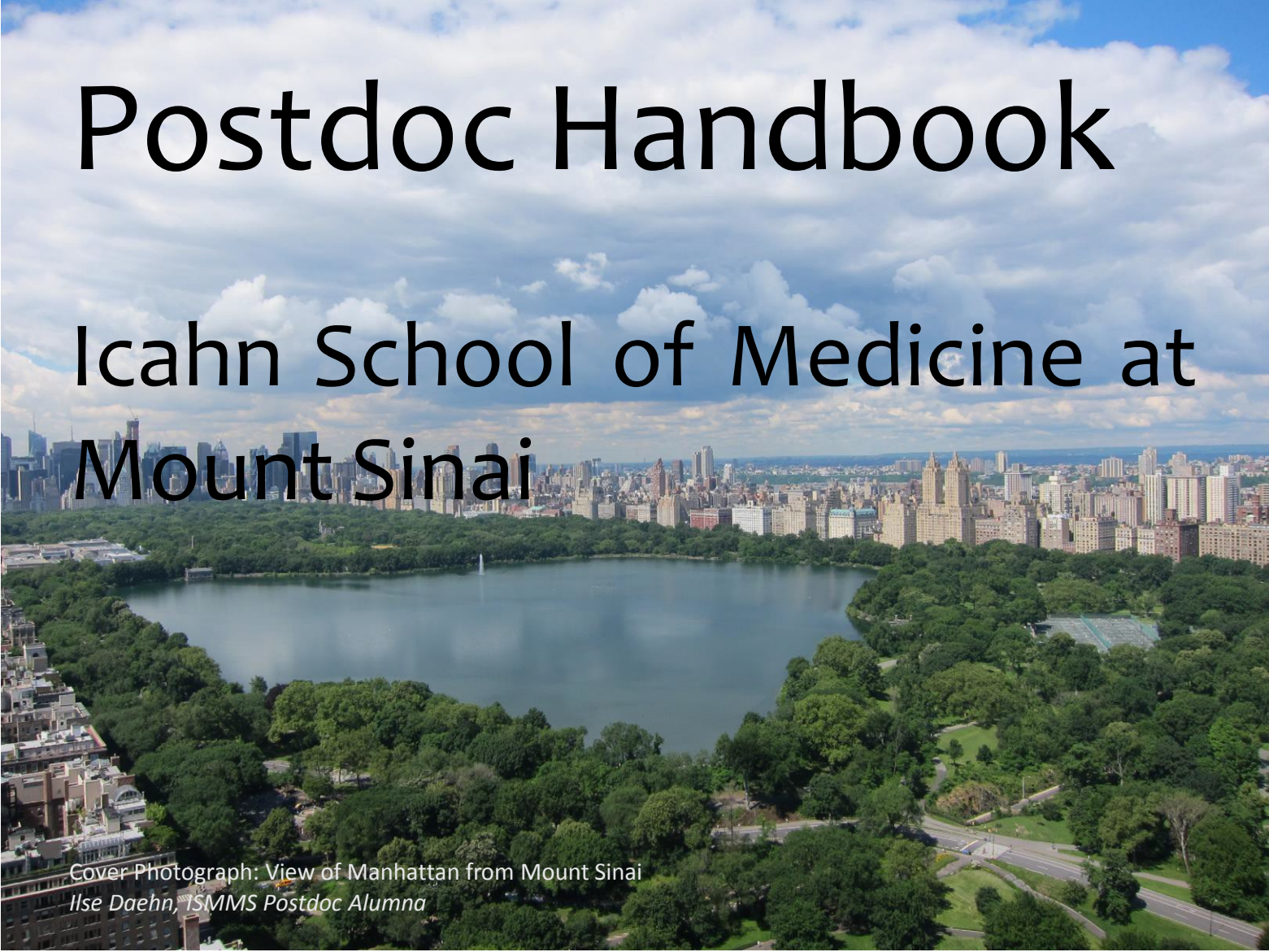


An aerial photograph of Central Park in New York City, showing the lush green trees and the large body of water (Reservoir). In the background, the dense Manhattan skyline is visible under a blue sky with scattered white clouds. The text 'Postdoc Handbook' is overlaid in large, black, sans-serif font.

# Postdoc Handbook

## Icahn School of Medicine at Mount Sinai

Cover Photograph: View of Manhattan from Mount Sinai  
*Ilse Daehn, ISMMS Postdoc Alumna*

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# Table of Contents

|                                                                       |           |
|-----------------------------------------------------------------------|-----------|
| <b>1. Welcome .....</b>                                               | <b>5</b>  |
| <b>2. Mission of the Office of Postdoctoral Affairs (OPA).....</b>    | <b>6</b>  |
| <b>3. Who we are .....</b>                                            | <b>6</b>  |
| <b>4. How to find us.....</b>                                         | <b>6</b>  |
| <b>5. Appointment .....</b>                                           | <b>7</b>  |
| <b>Qualifications to be a Postdoctoral Fellow .....</b>               | <b>7</b>  |
| <b>Term of Appointment.....</b>                                       | <b>7</b>  |
| <b>Guideline for implementation of 5-year term.....</b>               | <b>7</b>  |
| Overview .....                                                        | 8         |
| I. Implementation Guidelines for the 5-Year Term.....                 | 8         |
| II. Extenuating Circumstances and Exceptions to the 5-Year Term ..... | 9         |
| III. Procedure to Request an Exception to the 5-Year Term .....       | 9         |
| <b>Onboarding and orientation process.....</b>                        | <b>10</b> |
| <b>A Postdoctoral Fellow's Rights and Responsibilities.....</b>       | <b>10</b> |
| <b>6. Financial Support .....</b>                                     | <b>11</b> |
| <b>Stipends.....</b>                                                  | <b>11</b> |
| <b>7. Policies and Procedures.....</b>                                | <b>12</b> |
| <b>Vacation Days .....</b>                                            | <b>12</b> |
| <b>Holidays.....</b>                                                  | <b>12</b> |
| <b>Sick Days.....</b>                                                 | <b>12</b> |
| <b>Leave of Absence .....</b>                                         | <b>12</b> |
| A. Overview .....                                                     | 12        |
| B. Types of Leave .....                                               | 14        |
| <b>Transfers.....</b>                                                 | <b>14</b> |
| <b>Termination .....</b>                                              | <b>14</b> |
| <b>Foreign Nationals .....</b>                                        | <b>15</b> |
| <b>8. Postdoc Services .....</b>                                      | <b>16</b> |
| <b>International Personnel.....</b>                                   | <b>16</b> |
| <b>Benefits .....</b>                                                 | <b>17</b> |
| <b>Health Services.....</b>                                           | <b>17</b> |
| <b>Employee Assistance Program and Mental Health Program .....</b>    | <b>17</b> |
| <b>Postdoc Listservs .....</b>                                        | <b>17</b> |
| <b>Office of Career Services &amp; Strategy (OCSS).....</b>           | <b>18</b> |
| <b>Conflict Resolution .....</b>                                      | <b>18</b> |
| Additional Conflict Resolution Resources.....                         | 18        |
| <b>LGBTQ Resources .....</b>                                          | <b>19</b> |
| <b>Diversity Resources .....</b>                                      | <b>21</b> |
| ISMMS Diversity Programs and Resources .....                          | 21        |

