond excellent patient management. Although these faculty may fulfill clinical responsibilities in an outstanding and in some cases a world-renowned manner, clinical activities are not a major criterion for promotion in this track.

Awarding of tenure in the case of basic science and clinical faculty must be considered within the first nine years of the 10-year tenure probationary period, and can occur at the ranks of Assistant Professor, Associate Professor or Professor as specified in the Faculty Handbook. Prior service at another educational institution may change the probationary timetable as specified in the Faculty Handbook. Tenure is awarded following review of the faculty member's academic contributions by the Chair, the Departmental Appointments and Promotion Committee, the Medical School Appointments, Promotions and Tenure Committee, a Tenure Ad Hoc Committee appointed by the Dean, and the Dean, using the criteria developed for promotion in this tracks.

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 begins with the Departmental Appointments and Promotions Committee review and should thereafter follow the steps described above for the awarding of tenure, except that the ad hoc tenure committee is not required.

Promotion on the Tenure Track requires 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.

Faculty in this track carry the title of Assistant Professor, Associate Professor or Professor.

Criteria for Appointment: Tenure Track Assistant Professor

The rank of Assistant Professor is granted to those who have earned a terminal degree (or its equivalent) appropriate to their field, have proven their abilities as investigators and scholars with evidence of productive scholarship. Assistant Professors are expected to show promise of continuing development with clear evidence of potential to advance significantly their field of research or medicine. They should 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, the awarding of tenure, or appointment or promotion to a higher rank. Although the promotion and tenure process may be initiated at any time during the probationary period, an Assistant Professor in the School of Medicine who is not granted tenure at the expiration of the ten-year

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probationary period must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Criteria for Appointment and Promotion: Tenure Track Associate Professor

The rank of Associate Professor is granted to faculty who, in addition to the qualifications for Assistant Professorship, continue to demonstrate scholarly productivity and research or clinical excellence as independent investigators. This may be documented by first or senior authorship of highly impactful 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 service responsibilities of the NYU Long Island School of Medicine. Appointment as Associate Professor carries with it the possibility, but no presumption, of reappointment, the awarding of tenure, or appointment or promotion to a higher rank. Although the promotion and tenure process may be initiated at any time, an 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.

Criteria for Appointment and Promotion: Tenure Track Professor

The rank of Professor is granted only after rigorous consideration of the individual's character, scholarship, productivity, teaching ability, and national and international reputation among peers. The rank of Professor is granted only to faculty who 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 professional career. The rank is a mark of distinction in 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. The rank of Professor is not granted in recognition of administrative service or as a reward of seniority. Although the tenure process may be initiated at any time, a Professor in the School of Medicine who is not granted tenure at the expiration of three years' service if initially appointed as Professor, or ten years in the combined ranks of Assistant, Associate, and Professor must be removed from the tenure track and will be eligible only for a non-tenured appointment.

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Curator Tenure Track: Criteria and Faculty Titles

The tenure track defines curator faculty who demonstrate excellent performance at a high professional level in areas related to the provision of medical and health sciences information in an academic environment. They must 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 scholarly, bibliographical and information management activities, reflected by local and national leadership positions in the field, and peer recognition. The development of unique resources, technologies and projects should surpass routine work requirements, as evidenced by publications in peer-reviewed journals or scholarly meetings, and attainment of extramural funding. In their role supportive of the research mission of the SoM independent funding is valued but not a requisite. Faculty in the Curator Tenure Track carry the titles of Assistant Curator, Associate Curator or Curator.

Awarding of tenure in the case of curator faculty must be considered within the first six years of the 7-year tenure probationary period, and can occur at the ranks of Assistant Curator, Associate Curator, or Curator, as specified in the Faculty Handbook. Prior service at another educational institution may change the probationary timetable as specified in the Faculty Handbook. Tenure is awarded following review of the faculty member's scholarly contributions by the Chair, the Departmental Appointments and Promotion Committee, the Medical School Appointments, Promotions and Tenure Committee, a Tenure Ad Hoc Committee appointed by the Dean, and the Dean, using the criteria developed for promotion in this track.

