***SAMPLE OFFER LETTER –***

***NON-TENURE TRACK FACULTY WITH HOSPITAL APPOINTMENT***

[*date*]

[*Addressee  
Address  
City, State Zip]*

Dear Dr. [*Name*]:

1. **Appointment**

I am pleased to offer you a faculty position as [*Instructor, Assistant, Associate, or Full Professor*] in the Department of [*department*] at the Columbia University Medical Center in the [*school*] of Columbia University, effective [*start date*]. This is a non-tenure track appointment and it is contingent upon satisfactory evaluation of the attached pre-hire attestation. We will also nominate you for an [*interdisciplinary, joint*] appointment in the [*department, center, or institute*, *if applicable*].

This appointment has been approved by the Committee on Appoint­ments and Promo­tions of the Department of [*department*]. It must still pass the standard review proce­dures of the [*school*] and the New York-Presbyterian Hospital for such appointments.

We will also nominate you for appointment as [*title*] at the New York-Presbyterian Hos­pital (Columbia University Irving Medical Center), effective [*start date*]. We are recommending that your hospital appointment include admitting and private practice privileges [*if a clinical appointment with admitting privileges*].

Your appointment is subject to the terms and conditions set forth in the Columbia University *Faculty Handbook*, which can be found at <http://www.columbia.edu/cu/vpaa/handbook/>, as well as to policies and procedures specifically applicable to the Columbia University Irving Medical Center. As a full-time University employee, you will be expected to comply with all applicable University policies as they may exist from time to time. (Many of these policies can be found on the Medical Center website at <http://www.cumc.columbia.edu/hr/policies-procedures>). The Department of [*department*] Administrator will provide you with copies of these policies and all forms necessary for you to begin work. Please contact [*him/her*] immediately upon signing this letter.

Your primary responsibilities in the Department lie within the Division of [*division*]. You will report primarily to Dr. [*name*]. However, we expect you to work closely and collaboratively with members of other divisions whose interests overlap with yours, such as [*example*].

1. **Our Expectations** [*expand as applicable*]

Research Responsibilities [*describe as applicable*]

The purpose of your recruitment and faculty appointment is to expand the clinical and research/scholarly activities of the Division of [d*ivision*] especially in areas of [*describe*]. We expect that you will develop an independent but collaborative line of research/scholarship, and that you will obtain external funding to support your research [*if applicable*]. We will provide the necessary mentoring and do everything else possible to assist you in furthering successful development of your academic career.

We will need to know about your current grants and any pending grant applications, so that we may make provision for moving them to the Department of [*department*]. Further details about Columbia’s policies for research faculty can be found at <https://research.columbia.edu>. [*Departmental Grants Manager*] will work with you to begin this process.

Clinical Responsibilities

In addition, you will participate in providing the highest level of care to patients with [*condition/disease*]. You will also share responsibility with other attendings for teaching residents and fellows. Specific clinical responsibilities and teaching obligations will be determined by Dr. [*name*] in discussions with you and the other attendings, subject to my approval. In general terms, you will be involved in providing rapid and timely management of [*condition/disease*] patients, and dealing promptly with the calls and concerns of referring physicians, from both within and outside the Medical Center. We expect that you will provide and insist on a uniform level of the highest quality clinical care. You will be involved in teaching [*discipline/field*] to medical students, residents, and clinical fellows. You will be given ample opportunity to participate in clinical, patient-based research.

I have enclosed two copies of the Department’s standard Faculty Practice Agreement, which the University’s General Counsel requires all clinical faculty members to sign. This Agreement specifies in more detail the terms under which full-time Columbia University faculty can see private patients at this Medical Center. It also acknowledges your understanding that your appointment at the New York-Presbyterian Hospital, including admit­ting and private practice privileges, is an annual one that is contingent upon continuation of your University appoint­ment. Hos­pital privileges are granted based on your satis­factory par­ticipation in the clinical, educational, and research programs of the Univer­sity. If your University appointment is termi­nated, your hospital appointment and all related privi­leges are terminated as well. Please sign both copies of the Agreement and return them to us for the other signatures.

1. **Professional Support [***support for clinical programs or research/scholarship programs, as applicable*]

**4. Compensation Package**

Compensation at Columbia University College of Physicians and Surgeons is governed by the P&S compensation plan, which can be found at <http://www.ps.columbia.edu/insideps/wp-content/uploads/2018/06/fy18-19-faculty-compensation-plan.docx>. In addition, each department has a compensation plan based upon the school plan. This can be provided by the departmental administrator.

We will guarantee annual compensation for each of the first three years of full-time employment at Columbia as follows:  
[***As an example only***]

ANNUAL MONTHLY

Base (X): $ 67,860 $ 5,655

Annually Guaranteed Supplement (Y): $132,140 $11,012

Total Salary: $200,000

Estimated Practice Earnings (Z): $ 50,000 $ 4,167

Total Compensation: $250,000 $20,834

The base salary and supplement (X, Y) are your University salary and are therefore, annually guaranteed, but the earnings (Z) from practice are an estimate and depend on projected revenues.

Your salary may not be supplemented by private practice income outside of the group practice arrangement for your Division. This restriction does not apply to customary honoraria, consulting fees, or royalties related to books. Fringe benefits will be pro­vided by the University in an amount equal to [*X* %] of your base salary. The fringe benefit cost to your division for the guaranteed supplement is [*X* %].

Fixed expenses include practice over­head (malpractice, support staff, travel to meetings, etc.), a Dean's tax currently equiva­lent to [*X* %] of gross practice receipts a [*X* %] contribu­tion to the Depart­ment calculated against total clinical income, and a tax by the Faculty Practice Organization on practice revenues that is currently [*X* %]. There also is a [*X* %] charge to cover billing and busi­ness office expenses and a [*X* %] tax on certain procedures.

The Department will provide your liability insurance as a practice expense and arrange for an office and secretarial support within Divisional space.

As a full-time [*Instructor, Assistant, Associate, or Full Professor*] of [*department*], you will be eligible to participate in the generous benefits package offered by Columbia University. You can view details of the benefits package at <http://hr.columbia.edu/find-out-about/benefits-columbia-university>. The package includes a college tuition benefit plan for faculty children and eligibility (but not a guarantee) for your children to attend The Columbia School. Please note that the University reserves the right to modify or rescind fringe benefits, and that you will be eligible for benefits according to the terms of applicable plans, as they may exist from time to time. Upon your arrival on campus, you must attend the Welcome Program and Orientation, where you will receive more detailed benefits information and enrollment forms, as well other appropriate orientations related to laboratory safety and animal care**. *Please note: It is very important that you complete your enrollment forms within 30 days of your appointment date.***

If you have any questions, please speak with me. Our departmental administrator will be able to assist you with questions regarding your benefits. Other members of the central administrative staff are available to help make your transition to your new faculty position at Columbia as smooth as possible.

In closing, let me emphasize that we are all very pleased at the prospect of your joining the [*department*] to develop your academic career as a faculty col­league, and the added strength your continued presence will bring to the Department of [*department*]. I look forward to working with you.

If you agree with the terms of this offer, please sign below and return the signed offer and the pre-hire attestation to me by [*date*].

With all best wishes,

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Chair  
  
Department of [*XXXX*]

I have read and understood the foregoing letter, and I agree that it represents an accurate description of our discussions. I accept this offer as detailed above.

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Date [*candidate’s name*]

Encl. New Faculty Appointment Packet