|                                                                              |           |
|------------------------------------------------------------------------------|-----------|
| Mount Sinai Health System resources .....                                    | 22        |
| <b>9. Institutional Services .....</b>                                       | <b>23</b> |
| Grants and Contracts (GCO) .....                                             | 23        |
| Institutional Animal Care and Use Committee (IACUC) .....                    | 23        |
| Program for the Protection of Human Subjects (PPHS) .....                    | 23        |
| Computer Services .....                                                      | 23        |
| Levy Library .....                                                           | 23        |
| Mount Sinai Innovation Partners (MSIP) .....                                 | 24        |
| Institutional Biosafety Program: .....                                       | 24        |
| Deans' COREs: .....                                                          | 24        |
| <b>10. Responsible Conduct in Research (RCR) .....</b>                       | <b>24</b> |
| Guidelines for Handling Misconduct in Research .....                         | 25        |
| 1. Introduction .....                                                        | 25        |
| 2. Definitions .....                                                         | 25        |
| 3. Responsibilities .....                                                    | 25        |
| 4. Procedures for Handling Allegations of Misconduct in Research .....       | 26        |
| <b>. Awards and Honors .....</b>                                             | <b>30</b> |
| Robin Chemers Neustein Postdoctoral Fellowship: .....                        | 30        |
| Travel Awards: .....                                                         | 30        |
| Graduate School Spring Ceremony Awards: .....                                | 30        |
| Career Development Awards: .....                                             | 31        |
| <b>12. Postdoc Life .....</b>                                                | <b>31</b> |
| <b>At Work: Professional Resources .....</b>                                 | <b>31</b> |
| Postdoc Advisory Committee .....                                             | 31        |
| Postdoc Executive Committee (PEC) .....                                      | 31        |
| Postdoc Housing Committee .....                                              | 31        |
| Postdoc Writing Group .....                                                  | 31        |
| Mount Sinai Science Policy Group (MSSPG) .....                               | 31        |
| Future Leaders in Science Education and Communication Training Program ..... | 32        |
| Future Leaders in Project Management .....                                   | 32        |
| Postdoc Periodical .....                                                     | 32        |
| Postdoc Alumni .....                                                         | 32        |
| Career Development Seminars and Workshops .....                              | 32        |
| Annual Postdoc Symposium .....                                               | 32        |
| Postdoc Socials .....                                                        | 33        |
| <b>Quality of Life: Supporting Resources .....</b>                           | <b>33</b> |
| ISMMS Housing .....                                                          | 33        |
| Resource Groups .....                                                        | 33        |
| LGBTQPiM (LGBTQ People in Medicine) .....                                    | 33        |
| Y-Pass .....                                                                 | 34        |
| Bicycles .....                                                               | 34        |
| Child Care .....                                                             | 34        |

|                                                                          |           |
|--------------------------------------------------------------------------|-----------|
| Lactation Room .....                                                     | 34        |
| Buses – Shuttle Service .....                                            | 34        |
| Food Service.....                                                        | 34        |
| Lost and Found .....                                                     | 35        |
| Parking .....                                                            | 35        |
| Recreation Office .....                                                  | 35        |
| Security Department.....                                                 | 35        |
| Banking .....                                                            | 35        |
| Business Cards and Professional Portraits.....                           | 36        |
| <b>13. Institutional Policies .....</b>                                  | <b>36</b> |
| <b>C-14 Training and Certification:.....</b>                             | <b>36</b> |
| <b>Affirmative Action Policy (June 2011).....</b>                        | <b>37</b> |
| <b>Harassment Policy (June 2011) .....</b>                               | <b>37</b> |
| Statement of Purpose .....                                               | 37        |
| Definitions of Unacceptable Behavior .....                               | 38        |
| Grievance Committee .....                                                | 40        |
| Protection from Retaliation.....                                         | 42        |
| Reevaluation of Procedures.....                                          | 42        |
| <b>Appendix .....</b>                                                    | <b>43</b> |
| <b>Code of conduct for postdoctoral trainees and their mentors .....</b> | <b>43</b> |
| Core Principles of Postdoctoral Training .....                           | 43        |
| Commitments of Postdoctoral Trainee .....                                | 44        |
| Commitments of Mentor(s).....                                            | 45        |
| <b>International Postdoc Teaching Policy.....</b>                        | <b>48</b> |

# 1. Welcome

Welcome to the Icahn School of Medicine at Mount Sinai (ISMMS).

The Postdoctoral Handbook was created specifically for postdoctoral fellows as a resource for information on important topics such as recruitment and termination policies, vacation days, conflict resolution, and procedures for grant submissions.

As a postdoctoral fellow, you will play a critical role in generating and fostering a cutting-edge, interdisciplinary research environment that serves to advance medical knowledge daily. Excellence in research, education, and patient care form the foundation that makes Icahn School of Medicine at Mount Sinai in New York City a world-renowned center for medical and scientific training.

Mount Sinai's education philosophy reflects the ever-changing face of contemporary science, and the most important thing a postdoctoral fellow can learn is how to continue learning.

Postdoctoral fellows gain research experience by working side-by-side with world-renowned physicians and scientists who are answering fundamental questions related to human conditions, disorders, and disease. The Graduate School, Medical School, and Hospital are interlaced physically, making Mount Sinai a unique environment for postdoctoral fellows to have a truly translational education. Laboratories often train graduate students, medical students, postdoctoral fellows, and clinical fellows simultaneously, facilitating the rapid transfer of research developments to patient care and clinical insights back to the bench for further investigation.

*Disclaimer: This Handbook is subject to change at Mount Sinai's discretion and does not constitute a contract.*

## 2. Mission of the Office of Postdoctoral Affairs (OPA)

The Office of Postdoctoral Affairs was established February 1, 2000 to serve as a dedicated resource for postdoctoral fellows, faculty, and administrators. It is located within and supported by the Graduate School of Biological Sciences. The Office works to support and enhance the outstanding scientific training available to all postdoctoral fellows. The Office is also responsible for processing the recruitment and termination of postdoctoral fellows and provides a mechanism for conflict resolution if such a need arises.

Our primary mission is to maintain a productive and welcoming environment so that postdoctoral fellows can make the most of their training. Although the onus for career advancement is ultimately on the shoulders of each postdoctoral fellow, our mission is to facilitate this responsibility by organizing seminars, workshops and other resources that provide information for career development, grant writing, communication skills, conflict resolution, and responsible conduct in research. Importantly, the Office of Postdoctoral Affairs provides as an advocate and voice for all postdoctoral fellows, and creates a sense of family while at Mount Sinai.

We also address “quality of life” issues with our services and programs. The Office assists in finding convenient, affordable housing, and aids postdocs experiencing difficulties at work. In addition, the Office encourages and supports postdoc-initiated activities and endeavors.

The ultimate goal of the Office is to provide an excellent supportive environment to engender the best possible postdoctoral experience at the Icahn School of Medicine at Mount Sinai.

## 3. Who we are

### Leadership

The Office of Postdoctoral Affairs sits within the Graduate School of Biological Sciences and serves under the leadership of the **Dean of Basic Sciences and the Graduate School of Biological Sciences**. It is managed by a full-time **Program Manager** and is overseen by a **Faculty Director**, a senior member of the faculty of ISMMS. A **Postdoctoral Advisory Committee**, made up of faculty and postdocs, meets monthly. A **Postdoctoral Executive Committee (PEC)**, led by co-chairs that have been elected by their peers, and made up solely of postdocs, meets monthly to organize professional development and community events and advocates for improvements in postdoc training and quality of life. The PEC reports to the Postdoctoral Advisory Committee to set in course actions designed to provide training opportunities or improve the quality of life for postdoctoral fellows. Individuals in the positions named and Committee rosters can be found on the website.

## 4. How to find us

### Office Location

Annenberg Building  
Room 5-206

### Mailing Address

Office of Postdoctoral Affairs  
Mount Sinai School of Medicine  
One Gustave L. Levy Place  
Box 1022

New York, NY 10029-6574

**Tel:** (212) 241-0380

**Fax:** (212) 876-4978

**e-mail:** [theresa.scarabino@mssm.edu](mailto:theresa.scarabino@mssm.edu)

**website:** <http://icahn.mssm.edu/education/postdoc>

## 5. Appointment

### Qualifications to be a Postdoctoral Fellow

Appointment as a postdoctoral fellow at ISMMS is extended only to individuals with doctoral degrees who seek to enhance their research experience under the mentorship of a faculty member (Principal Investigator, PI). This is a “trainee” position, and is not a faculty position.

It is the responsibility of the postdoctoral fellow to provide original transcripts and documentation that certify that his/her advanced degree has been received, and it is the responsibility of the principal investigator (PI) to confirm that the documentation is satisfactory. In the event that an advanced degree has not yet been awarded, a letter from the granting institution certifying that all requirements for the degree have been fulfilled can be substituted. A copy of these documents will be maintained with a copy of the letter of appointment in the postdoctoral fellow's file in the Office of Postdoctoral Affairs. An individual cannot be appointed as a postdoctoral fellow if this documentation has not been presented to the Office. In the event the postdoctoral fellow will be sponsored on a visa, the documentation provided must satisfy federal regulations.

### Term of Appointment

Postdoctoral candidates are appointed for terms not to exceed five years, but initial appointment terms for a postdoctoral fellow can be made for shorter terms (one to two years) at the discretion of the PI. A letter of appointment signed by the PI should state the initial term of appointment, specifying the five-year limit, and stipend, which is regular pay similar to a salary, but reflects the temporary nature of postdoctoral training.

Since postdoctoral fellows work with particular PIs, such PIs have the responsibility to evaluate them on their progress, and will make decisions regarding the duration of the total training period.