The awarding of tenure follows a rigorous assessment of the faculty member's scholarly work, including the relevance and impact of publications and other achievements, national and international reputation, and involvement in research. Demonstration of impact in the research domain with discovery and dissemination is required. Key elements for promotion and tenure require that the above accomplishments are sustained over a protracted period.

Promotion to the rank of Associate Curator, with or without the granting of tenure, can occur at any time during the 7-year probationary period. The process leading to promotion without tenure begins with the Departmental Appointments and Promotions Committee review and should thereafter follow the steps described above for the awarding of tenure, except that the ad hoc tenure committee is not required. Promotion on the Tenure Track requires documentation of: (1) excellence in research, scholarship, or creative expression in one's

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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.

Criteria for Appointment: Tenure Track Librarian Assistant Curator

The rank of Assistant Curator faculty appointment is granted to those with 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 scholarly achievements. Assistant Curators are expected to show promise of continuing development with clear evidence of 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, the awarding of tenure, or further appointment or promotion to a higher rank. An Assistant Curator in the School of Medicine who is not awarded tenure by the expiration of the 7-year probationary period must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Criteria for Appointment and Promotion: Tenure Track Librarian Associate Curator

The rank of Associate Curator is granted to those who, in addition to all the qualifications for Assistant Curator, demonstrate maturation of skills and achievements 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 of Medicine. Appointment as Associate Curator carries with it the possibility, but no presumption, of reappointment, the awarding of tenure, or appointment or promotion to a higher rank. A full-time Associate Curator in the School of Medicine who is not promoted to tenure rank at the expiration of the 7-year probationary period must be removed from the tenure track and will be eligible only for a non-tenured appointment.

Criteria for Appointment and Promotion: Tenure Track Curator

The rank of Curator is granted only after rigorous consideration of the individual's character, scholarship, productivity, teaching ability and national and international reputation among peers in his/her own field, and should be reserved as a mark of distinction in library and information sciences. The rank of Curator is granted to faculty members who have made exceptional, original and innovative contributions and for whom there is ** This policy is provisionally approved. Review and approval by NYULISOM faculty council occurred on February 8, 2018. Provisional approval by provost occurred on July 20, 2018.

reasonable certainty that they will continue to make such outstanding contributions throughout the remainder of their professional career. Notable achievements, awards, 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 or as a reward of seniority.

Non-Tenure Tracks: Criteria and Faculty Titles

There are five non-tenure tracks: The Scholar Track, Educator Track, Clinical / Research Track, non-tenure Curator Track, and the Adjunct Track.

Scholar Track: Criteria and Faculty Titles

Clinical and research faculty in this track fulfill critical clinical, research, and service responsibilities in the institution. In addition to clinical or research excellence, faculty on the non-tenure Scholar track must demonstrate additional evidence of scholarship, leadership, or service. The definition of scholarly activities is broad, reflecting faculty in both clinical and basic science departments.

Appointments in this track for faculty engaged in full-time independent and collaborative research, with demonstrated excellence recognized by authorship on published manuscripts in peer-reviewed journals. They may obtain independent funding or may be dependent upon the grants of others. Other contributions are valued, including service as a collaborative investigator in clinical trials (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; success as a collaborating investigator in obtaining or renewing grant funding for the institution; directing a core research facility. They may have a role in teaching and education.

Recognizing the increasing importance of team science, contributions to collaborative research (roles in large collaborative grants and middle author publications) are also considered demonstrative of a faculty member's scholarship. Faculty should document their individual intellectual contributions (in study design, analysis, interpretation, and manuscript preparation) to a collaborative project. Exceptional contributions to the academic mission in translational research can be demonstrated through service 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.

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Appointments in this track are for clinical faculty with substantive clinical roles and responsibilities with demonstrated excellence and distinction in clinical care. However, while excellence in clinical care is considered among criteria for promotion on the Scholar Track, to qualify for promotion candidates must demonstrate professional excellence, integrity, and empathy in treating patients, and superior contributions to the academic mission of the School. Additional evidence of excellence in clinical care includes 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 in Vizient, or other national or regional benchmarking organizations which measure clinical outcomes; development of new clinical treatments, devices, or concepts, and meritorious publications.

