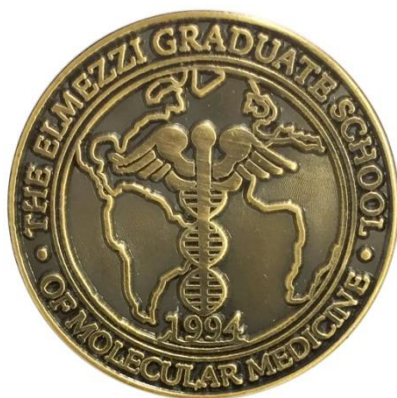




**Elmezzi Graduate School  
of Molecular Medicine**

# Faculty Handbook



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This handbook supplements, but does not replace, the Employee Handbook and the Policies and Procedures Manual of the Northwell Health. It provides additional information specific to The Elmezzi Graduate School.

# The Elmezzi Graduate School of Molecular Medicine

## Overview

Welcome to the Elmezzi Graduate School of Molecular Medicine. The Elmezzi Graduate School is an individually tailored three-year program designed to train exceptional physicians with a recent MD or equivalent degree in research methodologies, culminating in a PhD in Molecular Medicine. The program is accredited by the New York State Board of Regents and the New York State Commissioner of Education. The goal of the program is to create a cadre of highly trained physician/scientists who will establish careers in academic medicine and who will conduct “state of the art” basic and translational research directly related to human disease.

The Elmezzi Graduate School is an integral part of Northwell Health (formerly known as the North Shore-LIJ Health System). It operates under the organization’s Feinstein Institute for Medical Research, which is the research entity of Northwell Health and provides all facilities for the Elmezzi Graduate School. Biomedical research and physician training in the organization have been vital within North Shore University Hospital and Long Island Jewish Medical Center of Northwell Health since their establishment in the early 1950s. It has continued since their merger in 1997. The Graduate School became part of the organization and the Feinstein Institute in 2001 and was renamed The Elmezzi Graduate School of Molecular Medicine in 2008.

The faculty of the Elmezzi Graduate School is drawn from the principal investigators of the Feinstein Institute, who are world-renowned in their respective fields. They conduct research in autoimmunity, rheumatology, oncology, immunology and inflammation, genetics, psychiatry, neurology, surgery, obstetrics/gynecology and many other specialties. Through its connection to Northwell Health, the Elmezzi Graduate School and The Feinstein Institute bridge the gap between biomedical research and patient care, accessing hundreds of thousands of patients in the organization's 21 hospitals, three skilled nursing facilities, dozens of outpatient facilities, and many specialty programs and institutes, with more than 12,000 member physicians. The faculty and students of the Graduate School collaborate with clinicians (physicians, dentists, medical students, fellows and residents) throughout Northwell Health to identify critical unanswered questions relating to diseases treated in the hospitals. These questions are developed into research to shed light on basic biological processes underlying disease.

We stand at the threshold of an extraordinary time in medicine. The Elmezzi Graduate School of Molecular Medicine and The Feinstein Institute for Medical Research will be a growing force in research innovation, education and progress.

***The Elmezzi Graduate School of Molecular Medicine is supported in part through a generous endowment from The Thomas and Jeanne Elmezzi Foundation.***

\*New York State Education Department, Office of Higher Education, Room 979  
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# **Mission, Vision and Objectives of The Graduate School of Molecular Medicine**

## **Mission**

Provide superior academic training of physicians to discover and understand the causes of human diseases and to rapidly and effectively translate this information into diagnostic and therapeutic solutions

## **Vision**

To train the next generation of leaders in the field of translational research

## **Objectives**

1. To train medical school graduates in the skills and intellectual approaches necessary to become independent scientific investigators in medically relevant areas of research
2. To integrate this training into the highly interactive, multidisciplinary research environment of The Feinstein Institute for Medical Research
3. To grant the degree of Doctor of Philosophy in Molecular Medicine

## **Organization and Administration**

### **Ownership of the Elmezzi Graduate School of Molecular Medicine**

The Graduate School is owned by Northwell Health, Inc., a not-for-profit corporation organized and existing under the laws of the State of New York. The Feinstein Institute for Medical Research is responsible for providing all facilities, infrastructure and financial support for the Graduate School. The Elmezzi Graduate School and The Feinstein Institute work very closely together as a team in the conduct of the school

### **Board of Directors of the Graduate School**

The Elmezzi Board of Directors, acting on behalf of the Trustees of Northwell Health, is responsible for the management of the Graduate School. The Board may adopt such rules and regulations for the conduct of its meetings, the exercise of its powers and the management of the affairs and property of the Institute as it may deem proper not inconsistent with the laws of the State of New York or the By-laws of the Board. The

Annual Meeting of the Board shall be held in the month of June for election of new Board members and for the transaction of such business as may come before it. Regular meetings of the Board are held at such times and places as determined by the Board. The Board of Directors normally meets quarterly, including its Annual Meeting. The Officers of the Board are the Chairman of the Board, President of the Graduate School, Provost, Treasurer, and Secretary, Dean of the Graduate School, plus other Officers as needed.