### Guideline for implementation of 5-year term

As per recommendations of the National Academy of Sciences (NAS), the Icahn School of Medicine at Mount Sinai (ISMMS) has implemented a policy that the postdoctoral training period should be limited to five (5) years. The guidelines are also available online at the link below:

[http://icahn.mssm.edu/files/ISMMS/Assets/Education/Post%20Doc/Postdoc%205yr%20Term%20Guideline.p df.](http://icahn.mssm.edu/files/ISMMS/Assets/Education/Post%20Doc/Postdoc%205yr%20Term%20Guideline.pdf)

The goal of this policy is to support the timely and successful transition of postdoctoral fellows (postdocs) to the next stage of their careers. The purpose of the guidelines herein is to provide **transparency** for all ISMMS postdocs and PIs regarding the rules and appeal procedures for the five-year limit. These guidelines were developed through the collaborative efforts of the PEC, the Office of Postdoctoral Affairs, and the Postdoctoral Advisory Committee, referred to as ‘The Committee’ herein.



## Overview

As of March 15, 2016, all incoming ISMMS postdocs must adhere to the five-year limit. The Committee recognizes that implementation of this policy will require a transition period. At the onset of implementation of this policy, March 15, 2016, a **two-year grace period** will apply to all existing postdocs that have over three (3) years' experience at ISMMS. For example, a postdoc who has completed 4 years at ISMMS as of March 15<sup>th</sup> 2016, will receive an extension for a total term not exceeding 6 years. The grace period will allow postdocs sufficient time to plan for the next step in their careers following implementation of the limit. Postdocs at ISMMS for a total of three (3) years or fewer as of March 15, 2016 will be expected to adhere to the five-year limit. Specific guidelines for PIs, postdocs, the OPA, and the Office of Career Services and Strategy (OCSS) to ensure successful implementation of this rule appear below. The procedure for a postdoc to apply for an extension to the five-year limit is also detailed below, should cases of genuine need arise.

## I. Implementation Guidelines for the 5-Year Term

### *Principal Investigators*

In their employment offer letter, Principal Investigators (PIs) must clearly state the initial term of appointment and length of current funding support. The ISMMS five-year limit policy must be made clear to incoming postdocs in their offer letter. **The five-year term includes years spent as a postdoc in any laboratory at ISMMS but not those at previous institutions.** The PI must perform an annual evaluation with any postdocs under her/his mentorship and complete an individual development plan (IDP) to formalize a concrete plan for transition at the end of the five-year period. As part of the annual evaluation, PIs should ensure that postdocs are taking appropriate steps to seek training and career development opportunities available at ISMMS and beyond.

At the end of five years, all ISMMS postdocs will have reached the end of their postdoctoral fellow term. If, however, the postdoc is eligible for a legitimate extension (Section II), the postdoc must formally apply to the OPA as outlined below (Section III). Internal promotion at the end of the term (e.g., to Instructor or Assistant Professor) is only one of many career options, and is not guaranteed. An instructor/staff scientist position is a research path that is not a training position (as is a postdoctoral fellow). Currently, no formal policies for instructor salary rates or benefits exist at ISMMS. When considering promotion, a postdoc should educate her/himself about the fair market rate for salary and benefits for this level of employment at ISMMS and at other institutions so as to be prepared to negotiate an appropriate compensation package as well as full employee benefits (e.g. a benefits package that is matched by the institution). Many sources of information are available including the Office of Academic Development and Enrichment and departmental administrators.

### *Postdoctoral Fellow*

A postdoc with more than three years' experience at ISMMS on March 15, 2016 must be allowed time to plan for the next step in her/his career following implementation of the limit. All postdocs who have been at ISMMS for three years or longer will be given a **two-year grace period**, beginning in March 2016.

During their first three years, Postdoctoral trainees should seek ISMMS training and career development opportunities that are offered on a regular basis and free of charge. A list of these opportunities is available on the Office of Postdoctoral Affairs (OPA) website, as well as in regularly advertised events by the Graduate School of Biological Sciences. Consistent with stated NIH policy, postdoctoral trainees engaged in research, while not generally pursuing an additional degree, are expected to be actively engaged in their training and career development under their research appointments as postdocs. This is



critical in order to provide postdoctoral trainees with sufficient experience and mentoring for them to successfully pursue independent careers in research and related fields. To that end, the postdoc code of conduct states that all ISMMS postdocs are entitled to protected time for such activities (see Appendix). While ISMMS recognizes that time devoted to each postdoctoral trainee's career and professional development activity will vary, such protected time is indicated by NIH policy. The OPA and the Graduate School of Biological Sciences recommends that postdocs seek career development activities, including but not limited to obtaining a secondary mentor (independently or through the formal ISMMS Secondary Mentoring program), professional networking, self-skill assessment, obtaining objective independent reviews of career progress, and participating in professional conferences.

### *Office of Postdoctoral Affairs*

Two years before a postdoc approaches the five-year limit (e.g., at the beginning of the 3<sup>rd</sup> year of training), the OPA will contact the postdoc, PI(s), and department administrator. **The postdoc is encouraged to set up career-planning meetings** with the PI, secondary mentor. Postdocs for whom the **two-year grace period** applies (those at ISMMS longer than three years as of March 15, 2016) will be contacted in March 2016, and must initiate career-planning to prepare for transition by March 2018.

The OPA will provide information from the OCSS about this transition. The postdoc will receive a list of milestones for planning and executing a plan for promotion or employment outside of ISMMS from the OCSS. Included in these milestones is the institutional requirement that PIs and fellows must meet as part of the annual evaluation and complete an individual development plan (IDP) to formalize a concrete plan for the postdoc's transition.

The OPA is the first point of contact for any questions relating to the five-year limit and its implementation.

### *Office of Career Services & Strategy*

The Graduate School's Office of Career Services & Strategy (OCSS) has developed a robust set of resources to assist fellows in developing their career options; the availability of these resources will be regularly conveyed to the fellows as the term-limit approaches. The director of career services is Ellie Schmelzer, PhD, and all OCSS services and contact information can be found here: <https://icahn.mssm.edu/education/graduate/office-career-services>.

## **II. Extenuating Circumstances and Exceptions to the 5-Year Term**

The Committee recognizes that there may be cases that require an extension to this five-year limit. Cases requiring extensions include, but are not limited to, the following:

- A confirmed career step with a delayed start date relative to the five-year limit;
- To finalize manuscript submission or revision to maximize research output;
- Extenuating circumstances, such as family medical conditions; unforeseen changes in family circumstances such as recent spousal/partner unemployment, bereavement, or pregnancy;
- Family Medical Leave Act recipients;
- Visa issuance delays that prevent the postdoc from working.

## **III. Procedure to Request an Exception to the 5-Year Term**

Exceptions to the five-year limit will be made at the discretion of the Dean of the Graduate School, upon recommendation by the OPA. An exception will apply in instances where an extension is in the best

interest of the postdoc and will support their professional development. However, an extension will not usually exceed more than 12 months in duration. Postdocs who believe they have a real need for an extension must contact Theresa Scarabino, Director of the OPA, to discuss their situation. Postdocs are encouraged to proactively plan for this transition and if they envision a serious barrier to completing their project they must discuss this with their PI and the OPA in a timely manner.

**To apply for an extension:** A postdoc must submit a formal request and documentation no later than 6 months prior to the 5-year deadline. The request must be submitted as a single-spaced word document, no longer than 3 pages. The request should include:

- 1) the postdoc's name and department,
- 2) the PI's name and department,
- 3) a ½-page description of the scope of the postdoc's ongoing work,
- 4) a 1-page description of the reason for exemption request, with any supporting documentation,
- 5) a 1-page description of a proposed career plan should the extension be granted, and
- 6) a ½-page signed statement from the PI affirming that they support the request for extension and have sufficient funds to support the postdoc for the requested time period.

Ms. Scarabino will respond to the request and establish an initial 1-on-1 meeting. If she finds the request for extension appropriate, a full review will be conducted by the OPA. Decisions are at the discretion of the OPA and must be approved by the Dean of the Graduate School. A successful extension request will provide substantial evidence that the extension 1) is appropriate given the guidelines herein and 2) will advance the postdoc's career. The OPA will consider issues of diversity and equity to promote retention of diverse talent.

Note: A postdoc applying for an extension due to a visa lapse must provide evidence of timely correspondence with the International Personnel office. In all cases, postdocs must discuss changes to their visa status with International Personnel in a timely fashion, at least six (6) months time for visa renewal/change) to avoid delays.