Excellence in Administration or Service is also considered among criteria for promotion. To qualify for promotion based on excellence in administration or service, candidates must demonstrate excellence and leadership in the academic and clinical mission of the School. In general, these faculty make outstanding distinguished service as director of clinical services; selection for and leadership of hospital or school committees integral to the service mission of the institution (i.e. Executive Committee of the Medical Staff (ECMS), , Quality Improvement Advisory Committee (QIAC), among other ECMS Standing Committees).

Peer recognition and a local, national or international reputation is manifest as selection as a grants reviewer at the national or regional level; selection as a member of an editorial board in a peer-reviewed journal; invitations as a 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.

Promotion on this track requires documentation of: (1) excellence in teaching, research, and/or patient care; (2) evidence of peer recognition; and (3) contributions of service to the school. Promotion is awarded following review of the faculty member's academic contributions by the Chair, the Departmental Appointments and Promotion Committee, the Medical School Appointments, Promotions and Tenure Committee, and the Dean, using the criteria developed for promotion in this track.

Faculty in this track fulfill critical clinical, research, and service responsibilities in the institution, and are expected to demonstrate a high level of excellence in patient care and teaching, maintain scholarly productivity, participate in collaborative scientific activities or contribute substantively to the service activities of the School of Medicine. They carry the titles of Assistant Professor, Associate Professor or Professor (Clinical or Research).

Criteria for Appointment: Scholar Track Assistant Professor

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

Criteria for Appointment and Promotion: Scholar Track Associate Professor

The rank of Associate Professor (Clinical or Research) is granted to faculty who have served as Assistant Professors at NYU Long Island School of Medicine or elsewhere.

Clinical faculty at this rank demonstrate 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. Promotion may also be achieved for excellence in clinical care, independent or collaborative research, and administration in activities with significant contributions to the academic mission of the School.

Research faculty at this rank demonstrate excellence in their research and fulfill important responsibilities in their laboratories and departments. They are expected to publish the results of their observations and participate in medical, graduate and post-graduate teaching activities. 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. Distinction in collaborative research must document individual intellectual contributions (in study design, analysis, interpretation, and manuscript preparation).

Appointments and Promotion to this rank 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, without limit on the number of reappointments.

Criteria for Appointment and Promotion: Scholar Track Professor

The rank of Professor (Clinical or Research) is granted to a small group of individuals who have served as Associate Professors at NYU Long Island School of Medicine or other institutions and who fulfill leadership service roles in the School and its affiliated teaching hospitals.

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Clinical faculty with this rank are expected to demonstrate clinical or research 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 or research observations and shall participate in undergraduate, graduate and post-graduate teaching activities.

Research faculty members at this rank demonstrate excellence and 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.

Appointment and promotion at this rank 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.

Educator Track: Criteria and Faculty Titles

Recognizing the uniquely defined innovative education mission of the NYU Long Island School of Medicine, the Educator Track recognizes faculty with a high level of commitment to the teaching mission beyond what is expected from the average faculty member.

Clinical and research faculty in this track fulfill critical contributions to the academic and education mission of the School. The definition of such contributions is broad, reflecting inclusion of faculty in both clinical and basic science departments, and includes leadership and administrative roles in educational programs, development of new and innovative curricula, substantive teaching responsibilities, development of unique educational tools
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and resources, and scholarly or pedagogical work in the field, and exceptional mentorship. Excellence in education requires an objective, up-to date, accurate, and balanced command of the field being taught, as well as effective communication skills. Involvement in education may be in addition to clinical or research activities or educational pursuits may encompass their primary role. However, such involvement in education should be in a leadership role or critical to a departmental educational initiative.