### **Chief Academic and Administrative Officers**

The academic and administrative guidance of the Elmezzi Graduate School is the responsibility of the President, Dr. Kevin Tracey. He is assisted by the Provost, the Dean, the Chief Financial Officer, and the Associate Dean. Dr. Tracey is also President and CEO of the Feinstein Institute for Medical Research and Senior Vice President for Research for Northwell Health.

### **Administrative Officers**

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The Officers of the Graduate School are assisted by Ms. Emilia Hristis:

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## Centers of Excellence

The faculty of the Elmezzi Graduate School is organized into Centers of Excellence that parallel the structure of the Feinstein Institute. Each of these centers focuses on one area of scientific inquiry.

The centers are: The Robert S. Boas Center for Genomics & Human Genetics, headed by Dr. Peter Gregersen; The Susan & Leonard Feinstein Neuroscience Research Center, headed by Dr. David Eidelberg; The Herman & Susan Merinoff Center for Patient-Oriented Research, Headed by Dr. Thomas McGinn; The Alzheimer's Disease and Memory Disorders Center, headed by Dr. Peter Davies; The Autoimmune & Musculoskeletal Disease Center, headed by Dr. Betty Diamond; The Center for Biomedical Science, headed by Dr. Kevin Tracey; The Karches Center of Oncology, headed by Dr. Nicholas Chiorazzi; The Immunology & Inflammation Center, headed by Dr. Ping Wang; The Center for Molecular Innovation, headed by Dr. Yousef Al-Abed; The Center for Bioelectronic Medicine, headed by Chad Bouton; The Center for Pediatric Research, headed by Dr. Charles Schleien; and The Psychiatric Neuroscience Center, headed by Dr. John Kane.

Through collaborations between and among the faculty within the centers and the clinicians in the hospitals, we have significant strengths in autoimmunity, neurodegenerative and neuropsychiatric diseases, sepsis, leukemia, bioelectronic medicine, and cancer research.

## Faculty Titles

The Elmezzi Graduate School appoints faculty titles as follows: Assistant Professor, Associate Professor, and Professor. There is no time limit on rank, and there is no tenure within the Elmezzi Graduate School or the Feinstein Institute.

Faculty of the Graduate School can hold appointments in one or more of the clinical departments of the organization at the Feinstein Institute and can hold faculty positions at the Hofstra Northwell School of Medicine.

## Professional Responsibilities of Faculty

All faculty members are expected to promote the Missions of The Feinstein Institute for Medical Research and The Graduate School of Molecular Medicine, as defined on Page 4, with the highest quality professional and personal activity and ethics. These activities include conducting state-of-the-art disease-oriented research, publishing in the highest quality journals, presenting at national and international conferences, committing time and effort to teaching and mentoring students in the Graduate School, participating in commencement exercises, successfully competing for peer-reviewed grants, and committing time to community service within the Graduate School, the Institute and within the larger scientific community.

## Mentoring and Teaching Responsibilities of Faculty

### **Recruitment of new students:**

All faculty members who have contact with residents, fellows, and early stage clinicians at Northwell Health and other institutions are expected to actively recruit residents and fellows who are interested in pursuing careers that involve basic and translational research to the Elmezzi graduate program.

### **Mentoring:**

All faculty members are expected to demonstrate a sincere commitment to actively mentoring graduate students in the Elmezzi Graduate School of Molecular Medicine – either directly as a research advisor or indirectly as a thesis committee member.

### **Teaching:**

In addition faculty members are expected to be actively involved in Elmezzi courses and seminars.

### **Course development/implementation:**

Courses will be developed collaboratively by the faculty (Course Leaders), the Dean and/or Associate Dean, the Faculty Curriculum Committee and a student representative (for each course). The Faculty Curriculum Committee will meet annually to review course outlines/content and learning objectives, as well as readings and assessments to



ensure that course objectives and goals are being met; they will submit their recommendations to the Dean and Associate Dean who will review the recommendations and follow-up with Course Leaders with suggested revisions. The students will provide feedback about courses through anonymous course evaluations surveys at the end of each course. In some cases, a student representative for each course will provide 'student feedback' to the Course Leader(s), as well as the Dean and/or Associate Dean throughout each course (as needed) regarding course content.

**Assessment of faculty teaching and courses:**

Course Leaders will meet with faculty instructors prior to their teaching/facilitating sessions to ensure that their sessions meet the goals of the course and target specific learning objectives outlined in the course syllabus. Course Leaders will attend faculty teaching sessions and will work with a student representative from each course to gather student feedback regarding faculty teaching for each course. Course Leaders will meet with faculty instructors after their sessions to provide faculty feedback, as well as student feedback.