### **Onboarding and orientation process**

All incoming postdoctoral fellows will meet with the Program Officer at the OPA and receive a package with instructions for enrollment benefits, benefit options, direct deposit set-up, holiday schedule and payroll schedule. All new postdoctoral fellows are also required to attend a Postdoc Orientation session, where they will be introduced to representatives of the OPA and Postdoctoral Executive Committee, and introduced to various resources available to facilitate postdoctoral training at Mount Sinai. Laboratory-specific training will be provided by the respective laboratories and/ or departments soon after the postdoctoral fellow's start date.

### **A Postdoctoral Fellow's Rights and Responsibilities**

Having a postdoctoral fellow in the laboratory is considered a privilege for PIs at Mount Sinai. Mount Sinai recognizes that each postdoctoral fellow has the right to be treated respectfully by PIs and to work in a productive training environment that benefits the trainee's career. Likewise, working in a laboratory is

considered a privilege for postdoctoral fellows and with this privilege comes the responsibility to treat PIs and colleagues respectfully and to abide by institutional rules of conduct.

## 6. Financial Support

### Stipends

Effective December 1, 2016, Mount Sinai requires all principal investigators to pay their postdocs, as a minimum, \$50,700 annually. Postdoc stipend/salary increases in the following years will be at the discretion of the hiring PI but will be no lower than the NIH guidelines based on years of experience. PIs may pay a postdoctoral fellow a stipend/salary above the ISMMS stipend levels. In the event that a postdoctoral fellow receives support from abroad (e.g. stipend from another country) or an outside institution, the stipend may have to be supplemented by the hiring department, if necessary, to reach the minimum levels stipulated by Mount Sinai.

| Years of Experience | Stipend/Salary |
|---------------------|----------------|
| 0                   | \$50,700       |
| 1                   | \$50,700       |
| 2                   | \$50,700       |
| 3                   | \$50,316       |
| 4                   | \$52,140       |
| 5                   | \$54,228       |

These minimum levels increase, but increases in stipends may not be handled automatically. Therefore, it is important for postdocs to remind their PI and departmental administrator of their work anniversary date so increases occur on time. Faculty are strongly encouraged to supplement stipends above the NIH minimum if possible. Please be advised that there is no set maximum allowable compensation and postdoctoral fellows may negotiate for and be offered a stipend above the minimum.

When NIH raises stipend levels above the ISMMS-recommended minimum, it is expected that stipends for ISMMS postdoctoral fellows will be raised to match the new levels as soon as possible. There may be a delay in the raise depending on the funding source. The following is taken from the NIH website:

“Postdoctoral: for institutional training grants (T32, T90) and individual fellowships (F32): The stipend level for the entire first year of support is determined by the number of full years of relevant postdoctoral experience when the award is issued.

Relevant experience may include research experience (including industrial), teaching assistantship, internship, residency, clinical duties, or other time spent in a health-related field beyond that of the qualifying doctoral degree. Once the appropriate stipend level has been determined, the fellow must be paid at that level for the entire grant year. The stipend for each additional year of Kirschstein---NRSA support is the next level in the stipend structure and does not change mid-year.”

This applies to all NIH---based training grants and increases will occur after the training grant anniversary and based on the timing that the postdoc was added.

## 7. Policies and Procedures

### Vacation Days

Postdoctoral fellows are entitled to a minimum of fifteen (15) paid vacation days each year, earned at a minimum of 1.25 days per month. Vacation days must be taken each year and may not be carried over to the following year. There is no compensation/payout for vacation time not taken. Mentors should be advised in advance as to the postdoctoral fellows’ vacation plans and should approve the vacation time off.

### Holidays

ISMMS observes the following eight (8) holidays per year which postdoctoral fellows are entitled to: New Year’s Day, Martin Luther King Day, President’s Day, Memorial Day, Independence Day (4th of July), Labor Day, Thanksgiving Day, and Christmas Day. If a postdoctoral fellow needs to work on these days, they must be compensated with an additional vacation day, to be taken on a different day, within the year, agreed upon by the postdoctoral fellow and PI.

### Sick Days

Postdoctoral fellows are eligible to earn paid sick days at a rate of one (1) day per month retroactive to date of hire, to a maximum of twelve (12) paid sick days per year. Unused sick days may be carried over from year to year cumulative to a maximum of sixty (60) days.

### Leaves of Absence:

Postdoctoral fellows may need to take time away from Mount Sinai for an extended period of time to attend to personal matters or illness. A Leave of Absence may be available to provide the flexibility needed to maintain the relationship with Mount Sinai while taking care of these personal concerns or illness. Postdoctoral fellows may be eligible for leaves of absence equivalent to entitlements of employees. Such leave may be either paid or unpaid. Failure to comply with the School’s leave policies and procedures may result in the delay or denial of the postdoctoral fellow’s request for leave and/or disciplinary action.

#### A. Overview

Family Medical Leave of Absence (FMLA) (postdoctoral fellows will receive the equivalent entitlement provided to employees). Postdoctoral fellows may be entitled to up to twelve (12) weeks leave of absence for certain family and medical reasons during a 12 month period. To be eligible, the postdoctoral fellow must have been in the institution for at least twelve (12) months and have worked at least 1250 hours.

FMLA may be granted for any of the following reasons:

- (1) due to the birth, adoption, care for a newborn (newborn is defined as birth up to one year) or placement of a child;

- (2) due to care for a child, parent, or spouse with a documented serious health condition;
- (3) due to the postdoctoral fellow's own serious health condition;
- (4) Qualifying exigent circumstances due to the fact that an eligible employee's spouse, son, daughter or parent is either on active duty or is on call for such covered duty in a foreign country in the Armed Forces, National Guard or Reserves.

**Paid Family Leave of Absence (NYPFL)** (postdoctoral fellows will receive the equivalent entitlement provided to employees). Beginning on January 1, 2018, the New York Paid Family Leave Law ("NYPFL") provides eligible employees in New York with paid, job protected leave for certain family and medical reasons or to address certain qualifying exigencies arising out of the fact that the employee's spouse, domestic partner, child or parent is on or has been called to active duty status as a member of the Armed Forces, National Guard or Reserves. New York Paid Family Leave ("NYPFL") benefits are funded by statutory employee payroll contributions, which are based on a percentage of the employee's average weekly wage.

**General Provisions and Eligibility** - Employees who are regularly scheduled to work 20 or more hours per week will become eligible for NYPFL benefits after 26 consecutive work weeks of employment. Employees who are regularly scheduled to work fewer than 20 hours per week will become eligible for NYPFL benefits after the 175th day worked. Approved vacation, sick, personal or other time away from work (except for a period of temporary disability under the New York Short Term Disability Law) is counted toward the 26-week or 175-day eligibility requirement, provided that the employee continues to make contributions to the cost of NYPFL benefits during that time.

Reasons covered by the NYPFL:

- (1) To bond with a newborn child within the first 52 weeks after the child's birth;
- (2) Placement of a child with the employee for adoption or foster care, and to bond with that child within the first 52 weeks after the placement;
- (3) To care for a covered family member with a serious health condition as defined by law; and
- (4) Qualifying exigencies arising out of an employee's spouse, domestic partner, child or parent being on or called to active duty status as a member of the Armed Forces, National Guard, or Reserves.

Postdoctoral fellows who are planning on taking short term disability, including a maternity leave, Family Medical Leave (FMLA) or New York Paid Family Leave (NY PFL) must notify their PI and department administrator or designee at least 30 days in advance, or as soon as possible, and file a claim with Aetna.

- (1)- Notify your PI and file the claim with Aetna 30 days in advance, if applicable, by either calling (888)714-4380 or filing online at [www.aetnadisability.com](http://www.aetnadisability.com)
- (2)- Aetna will mail, or email, a package for you and your provider to complete and return.
- (3)- Aetna will notify your PI that you will be going out on a leave with instructions for the PI to initiate the leave in the Human Resources/Payroll System.
- (4)- Aetna will contact payroll for information regarding your salary history.

If approved for FMLA - vacation or sick time (for your own illness) must be used.

If approved for PFL only (non FMLA related) –post doctoral fellow will have two choices on payment and must notify their PI or department administrator or designee regarding their choice of payment:

Receive PFL benefit from Aetna at 50% of the average weekly wage capped at New York State benefit of \$652.96.

OR

Elect to use one half of the postdoctoral fellow's standard hours vacation day in addition to the PFL payment from Aetna.

PLEASE NOTE THAT YOU CANNOT USE A FULL VACATION DAY DURING A NON-FMLA PFL LEAVE

If approved for PFL and runs concurrently with FMLA – post doctoral fellow must use vacation time.

If, due to the operational impact on the department, the postdoctoral fellow's position cannot be held open (and the twelve (12) week period has passed) he/she should be informed as soon as possible. Upon readiness to return to work, the postdoctoral fellow should report to the Office of the Postdoctoral Affairs to seek other opportunities, commensurate with the postdoctoral fellow's skills.