Involvement in independent and collaborative research in education is recognized by authorship on published manuscripts, but traditional measures such as publications and funding are not required for promotion for faculty achieving excellence in other areas. Candidates may qualify for promotion based upon distinguished contributions to the educational mission without publications. Evidence of such contributions should be documented in an academic portfolio, and could include distinguished leadership of a medical school course, residency or fellowship program, number of hours invested per semester, number of courses, extent of involvement in all years of medical student, graduate student, resident and fellowship training. Promotion requires documentation of the effectiveness of teaching, such as program success (pass rates on exams, national boards, etc.). Evidence of exceptional mentorship and training should be evident by evaluations and the judgment of students, trainees, and peers, with supporting documentation (i.e. names of individuals trained, copies of abstracts, records of their stature and productivity). Outstanding performance on student and house staff evaluations, teaching awards (departmental, hospital, school, university, national and documentation of the effectiveness of teaching programs) would be expected.

Excellence in Administration or Service is considered among criteria for promotion on the Educator Track. For promotion based on excellence in administration or service, candidates must demonstrate excellence and leadership in the academic and educational mission of the School. In general, these faculty provide distinguished service as director of a training program, course, or clinical clerkship; or are selected for leadership of hospital or school committees integral to the education mission of the institution (i.e. Curriculum Committee, Compliance and Oversight Committee, Admissions Committee, Residency selection committees, house staff and student wellness committees, etc.).

Acknowledging the parochial nature of roles in education, peer recognition and reputation may be mainly internal. A national or international reputation is highly valued but not required for promotion, and would include serving as a reviewer or selection as a member of an editorial board for education in a peer-reviewed journal; invitations as a 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 in education, participation in community outreach/ educational programs.

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Promotion on this track requires documentation of: (1) excellence in the educational realm; (2) excellence in clinical care or research, as appropriate; (3) local peer recognition; and (4) contributions of service to the school. Promotion is awarded following review of the faculty member's academic contributions by the Chair, the Departmental Appointments and Promotion Committee, the Medical School Appointments, Promotions and Tenure Committee, and the Dean, using the criteria developed for promotion in this tracks.

Faculty in this track fulfill critical contributions to the academic and education mission of the School, well beyond the expectations of faculty on other tracks. They carry the titles the titles of Assistant Professor (Clinical or Research), Associate Professor (Clinical or Research), or Professor (Clinical or Research).

Criteria for Appointment: Educator Track Assistant Professor

The rank of Assistant Professor (Clinical or Research) is granted to faculty who have earned a terminal degree (or its equivalent) appropriate to their field, have completed their clinical or research training, and have given evidence of character and effective teaching or productive scholarship. Assistant Professors are expected to show promise of continuing development with clear evidence of potential to significantly advance their field.

Appointment at this rank implies important educational responsibilities at the School and its affiliated teaching hospitals, with excellence in the specialty. As members of the educators' community, they may publish the results of their observations but promotion is mainly judged on participation and excellence in medical, graduate and post-graduate teaching activities, and service in education. Candidates may qualify for promotion based upon distinguished contributions to the educational mission without publications. For clinical faculty promotion evaluation also considers excellence in clinical care. Research faculty may also fulfill important responsibilities in their laboratories and departments; with participation in research there is an expectation for publication of the results of their observations. For research faculty promotion evaluation in this cohort also considers excellence in collaborative and supportive research, grant funding, and administrative roles.

Appointment as Assistant Professor (Clinical or Research) carries with it the possibility, but no presumption, of reappointment or appointment or promotion to a higher rank. Appointments will be of one year's duration.

Criteria for Appointment and Promotion: Educator Track Associate Professor

The rank of Associate Professor (Clinical or Research) is granted to faculty who have served as Assistant Professors at NYU Long Island School of Medicine or elsewhere.