At the end of the semester, courses and faculty teaching will be evaluated by the students via anonymous 'Course Evaluations'. Course Evaluations will be developed by the Course Leaders and the Associate Dean, with feedback from a student representative, if appointed. Online surveys (e.g. Survey Monkey) (preferably) or anonymous paper surveys will be employed for Course Evaluations.

The Dean and/or Associate Dean, along with the Faculty Curriculum Committee will review Course Evaluations with the student representative. The Dean and/or Associate Dean will provide student feedback and the recommendations of the Faculty Curriculum Committee to the Course Leaders and instructors regarding the faculty teaching.

## **Responsibilities of The Feinstein Institute for Medical Research To the Elmezzi Graduate School Faculty**

The Institute will provide the faculty with a safe and secure environment for the conduct of disease-oriented research, with the facilities and infrastructure necessary for such research and for the translation of that research to improved treatment and diagnosis of disease. The Feinstein will provide an administration that is supportive of research and the needs of the faculty, and will maintain the necessary support services required by law and custom to conduct biomedical research. These include an Office of Research Compliance, an Institutional Review Board for review and approval of all research conducted with human beings or human-derived biologic materials, an Institutional Animal Care and Use Committee, a Biosafety (Biological/Chemical/Radiation) Office, a Grants Management Office, and an Office of Technology Transfer.

## **Elmezzi Graduate School of Molecular Medicine Policies and Procedures**

### **Policy on Academic Freedom**

The common good of society depends upon the search for knowledge and its free exposition. Faculty are entitled, regardless of prescribed doctrine, to freedom in carrying out research and in publishing the results thereof, freedom of teaching and of discussion, freedom to criticize the Elmezzi Graduate School of Molecular Medicine and the Feinstein Institute, and freedom from institutional censorship. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base research and teaching on an honest search for knowledge.

### **Policy on Equality and Affirmative Action**

In accordance with its commitment to support equality of opportunity for all, the policies of the Elmezzi Graduate School of Molecular Medicine and The Feinstein Institute for Medical Research prohibit discrimination on the basis of age, color, religion, sex, race, national or ethnic origin, disability, marital status or sexual preference.

The Elmezzi Graduate School is in compliance with all aspects of Title IX, including the policies and procedures to prevent and respond to gender discrimination, sexual harassment, and sexual violence.

### **Appointments and Promotions**

The Feinstein Institute, and thus the Elmezzi Graduate School, has a structured and thorough review procedure to maintain and build its excellent faculty. This review mechanism is designed to ensure that an individual is judged by his or her colleagues in accordance with fair procedures solely on the basis of professional qualifications in matters of appointment and promotion.

Faculty of the Feinstein Institute who are directors of independent research programs and express the desire and willingness to serve as thesis advisors, mentors and coordinators of academic courses (or course leaders) can be considered for appointment to the faculty of the Elmezzi Graduate School of Molecular Medicine upon request. Appointment is contingent on recommendation by a faculty appointment committee to the Dean. Individuals who are not full-time faculty of the Feinstein institute may apply for an appointment to the Elmezzi Graduate School as adjunct faculty.

### **Personnel Actions for Appointment and Advancement**

*Appointment* can be at any rank. *Promotion* marks advancement from one academic rank to another. *Appraisal* is annual evaluation.

## **Criteria for Appointment and Advancement**

Candidates are evaluated on:

1. Research and creative work, including grants from peer-reviewed external agencies
2. Regional, national and international recognition
3. Professional competence and activity
4. Teaching
5. Service to the Elmezzi Graduate School, The Feinstein Institute for Medical Research and public service

## **Procedures**

Personnel actions for appointment and promotion normally begin in the Center. The Center Head, in consultation with each candidate, assembles a review file, which is sent to the Appointments and Promotion Committee, which is appointed by the President of the Feinstein Institute. The committee reviews the case and makes its recommendation to the President for final decision. The deliberations, recommendations, and report of the review committee are confidential. Solicited letters of evaluation and the personal recommendation by the Center Head likewise are confidential. For appointment to the Elmezzi Graduate School, the Elmezzi committee reviews the materials provided by the Feinstein Appointments and Promotions Committee and makes its recommendation to the Dean.

If the President, the Dean and/or the Appointments and Promotion Committee makes a preliminary assessment in the case of an appointment or promotion of an individual which is contrary to recommendations of the Center Head, the Chair of the Committee informs the Center Head and asks for further information which might support a contrary decision before the Director and the Dean makes the final decision.

## **Annual Review of Faculty Performance**

All individuals with faculty appointments in the Feinstein Institute, and thus all those with appointments in the Elmezzi Graduate School, are reviewed annually in accordance with the policies of Northwell Health. The review is conducted by the individual's Center Head, reviewed and approved by a senior Administrative Officer of the Feinstein Institute, and kept in the employee files of Northwell Health.

## **Non-reappointment, Termination and Suspension**

Procedures and rights regarding non-reappointment, termination and suspension, along with other personnel issues, are defined in the Employee Handbook of Northwell Health.