**Short Term Disability Leave** - Granted to those who are eligible (one becomes "eligible" after four consecutive weeks as a postdoctoral fellow at Mount Sinai, per New York State guidelines) and who are absent from work due to a non-job related illness (including pregnancy-related disability) or an off-the-job injury for more than seven (7) calendar days, subject to the limits set forth in Human Resources Policy Manual section 7.7 (can be found on Mount Sinai Intranet).

**Worker's Compensation Leave** - Granted to eligible postdoctoral fellows absent from work due to a documented job related illness and/or job related accidental injury within the limits set forth in Human Resources Policy Manual section 7.7 (can be found on Mount Sinai Intranet) and subject to the following provisions: Postdoctoral fellows returning to his/her assignment following a medical leave of absence must submit to their PI clearance to return to full duty by their primary care physician.

**Unpaid Leave of Absence** -Granted at the discretion of PI as an unpaid leave for educational or personal reasons. PI/Departments must contact International Personnel to discuss. Not applicable to Foreign Nationals on Visas in certain circumstances. \*\*Must contact the Office of Postdoctoral Affairs and ISMMS Human Resources prior to placing a postdoctoral fellow on a Leave of Absence.

**Military Leave** - Granted to postdoctoral fellows who perform either voluntary or involuntary duty in the uniformed services, including active duty, active duty training, inactive duty training, full-time National Guard duty and Reserve personnel, and includes time to undergo examination to determine fitness to perform such duty. The time off is granted without pay, but may be charged against available vacation.

Postdoctoral fellows returning from extended military duty are reinstated to their former position(s) or to position(s) of like status and salary, provided that said postdoctoral fellow applies for reinstatement within ninety (90) days from their date of honorable discharge from military service.

Mount Sinai follows the guidelines established by the Uniformed Services Employment and Reemployment Rights Act (USERRA) regarding military leave and endorses the "Statement of Support for the Guard and Reserve" from the United States Department of Defense.



Please contact Theresa.scarabino@mssm.edu or (212) 241-0380 in the Office of Postdoctoral Affairs or ISMMS Human Resources at (212) 241-4097 for guidance on your leave of absence.

The Office of International Personnel must be notified immediately when any Foreign National needs to take a leave of absence for any reason.

## Transfers

When a postdoctoral fellow is interested in transferring to another laboratory or department he/she must notify the Office of the Postdoctoral Affairs. Foreign Nationals must also notify International Personnel.

The department receiving the transferring postdoctoral fellow should review the performance appraisals and personnel file of the individual prior to making an offer. The receiving department should be aware of any disciplinary action issued to the postdoctoral fellow.

A postdoctoral fellow must have clearance from the OPA and a positive record for at least a year prior to transferring to another laboratory. Any exceptions must be granted through the Office of Postdoctoral Affairs in consultation with Human Resources.

## Termination

Appointment as a postdoctoral fellow will terminate upon completion of training, as determined by the PI. The PI must give a formal notice of termination to the postdoctoral fellow three (3) months in advance of the termination date (unless terminated for cause), subject to funding availability. Termination for cause will follow the disciplinary guidelines established in the Human Resources policy manual section 13.2.26 (can be found on Mount Sinai Intranet).

Limited exceptions apply to the notice requirement. Either a PI or a Postdoctoral fellow may terminate an appointment with less than required notice when:

- 1) the PI produces evidence of performance deficiencies and prior counseling about those deficiencies;
- 2) either the PI or the fellow has violated ISMMS policy or ethical standards in a manner that warrants immediate dismissal
- 3) there is a valid financial issue (e.g. loss of funding, lab or program closure).

These exceptions require notification of the Office of Postdoctoral Affairs, the Department of Human Resources, International Personnel (if relevant) and must involve the relevant Chair, Director or Dean, as appropriate to the situation.

A postdoctoral fellow may resign from their appointment by providing a written letter to their PI and Department Administrator. Postdoctoral fellows must give their PI written notice of at least two weeks prior to their termination date.

If the postdoctoral fellow is a foreign national, International Personnel must also be informed (212 241-8300), and it is the responsibility of the postdoctoral fellow to communicate this information. Failure to do so may impact future visa applications.

All postdoctoral fellows are required to complete an exit interview with the Office of Postdoctoral Affairs.

## Foreign Nationals

Absent exigent circumstances, all postdoctoral fellows will be offered a J-1 Research Scholar visa. The J-1 Research Scholar visa is the most appropriate visa for Postdoctoral training since the primary purpose is to conduct research. Family members (spouse and unmarried children under the age of 21) will be offered a derivative J-2 visa.

Postdoctoral fellows in initial J-1 visa status may enter 30 days prior to their start date and will have 30 days grace period upon completion of their training program before they depart the United States. Postdoctoral fellows are required to report to International Personnel within 30 days of entry to the United States prior to the beginning of their program.

Dependent upon the postdoctoral fellow's country of origin, a two-year home residency requirement may apply subjecting the postdoctoral fellow to a mandatory two-year home country physical presence pursuant to §212(e) of the Immigration and Nationality Act. The Department of State maintains a Skills list indicating which skills and countries are subject.

See <https://travel.state.gov/content/visas/en/study-exchange/exchange/exchange-visitor-skills-list.html> for additional information.

If a postdoctoral fellow obtains a J-1 waiver prior to the completion of their program, International Personnel will continue to extend the J-1 visa until the end of the J-1 program.

Postdoctoral fellows are not eligible for Mount Sinai sponsored employment based green cards as they are still considered to be in training and postdoctoral fellows are cautioned on applying for self-petitions for the same reason. If a postdoctoral fellow is promoted to a faculty position, they are no longer eligible for a J-1 visa and the International Personnel must be notified immediately to facilitate the filing of an H-1B visa. A change of status cannot be filed until the Faculty Appointment is finalized.

Postdoctoral fellows must update International Personnel of any change in contact information including phone numbers, address, or immigration status. The immigration service requires most non-US citizens to file a change of address form within ten (10) days of moving within the United States. To report a change of

address, a Form AR-11 must be submitted to USCIS. This form may be submitted electronically at <https://egov.uscis.gov/coa/displayCOAForm.do>.

Tax liability is determined by several variables including (but not limited to) the source of your financial support, your immigration status and your country of tax residency. Postdoctoral fellows will meet with a tax treaty specialist in the International Personnel office and be subject to tax treaty analysis as determined by Tax Navigator software. International Personnel must abide by federal regulations and cannot make exceptions to the application of tax treaties.

The J-1 Research Scholar visa is specific to Mount Sinai and postdoctoral fellows may not engage in research activity elsewhere without making arrangements with International Personnel. Any postdoctoral fellow who works outside of Mount Sinai without the express permission of International Personnel is subject to J-1 visa revocation. If a postdoctoral fellow is changing departments or participating in research activity overseas for an extended amount of time, International Personnel must be notified. If a postdoctoral fellow is transferring to another program at another institution, notify International Personnel as soon as possible to help initiate J-1 visa transfer. If a postdoctoral fellow on a J-1 visa wishes to transfer to Mount Sinai from another institution, please contact International Personnel.

If a postdoctoral fellow on a J-1 visa wishes to obtain an Adjunct Faculty position or teach at an institution outside Mount Sinai, they will need to contact International Personnel and show documentation from the other institution stating their appointment terms as well as written permission from their PI. See Appendix for Teaching Policy for International Postdocs.

If appearing at a United States consulate for visa issuance, postdoctoral fellows must contact International Personnel for a consular package at least one month prior to international travel. Postdoctoral fellows must obtain travel validation on their Form DS-2019 prior to departing the United States and provide International Personnel a copy of their new visa and Form I-94 Arrival/Departure card upon re-entry to the United States. In the event the US consulate delays a postdoctoral fellow's visa issuance, the postdoctoral fellow must notify International Personnel immediately. International Personnel will work closely with the Department of State and other relevant government agencies to resolve visa issuance delays. Postdoctoral fellows must also notify their PI of the potential visa issuance delays prior to departing the United States and make proper arrangements so as not to disturb research activity. If the postdoctoral fellow has exhausted any available paid time off during visa issuance delay in their home country, the postdoctoral fellow will be placed on an unpaid leave of absence unless research arrangements can be made overseas.