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Faculty at this rank have substantive and important educational responsibilities at the School and its affiliated teaching hospitals, while also demonstrating excellence in their specialty. As members of the educators' community, they may publish the results of their observations but promotion is mainly judged on participation in medical, graduate and post-graduate teaching activities, and scholarship in education. Candidates may qualify for promotion based upon distinguished contributions to the educational mission without publications. For clinical faculty promotion evaluation also considers excellence in clinical care, independent or collaborative research, and administrative activities with significant contributions to the academic mission of the School. Research faculty may also fulfill important responsibilities in their laboratories and departments. With participation in research there is an expectation for publication of the results of their observations. Promotion evaluation in this cohort also considers excellence in scientific collaboration and supportive research, grant funding, and administrative roles.

Appointments and Promotion to this rank 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, without limit on the number of reappointments.

Criteria for Appointment and Promotion: Educator Track Professor

The rank of Professor (Clinical or Research) is granted to a small group of individuals who have served as Associate Professors at NYU Long Island School of Medicine or other institutions and who fulfill leadership roles in the School and its affiliated teaching hospitals, primarily in its educational mission.

Faculty at this rank have substantive and important educational responsibilities at the School and its affiliated teaching hospitals, while also demonstrating excellence in their specialty, and have earned a strong regional or national reputation in education; documentation of distinction in education must be provided in the form of awards, learner evaluations, etc.

As members of the educators' community, they may publish the results of their observations but promotion is mainly judged on participation in medical, graduate and post-graduate teaching activities, and scholarship in education. Candidates may qualify for promotion based upon distinguished contributions to the educational mission without publications. External grant funding from society or industry sponsors for original work in education is valued though not required.

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These faculty have earned a strong reputation among their peers as educators, recognized as activities such as serving as a journal reviewer or selection as a member of an editorial board for education in a peer-reviewed journal; invitations as a 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 in education, participation in community outreach/ educational programs.

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.

Curator Non-Tenure Track: Criteria and Faculty Titles

The Curator Track recognizes faculty curators who almost exclusively focus on service, education and support of the research, clinical care, and educational mission of the institution. This track is practice-based and emphasizes service within the institution, without expectations for original or independent research, national professional engagement, or scholarship. Instead, the non-tenure Curator Track emphasizes contributions to practice and support of wide ranging institutional mission areas. Expectations for publications are lower than on other faculty tracks, as befitting this mainly supportive role. Publications may be on topics and in forums that are more practice-based (such as case reports) instead of original research. Similarly, while Curators often contribute significantly to grant applications there is no expectation for external funding, which is rare among librarians. Curators on the Library faculty hold positions shaped by the unique qualities and talent of individual faculty, and which address the evolving information science needs of the NYU Long Island School of Medicine.

They carry the titles the titles of Assistant Curator, Associate Curator, or Curator.

Criteria for Appointment: Assistant Curator

The rank of Assistant Curator is granted to faculty with 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 and with previous professional experience and demonstrated ability deemed likely to make meaningful professional contributions to the NYU Long Island School of Medicine.

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

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institution. Skills in education should equip them to educate users and provide training in the library resources. They should be able to communicate effectively about the library and its programs. Assistant Curators should foster the development of library services through needs assessment tools identifying emerging trends and requisites at the NYU Long Island School of Medicine, innovation, process or quality improvement, evaluation, or assessment projects.

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

Criteria for Appointment and Promotion: Associate Curator

The rank of Associate Curator is granted to faculty who, in addition to the qualifications for Assistant Curator, demonstrate maturation of skills and professional achievements such as research and/or publications in a variety of formats; attainment or participation in library project grants; recognition of excellence in service through professional leadership roles, awards, etc.; or effective contributions to the library and/or the faculty and students of the NYU Long Island School of Medicine.

Appointment as Associate Curator carries with it the possibility, but no presumption, of reappointment or further appointment or promotion to a higher rank. Appointments will be of one year duration with no limit on the number of reappointments.

Criteria for Appointment and Promotion: Curator

The rank of Curator is granted to faculty after consideration of the scholarship, productivity, teaching ability, leadership, and reputation among peers in the field. The rank of Curator is granted to faculty who, in addition to the qualifications of Associate Curator have made exceptional, original and innovative contributions to the missions of the School, and for whom there is reasonable certainty that they will continue to make such outstanding contributions throughout the remainder of their professional career. Distinction in professional achievement, leadership, and service contributions to the institution are valued, with notable achievements, awards and prizes, and membership in prestigious professional societies and advisory groups should attest to this distinction.