## **8. Postdoc Services**

### **International Personnel**

All postdoctoral fellows who are foreign nationals are offered visas through and must maintain contact with International Personnel (see Section 7). International Personnel also maintains up to date information on tax treaties and offers a variety of educational seminars and workshops designed to enhance training and promote career advancement. In addition to scheduling appointments to discuss any questions, regular immigration clinics are offered as opportunities to meet one-on-one on a walk-in basis every other Wednesday of the month, from 2-4pm at the International Personnel Office. Please confirm dates with International Personnel. For tax-related queries, a tax treaty analyst will be available for one-on-one meetings on the last Thursday of

every month, outside the Office of Postdoctoral Affairs from 2-3 pm. Please check with Theresa Scarabino for the latest schedule.

Office Location: 19 East 98th Street, 1st floor.

Mailing address: Human Resources, Box 1514, phone: (212) 241-8300, .

## Benefits

Postdoctoral fellows who work more than 22.5 hours/week are eligible for benefits, including plans for medical, dental and vision coverage as well as plans for life insurance and disability coverage for yourself, and if needed, for spouse, same sex marriages, and dependent children. Since coverage needs vary depending on lifestyle and family situation, Mount Sinai's BeneFlex Program permits postdoctoral fellows to tailor their benefits to best suit their needs. Costs vary based upon specific circumstances and choices. Full policy descriptions are available on the intranet (on campus): [intranet1.mountsinai.org/HumanResources/](http://intranet1.mountsinai.org/HumanResources/). Benefits begin the first of the following month in which you are appointed. For foreign nationals, if coverage is desired for the intervening time period, it can be purchased by outside providers. Please see postdoc website for available plans (<http://icahn.mssm.edu/education/postdoc/policies>).

## Health Services

Employee Health Services provide occupational health services to postdoctoral fellows. This service ensures: (1) that postdoctoral fellows are properly protected from and receive immediate attention for job-related illnesses, injuries and exposures; and (2) that postdoctoral fellows are free from health impairments that pose potential risks to patients or personnel, or that may interfere with the performance of duties. New postdocs will have their initial medical screening at Employee Health Services at 150 E 42<sup>nd</sup> St on the 4<sup>th</sup> floor. Other employment related health services (eg: flu shots, annual PPD readings) will be located at 19 East 98<sup>th</sup> Street, 2nd Floor.

## Employee Assistance Program and Mental Health Program

Mount Sinai offers free clinical assessment, short-term counseling and referral services through the Employee Assistance Program. These services are available to all current Mount Sinai employees and are completely anonymous and not connected with your medical records. For more information, visit <http://icahn.mssm.edu/about-us/services-and-resources/faculty-resources/employee-assistance-program> or call 212-241-8937. The office is located at 19 E 98 Street, 3<sup>rd</sup> floor, Suite 3A.

The Department of Psychiatry provides initial consultations, ongoing psychotherapy and medication management for postdoctoral fellows in need of mental health services. The program consists of one psychiatrist and two PhD psychologists as well as other full-time and voluntary faculty members who can see postdoctoral fellows either on or off campus. Referrals will be made if necessary. The postdoctoral fellow's insurance will be billed for all services and the postdoctoral fellow will be responsible for any co-pay. To make an appointment for an initial consultation, please call 212-659-8886.

## Postdoc Listservs

New postdoctoral fellows are subscribed automatically to the postdoc email list maintained by the Office of Postdoctoral Affairs. Emails from the Office of Postdoctoral Affairs are used to request resources such as access to instruments and reagents important to all trainees. Additional information and a schedule of events is maintained on the OPA website. If you are not receiving emails from the OPA on a regular basis within two

weeks of your arrival contact The Office of Postdoctoral Affairs at [frank.emerson@mssm.edu](mailto:frank.emerson@mssm.edu) to subscribe. To send emails to the postdoc listserv, email [postdocs@mssm.edu](mailto:postdocs@mssm.edu). The listserv is moderated.

The Postdoc Pro listserv is a list of upcoming events and career opportunities collated by the Postdoc Executive Committee and sent out on a bimonthly basis. This email also includes the monthly Postdoc Periodical, a newsletter written and edited by postdoctoral fellows. To send information for inclusion in the Postdoc Pro listserv, please contact [ISMMSpostdoc@gmail.com](mailto:ISMMSpostdoc@gmail.com).

## Office of Career Services & Strategy (OCSS)

The Office of Career Services & Strategy strives to provide effective personalized strategy for career path determination, focus and pursuit through individual appointments, walk-in office hours, workshops on the most relevant career topics, as well as resume feedback and interview preparation. For more information, please go to <http://icahn.mssm.edu/education/graduate/office-career-services>.

## Conflict Resolution

On occasion, conflicts arise between postdoctoral fellows and his/her PI or other colleagues in the lab. Every effort should be made by a postdoctoral fellow and his/her PI to resolve complaints/issues informally. If necessary, a more formal discussion with the PI should take place with the Department Administrator or Chair. When conflicts are not easily resolved or if the postdoctoral fellow needs advice on how to proceed, postdoctoral fellows are strongly encouraged to contact the Office of Postdoctoral Affairs. The Office has developed strategies and has access to resources that can help (see below).

Under rare circumstances, it is best for a postdoctoral fellow and a PI to sever their relationship. Prior to doing so, postdoctoral fellows are encouraged to proceed with protocol (see Transfer or **Termination**) and can be assisted in this by the Office of Postdoctoral Affairs. If initiated by a PI, the PI must give notice as outlined above (see **Termination**). Limited exceptions apply to the notice requirement (see **Termination**).

## Additional Conflict Resolution Resources

### *Office of the Ombudsperson*

The Ombuds Office serves as a neutral, confidential, and safe place where postdoctoral fellows may bring their concerns. The Ombudsperson handles complaints and attempts to resolve conflicts, with the aim of ensuring that all individuals are treated fairly. Any issue is open for discussion and can be brought to the table. All such discussions are strictly confidential. No meeting records are maintained. The Ombudsperson has broad powers of inquiry to undertake conflict resolution, remediation, formal third-party intervention, or diplomacy as needed.

The office supplements, but does not replace current resources for conflict resolution and existing standing committees. The aim is to resolve issues before formal action is pursued.

The office is available to assist you when an awkward situation at work is bothering you; when you wish to resolve a problem through an intermediary; when you think you have been treated unfairly, harassed, or discriminated against; when you think someone else has engaged in misconduct or believe that there has been an ethical violation; when you need help in clarifying or resolving conflict; or when

you just need to talk and want someone to listen. Please feel free to contact: George W. Huntley, Ph.D., Ombudsperson, Professor, Neuroscience, Phone: 212-824-8981, e-mail: [george.huntley@mssm.edu](mailto:george.huntley@mssm.edu).

### *Mistreatment Resource Panel (MRP)*

The MRP is a research trainee-led panel that serves as a sounding board for graduate students and postdocs with concerns about mistreatment in the training environment. The MRP can be an alternative, or complementary, resource to the Ombuds office, and comprises graduate student and postdoc representatives with four faculty advisors (the Ombudsperson, the Director of the Postdoctoral Affairs Office, the Senior Associate Dean for Student Affairs and one additional faculty member). The MRP meets bimonthly to discuss, confidentially and as a group, reports of mistreatment, and can guide complainants to appropriate Institutional resources to help resolve problems. Postdocs wishing to bring an issue to the MRP can contact any of their peer-representatives directly (see below), or by emailing: [MRP@mssm.edu](mailto:MRP@mssm.edu) or you may visit the website here:

<http://webcommons.mssm.edu/mistreatmentresourcepanel/>

Current postdoctoral representatives on the MRP are:

Maria Rosa ([maria.rosa@mssm.edu](mailto:maria.rosa@mssm.edu))

Richard O'Connor ([richard.oconnor@mssm.edu](mailto:richard.oconnor@mssm.edu))

Letizia Amadori ([letizia.amadori@mssm.edu](mailto:letizia.amadori@mssm.edu))

Aleksandra Wroblewska ([aleksandra.wroblewska@mssm.edu](mailto:aleksandra.wroblewska@mssm.edu))

### *Office of Postdoctoral Affairs*

The Office of Postdoctoral Affairs is a resource available to all postdoctoral fellows to discuss any situation encountered. The Office offers advice and assistance and will attempt to resolve issues that arise. (Located at Annenberg 5<sup>th</sup> floor, (212) 241-0380).

### *Human Resources*

The Human Resources department is available to any postdoctoral fellow seeking advice on institutional policies regarding disciplinary action, conflicts, harassment, etc. Located at Annenberg 21-261, (212) 241-4097.