Faculty with the rank of Curator are expected to demonstrate usefulness in administration through service and leadership at the institution and success in promoting the mission of the library, and support of the mission

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areas of the institution. Appointment as Curator carries with it the possibility, but no presumption, of reappointment. Appointments will be of one year' duration with no limit on the number of reappointments

Clinical/Research Track: Criteria and Faculty Titles

Faculty in this track contribute to the academic and education mission of the School through clinical excellence and supportive research. Faculty on this track include clinicians with primary roles in provision of clinical care, and researchers with primary roles as collaborative members of laboratories supervised by independent funded researchers. These faculty may devote some time to service and education, and in the case of clinicians, research, and, when appropriate, contribute to the service activities of the School of Medicine. Faculty in this track fulfill a variety of teaching, clinical and service responsibilities for the institution according to the needs of the departments and divisions. They may teach and mentor medical students and postgraduate trainees, but do not hold substantive roles in education.

Clinical faculty with provision of clinical care as their primary role are not expected to have scholarly productivity, though collaborative research participation is encouraged.

Research faculty are not expected to be lead or senior scientist, or hold roles in idea development or project oversight, but rather to perform supportive science in a Principal Investigator's laboratory, dependent upon other's grants. Some research faculty may participate in time-limited research programs or activities with limited expectations for teaching or service. When appropriate they may contribute to the educational and service activities of the School of Medicine.

Clinical faculty carry the titles of Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor. Research faculty carry the titles of Research Assistant Professor, Research Associate Professor or Research Professor.

Criteria for Appointment: Clinical / Research Assistant Professor

The rank of Clinical or Research Assistant Professor is granted to faculty who have earned a terminal degree (or its equivalent) appropriate to their field, and have given evidence of dedication to patient care or research. They should be qualified and willing to teach in the School of Medicine and its clinical programs if asked.

Appointment as Clinical or Research Assistant Professor carries with it the possibility, but no presumption, of reappointment or to further appointment or promotion to a 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.

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Criteria for Appointment and Promotion: Clinical / Research Associate Professor

The rank of Clinical or Research Associate Professor is granted to faculty who have served as Assistant Professors at NYU Long Island School of Medicine or elsewhere, who demonstrate clinical or research excellence in their specialty and fulfill important service or teaching responsibilities at the School and its affiliated hospitals.

As members of the academic community, faculty are expected to contribute to scholarly activities and may participate in medical, graduate or post-graduate teaching activities if asked. Researchers may fulfill important responsibilities in their laboratories and departments and are expected to publish the results of their observations.

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.

Criteria for Appointment and Promotion: Clinical / Research Professor

The rank of Clinical Professor is granted to a small group of individuals who have served as Clinical Associate Professors or its equivalent at NYU Long Island School of Medicine or elsewhere, and who fulfill leadership service roles in the School and its affiliated teaching hospitals. In addition, faculty members with this rank are expected to demonstrate clinical or research excellence in their specialty and to have earned a strong regional reputation. As members of the academic community, they are expected to publish, present or discuss the results of their clinical observations and participate in undergraduate, 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.

Adjunct track: Criteria and Faculty Titles

Clinicians who as members of the NYU Long Island School of Medicine community are committed to excellence in their practice of medicine, and partake in School of Medicine educational and other activities as a participant,

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such as attendance at Ground Rounds and other seminars are granted this appointment. Faculty on this track engage with the NYU Long Island School of Medicine community, provide excellent clinical care to patients, maintain excellence in their clinical practice standards, including HCAP scores and other quality and safety metrics, and uphold the reputation of the NYU Long Island School of Medicine. These faculty are expected to maintain and build strongly favorable local and regional reputations.