### *Postdoctoral Advisory Committee*

Postdoctoral fellows should feel free discuss any situation they have encountered with any member of the Postdoctoral Advisory Committee. Please visit our website for current members: <http://icahn.mssm.edu/education/postdoc/about>

## **LGBTQ Resources**

### *Preferred name and pronouns policies*

Postdocs who wish to declare their preferred name and pronouns or postdocs who wish to Americanize their name are offered the option of requesting an email alias, regardless of legal name and gender.

- Fill the following forms (<http://icahn.mssm.edu/education/students/registrar/graduate-forms>):

- o [Post-Doctoral Fellow - Preferred Name Change](#)

#### o Post-Doctoral Fellow - Preferred Gender Pronoun

- Contact the program manager of the OPA office ([theresa.scarabino@mssm.edu](mailto:theresa.scarabino@mssm.edu)) to set an appointment to bring the forms. The OPA will forward your requests to the administrator of your department and the IT office, and will promptly notify you once the procedure is completed.

Due to security reasons, the request for a name change on the ID badge is taken into consideration on a case to case basis. If interested, please directly contact the OPA program manager (Theresa Scarabino, [theresa.scarabino@mssm.edu](mailto:theresa.scarabino@mssm.edu)).

#### *Gender neutral bathrooms*

Installation of gender neutral bathrooms is a work in progress. On the main Mount Sinai campus, there is a gender neutral bathroom in Annenberg, 13<sup>th</sup> floor.

#### **LGBT ERG (LGBT Employee Resources Group)**

“The Lesbian, Gay, Bisexual and Transgender (LGBT) ERG exists to create an equitable, inclusive and supportive environment for all employees, faculty, students, patients and their families - regardless of one’s sexual orientation or gender identity. The group serves as a resource to educate and inform staff of issues which impact LGBT health, policies and procedures to address such issues and MSHS services which respond to the needs of the LGBT patient population”.

<http://www.mountsinaihealth.org/about-the-health-system/diversity/employee-resource-groups>

Listserv signup on the website.

#### *Office for Diversity and Inclusion*

The Office for Diversity and Inclusion (ODI) is a System-wide entity charged to support the Mount Sinai Health System (MSHS) in embracing the principles of diversity and inclusion as key drivers for excellence and innovation for unrivaled healthcare service delivery, medical and health education, and research. Our mission is one which champions a diverse workforce, strives to create a multicultural environment, and fosters an inclusive setting to ensure delivery of high-level care to the diverse patient populations in New York City and beyond.

<http://www.mountsinaihealth.org/about-the-health-system/diversity>

#### *Faculty Diversity Council*

The Faculty Diversity Council is a school-wide council that promotes recruitment and retention among faculty members from groups underrepresented in medicine and science. Gary Butts, MD, and Elizabeth Howell, MD, MPP, serve as Co-Chairs.

<http://icahn.mssm.edu/about/diversity/faculty>

#### *Diversity in Biomedical Research Council (DBRC)*

The DBRC is a school-wide council with a focus on recruitment, development, retention, and funding to increase diversity among leaders, faculty, postdoctoral fellows, students, and staff in the Graduate School of Biomedical Sciences.

<http://icahn.mssm.edu/about/diversity/dbrc>



## Diversity Resources

The Icahn School of Medicine at Mount Sinai (ISMMS) is committed to promoting and supporting diversity and inclusion throughout our research, clinical, and educational realms among students, faculty, and staff, and in the communities we serve. By expanding the definition, scope, nature, and presence of diversity in the science and health professions, we strive to better address patient needs across varied communities. We are proud that we were named to the 2015 DiversityInc “Top 5 Hospitals and Health Systems” list, and received the 2014 and 2015 Higher Education Excellence in Diversity (HEED) award from *INSIGHT Into Diversity* magazine, the oldest and largest diversity-focused publication in higher education.

We are proud to be among the top medical schools with the highest percentages of student enrollment and faculty members from racial and ethnic groups underrepresented in medicine (an increase from 15 percent to more than 20 percent, and from 4 percent to 8 percent respectively, between 1998 and 2015). Similarly, we have a growing number of female medical students and faculty members, approximately 50 percent in each group. We remain dedicated to sustaining this momentum.

<http://icahn.mssm.edu/about/diversity>

### ISMMS Diversity Programs and Resources

Emphasizing diversity among faculty, staff, and students is vital to fulfilling our function as a vibrant educational organization. To this end, we offer a range of diversity programs and resources.

#### *Executive Diversity Leadership Board (EDLB)*

A leadership board chaired by Dr. Kenneth Davis, CEO of the Mount Sinai Health System with senior leadership across the health system to advance the principals of diversity and inclusion. The EDLB is supported by the Office for Diversity and Inclusion.

#### *Faculty Diversity Council*

The Faculty Diversity Council is a school-wide council that promotes recruitment and retention among faculty members from groups underrepresented in medicine and science. Gary Butts, MD, and Elizabeth Howell, MD, MPP, serve as Co-Chairs.

#### *Diversity in Biomedical Research Council (DBRC)*

The DBRC is a school-wide council with a focus on recruitment, development, retention, and funding to increase diversity among leaders, faculty, postdoctoral fellows, students, and staff in the Graduate School of Biomedical Sciences.

#### *CMCA GME Diversity Committee*

The CMCA GME Diversity Committee advises and assists CMCA with implementation of diversity initiatives, with particular focus on house staff and faculty. The committee consists of deans, and clinical and basic department chairs and is chaired by [Michael L. Marin, MD](#).

#### *Office for Women's Careers*

The Office for Women's Careers enables women faculty to network across departments; serves as an advocacy and mentoring resource; and provides a forum for support, education, and discussion.

#### *The Center for Multicultural and Community Affairs (CMCA)*

CMCA nurtures students, faculty, and trainees from groups underrepresented in the medical and biomedical research workforce.

#### *CMCA Faculty Scholars Program*

The CMCA Faculty Scholars Program aims to increase the capability and capacity of faculty from groups underrepresented in medicine by helping them preserve time to focus on skill development and experience in

research, teaching and education, service to the community, and clinical practice and professional leadership in academic medicine.

#### ***Center for Excellence in Youth Education (CEYE)***

CEYE is one of the longest sustained pipeline programs in the nation and provides educational pipeline enrichment programs from high school through college level in the areas of science, health, biomedical research, and medicine.

#### ***Conduits Centers for Community and Academic Research Partnership***

This partnership connects faculty and community members to enhance individual research capacity while respecting the values and culture of the community.

#### ***Post Baccalaureate Research Education Program (PREP)***

The National Institutes of Health-funded PREP provides individualized mentoring, coursework, development of laboratory research skills, and a supportive learning environment for post-baccalaureate students interested in pursuing PhD or MD/PhD training and research careers in biomedicine.

#### ***Faculty of Color Network***

Sponsored by the Office for Diversity and Inclusion, this employee resource group provides a professional network for minority faculty across the Mount Sinai Health System.

### **Mount Sinai Health System resources**

#### ***Office for Diversity and Inclusion (MSHS)***

The Office for Diversity and Inclusion (ODI) is a System-wide entity charged to support the Mount Sinai Health System (MSHS) in embracing the principles of diversity and inclusion as key drivers for excellence and innovation for unrivaled healthcare service delivery, medical and health education, and research. Our mission is one which champions a diverse workforce, strives to create a multicultural environment, and fosters an inclusive setting to ensure delivery of high-level care to the diverse patient populations in New York City and beyond.

<http://www.mountsinaihealth.org/about-the-health-system/diversity>

#### ***Employee resource groups (ERGs)***

Employee resource groups (ERGs) are System-wide groups of employees who are supported by the Mount Sinai Health System (MSHS) site diversity councils and are united by a common goal, interest, or characteristic. These commonalities may include various dimensions of diversity such as race/ethnicity, gender, sexual orientation, gender identity, disability status, generation, religious affiliation, military/veteran status, or other attributes.

MSHS encourages the formation of ERGs to help maintain an environment where all employees, faculty and students feel they belong. Equally important, through innovations from our ERGs, we are better able to provide appropriate care to the diverse populations we serve, identify and eliminate health disparities, and enhance the patient experience.

<http://www.mountsinaihealth.org/about-the-health-system/diversity/employee-resource-groups>

Join an ERG:

All employees are invited and encouraged to join a group and/or participate in ERG activities and events. Click on an ERG name below or call the Office for Diversity and Inclusion (ODI) at 646-605-8280 to learn how you

may become involved. Additionally, if you are interested in starting a group that is not represented below, e-mail the ODI at [diversity@mountsinai.org](mailto:diversity@mountsinai.org).