Criteria for Appointment and Promotion: Adjunct Assistant Professor

The rank of Adjunct Assistant Professor is granted to clinical faculty who demonstrate excellence in clinical practice, who engage with the NYU Long Island School of Medicine Community, who base their hospital practice on campus, and who enjoy a favorable local peer reputation.

Appointments must be proposed by the Chair, and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Criteria for Appointment and Promotion: Adjunct Associate Professor

The rank of Adjunct Associate Professor is granted to clinical faculty who demonstrate excellence in clinical practice, who maintain engagement with the NYU Long Island School of Medicine Community, who base their hospital practice on campus, and who enjoy a strong local peer reputation.

Appointments must be, proposed by the Chair, and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

Criteria for Appointment and Promotion: Adjunct Professor

The rank of Adjunct Professor is granted to clinical faculty who demonstrate excellence in clinical practice, who maintain engagement with the NYU Long Island School of Medicine Community, who base their hospital practice on campus, and contribute to the academic or service missions of the institution. They are expected to have strongly positive local and regional peer reputations.

Appointments must be proposed by the Chair, and endorsed by the Dean. Appointments will be of one year's duration and there will be no limit on the number of reappointments.

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POLICIES OF ADMINISTRATION

The following policies and procedures are specifically applied in the management of faculty titles, appointments, promotions and tenure.

Affirmation of Tenure Policies

1. The tenure probationary period is 10 years for clinical and research faculty, with a tenure decision to be made in the 9th year. The tenure probationary period is 7 years for curator faculty, with a tenure decision to be made in the 6th year. Requirements for tenure are as stated in the New York University Faculty Handbook.
2. A department may propose a candidate for tenure at any time considered appropriate for the individual faculty member, at any point from hire through the ninth year of continuous full-time service, with extensions available as stated in the Handbook.
3. During the tenure probationary period, faculty are informed annually by the chair or her/his designee of their prospects of being recommended by the department for promotion or the granting of tenure.
4. Tenure eligible faculty must have a mandatory, structured review by the Departmental Appointments and Promotions Committee and the department chair during the third year and sixth year on the tenure track, if permanent tenure has not already been awarded.
5. The Dean notifies the chair in writing when these two formal reviews are due, as mandated by this policy. The department chair must meet with the faculty member and review these reports. This discussion includes their prospects for recommendation for tenure.

If tenure prospects are felt to be poor at the time of the sixth-year review (or third year review for library faculty), the chair will so advise the faculty member and discuss the options available during the remaining probationary period.

5. After meeting with the faculty member, the chair notifies the Dean and the faculty member in writing as to the outcome of this meeting. This notification will include the names of the Departmental Appointments and Promotions Committee members who reviewed the candidate's credentials. Within thirty days, the Dean acknowledges, in writing, receipt of the chair's notification; a copy of this acknowledgement is sent to the candidate.

Departmental Appointments and Promotions Committee

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This committee serves as an independent advisory body to the chair regarding the credentials of departmental faculty who are candidates for appointment, promotion and/or the granting of tenure. It must consist of a minimum of three departmental faculty, appointed for staggered, three-year terms. Appointments to consecutive terms should not occur unless the number of faculty in a department is so small that application of this rule would result in too few members to serve. The chair is not a voting member of the committee.

A structured review of professional development, productivity, and tenure prospects by the Departmental Appointments and Promotions Committee is performed in the third and sixth year of service for tenure eligible assistant and associate professors and curators. For faculty whose probationary timetable is shortened due to qualifying previous service, the review timetable will be adjusted appropriately. The Dean notifies the chair and faculty member in writing when these two formal reviews are due.

Summary of Tenure Procedures

For the awarding of tenure, the department chair conveys to the Dean a written recommendation based on the Departmental Appointments and Promotions Committee assessment of the candidate, and his or her own endorsement. The chair's summary describes the academic responsibilities and contributions of the faculty member to the department and the School, as well as their accomplishments and achievements. Supporting documents forwarded to the Dean include 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. For tenure eligible educators the documentation package should include a teaching portfolio documenting participation and effectiveness in teaching, and pedagogical work in education. A written report from the Departmental Promotions and Tenure committee is included. The chair should send to the Dean a list of at least 10 outside referees who can provide letters of evaluation. These letters will be solicited by Faculty Records and sent directly to them.

The department chair is forwarded the first five referee letters received. If unfavorable, the chair may decide to terminate the application. If favorable, an "ad hoc" tenure advisory committee is appointed by the Dean, composed of tenured faculty members from other departments in the School (or in the case of Curators, from the Department of Library Sciences at NYU). A member of the School's Appointments, Promotions and Tenure Committee chairs the ad hoc committee. The ad hoc committee deliberates over the application, and submits a recommendation regarding tenure to the Dean.

The Dean forwards all the documents, including the ad hoc committee report, to the School Appointments, Promotions and Tenure Committee, which makes a final recommendation to the Dean, based on a majority vote

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of Committee members. Subsequent phases of the tenure decision process follow in all respects University procedures as outlined in the Faculty Handbook.

Suggested timetable for Promotion and Tenure Review

Years 1-2

Regular, at least annual, Mentoring Committee meetings and discussions with the Chair.

Year 3

Mentoring committee meeting and standardized departmental review of tenure prospects.

Years 4-5

Regular, at least annual, mentoring committee meetings and discussions with the Chair.

Year 6 *

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

Years 7-9

Regular, at least annual, mentoring committee meetings and discussions with the chair leading to review by the Departmental Appointments, Promotion and Tenure Committee.

The Chair forwards his/her tenure recommendation and the assessment of the Departmental Appointments, Promotion and Tenure Committee to the Dean, who, if tenure is recommended and supported, appoints the ad hoc tenure review advisory committee.

The ad hoc committee sends its report to the Dean, who reviews the material, and if supportive, advances the application to the School of Medicine Appointments, Promotions and Tenure Committee.

The School of Medicine Appointments, Promotions and Tenure Committee makes its recommendations to the Dean.

The recommendation of the Dean is submitted to the University for a final decision on the granting of tenure.

If tenure is recommended and granted, the mentoring committee is discontinued.

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Year 10

Mentoring committee is discontinued if not previously discontinued.

*For Curator faculty, the timeline is contracted so that the steps in Years 7-9 occur in Years 4-5 and the steps in Year 10 occur in year 7.

Mentoring Committee

Tenure eligible faculty must have a mentoring committee to provide guidance, advice, and critical assessment of his/her progress. The committee is a resource for the junior faculty to seek advice regarding general and specific questions concerning his/her roles in the department and the School, and departmental expectations for his/her career trajectory including clinical activities (when applicable), teaching, research, and scholarly achievements. Furthermore, mentors may serve as a source of practical advice regarding preparation of manuscripts, grant applications and presentations in teaching or research seminar venues.

Mentoring Committees consist of at least two mid-senior faculty selected by the junior faculty member in consultation with the chair and or other senior members of the faculty, or are appointed by departmental leadership. At least one of the committee members must be from the same department, but other appropriate members may be chosen from the School of Medicine faculty at large. The department chair or proxy should confirm the committee.

The Mentoring Committee meets ideally twice a year, but at least once per year, to discuss scholarly and academic activities including clinical activities (when appropriate), research directions and productivity; current and planned funding sources; publications; teaching activities and performance; invited lectures; other achievements; committee and service contributions. Agreed upon goals and deadlines should be set. The junior faculty should feel comfortable bringing problems and/or obstacles to the attention of the committee. The committee should elicit explanations and discussion of goals and deadlines that are missed.

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; 4) 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.).

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A yearly summary letter written by the mentoring committee is provided to the junior faculty and to the department chair. At the request of the junior faculty committee members can be changed; such a change must be discussed with the department chair or proxy in due time before the next scheduled meeting. The committee is discontinued when a tenure eligible faculty at any rank has been granted tenure, or when non-tenure eligible faculty are promoted to associate professor or curator level.

The activities of the Mentoring Committee in no way equate to, or supplant, the authority of the chair, the Appointment, Promotion and Tenure Committee of the School, or the Dean.