[ADA/Accessibility](#)

[Black Leaders Advocating for Change and Community](#)

[\(BLACC\) Asian Resource Network \(ARN\)](#)

[Faculty of Color Network](#)

[\(FCoN\) Heritage of Latino Alliance](#)

[\(HOLA\)](#)

[Islamic Community of Mount Sinai](#)

[\(ICMS\) Lesbian, Gay, Bisexual and Transgender](#)

[\(LGBT\) Military/Veterans](#)

[Women in Science and Medicine \(WiSM\)](#)

## 9. Institutional Services

### Grants and Contracts (GCO)

The GCO oversees research grant application and award processes and provides support to all Sinai investigators submitting grants and fellowships. It establishes and implements internal policies and ensures that activities conform to external guidelines and regulatory policies. It provides current information regarding sponsorship, policy changes, and funding opportunities, and generally assists in all aspects of the pre- and post-award administration and management.

<http://icahn.mssm.edu/research/resources/grants-and-contracts-office>

### Institutional Animal Care and Use Committee (IACUC)

A critical mandate of IACUC is to ensure that all vertebrate animal studies at Icahn School of Medicine at Mount Sinai are conducted in accordance with Animal Welfare Act regulations and Public Health Service policies. To ensure that these policies are carried out all studies involving vertebrate animals, including pilot studies and intramural projects, must be reviewed and approved by the IACUC. Additionally, all labs participating in animal research are inspected semiannually. All personnel working with animals are required to take training courses offered by IACUC prior to engaging in animal research. Located at Annenberg Building 26-10, (212) 241-8955.

### Program for the Protection of Human Subjects (PPHS)

All research involving human subjects at Mount Sinai School of Medicine must be reviewed by the Institutional Review Board (IRB). No research in human subjects can be initiated without IRB approval (unless specifically categorized as exempt from IRB review). Located at 3 East 101<sup>st</sup> street, (212) 824-8200.

### Computer Services

Located in the Levy Library, Computer Services fulfills a variety of needs for postdoctoral fellows including account administration, instructional courses, software and licensing, and video conference services. Questions or problems can be referred to the Help Desk at (212) 241-7091.

### Levy Library

The Gustave L. and Janet W. Levy Library houses approximately 150,000 volumes and 2,500 audiovisual programs in the biomedical sciences and currently subscribes to over 1,900 print and electronic journals. Access to content is via online catalog and indexes or via print indexes on site. Materials needed that are outside of the collection can usually be obtained through an interlibrary loan. In addition to volumes and

journals, the library website provides access to numerous databases and web resources, outlines available library programs and services and has a schedule of classes offered. Classes cover a variety of topics ranging from data management to figure preparation for publication. On site, the library provides study areas, multidisciplinary laboratories, group study rooms, computers and printers. The library is located on the 10<sup>th</sup> and 11<sup>th</sup> floors of the Annenberg Building. The entrance is next to the elevator on the 11<sup>th</sup> floor. Mobility impaired persons who wish access to the 10<sup>th</sup> floor of the Library should make arrangements with the Library Circulation Supervisor (212)-241-7791. Information about library hours is available by calling (212) 241-7793.

### **Mount Sinai Innovation Partners (MSIP)**

MSIP encourages the development of new technologies on campus and facilitates the transfer of scientific discoveries and medical breakthroughs to the public through commercial channels. Its activities include managing patent applications, negotiating license and material transfer (MTA) agreements and executing confidentiality agreements.

MSIP welcomes inquiries and postdocs are encouraged to seek information on the website (<http://www.ip.mountsinai.org/>) or to contact the office directly. All discoveries do not need patents, but early evaluation of an idea by MSIP is important as patents need to be filed prior to the public presentation of an idea. Commercializing an idea can have major benefits including a more streamlined process of bringing an idea to the public and revenue to support research. As a consequence of your appointment to Mount Sinai, you must abide by certain policies and procedures related to the ownership and commercialization of intellectual property. Please contact MSIP for details at (212)-659-9680

### **Institutional Biosafety Program:**

Mount Sinai School of Medicine Institutional Biosafety Program is responsible for ensuring that use of all biohazardous materials on campus meets guidelines established by the National Institutes of Health and Centers for Disease Control and Prevention. The Biosafety Program monitors laboratory activities involving all biohazards, including infectious or biologically derived infectious materials, toxins and other agents that present a risk or potential risk of injury to humans or animals. The Institutional Biosafety Officer prepares and maintains records required for government regulations and evaluates research projects for risks and hazards. If you have questions about potential risk or about disposal procedures, please contact the Office for details (212)-241-5169.

### **Deans' COREs:**

Mount Sinai has several shared resource facilities under the Deans' COREs. COREs permit postdoctoral fellows to utilize state of the art instrumentation and methodologies that have become crucial for modern biomedical research, but are often technically or monetarily beyond the limits of individual labs. The facilities are staffed by experts who not only provide research services, but also offer instruction and training. In this way the facilities constitute major educational resources for those wishing to diversify or explore new avenues of research. Shared resources include (but are not limited to) microscopy, mouse genetics, qRT-PCR, engineering and flow cytometry. See website for further details: <http://icahn.mssm.edu/research/resources/shared-resource-facilities>. COREs are administered through the Office of the Dean and partially subsidized by institutional funds. There are additional cores run by individual departments. Information can be found on the web: <http://icahn.mssm.edu/research/resources/departmental-cores>.

## **10. Responsible Conduct in Research (RCR)**

Postdoctoral fellows are expected to maintain a high standard of ethical and personal conduct essential to a

productive research environment. Plagiarism, cheating and data fabrication are considered very serious offenses and will be treated as such. Postdoctoral fellows who believe that scientific misconduct has occurred should report the matter to the Dean of the Graduate School immediately. All reports will be subject to review in accord with institutional policy.

All postdoctoral fellows are required to attend an RCR course (8 hours) within their first year of training at Mount Sinai. This serves to educate postdoctoral fellows on the standards expected. The course fulfills an Institutional requirement and also fulfills requirements established by federal funding agencies (NIH and NSF) in order to receive federal funding. Two courses are offered every year by the Office of Postdoctoral Affairs. Sign-in is required and tardiness is not tolerated.

## **Guidelines for Handling Misconduct in Research**

The guidelines outlined below are Mount Sinai Policy; they apply to all Mount Sinai personnel, including postdoctoral fellows.

### **1. Introduction**

The school hereby affirms its commitment to the highest ethical standards in the conduct of scientific research, the promotion of original research of high quality, and the importance of academic freedom. It also acknowledges that misconduct in research is extremely serious, threatens these principles and is “grave misconduct”. The School is therefore, committed to preventing misconduct in research from occurring and should it occur, to dealing with it swiftly, fairly and thoroughly.

### **2. Definitions**

- A. “Research” as it is used in these guidelines is defined as anything that is or purports to be “a systematic investigation including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge”. [Federal Policy 102Cd].
- B. “Misconduct in research” as it is used in these guidelines refers to the intentional or reckless disregard for ethical practices in the conduct of research. Examples of misconduct in research shall include, but are not limited to: activities that compromise the integrity of the research results such as the fabrication, falsification or wrongful manipulation of data or results; plagiarism; failure to comply with the guidelines for handling misconduct in research; seriously deviating from the School of Medicine’s policies concerning human or animal research subjects; or other practices that seriously deviate from those that are commonly accepted within the scientific community for proposing, conducting or reporting research. The guidelines apply to all research conducted under the auspices of the School of Medicine and to anyone who participates in such research regardless of position, including all members of the faculty (full-time, part-time and voluntary), house staff, fellows, students, postdocs, guests, volunteers and technical support staff. These guidelines also apply to all research, whether under the auspices of the School of Medicine or not, which is conducted by members of the School’s faculty (whether full-time, part-time or voluntary).

### **3. Responsibilities**

- A. The maintenance of high standards in the conduct of research is the responsibility of each postdoctoral fellow member.
- B. Postdoctoral fellows - as part of their formal responsibilities, should:
  - 1. Strongly urge their colleagues to publish original work only in peer-reviewed journals,

2. Insist on the regular presentation of scientific work to faculty and other peer groups,
  3. Encourage scientists to be forthright in the criticism of their peers,
  4. Emphasize that the quality of research produced is of paramount importance, and
  5. Emphasize the importance of honesty in scientific research.
- C. Only those individuals who actively participate in the preparation of the work should be named as authors. Active participants include those who, for example, design the study, gather or interpret the data and those who write the paper. All authors are responsible for the work that is contained in the publication. All authors should review the manuscripts before their submission for publication as well as, whenever possible, the raw data on which the manuscript is based and any comments received or revisions made as a result of the editorial review. The primary author is responsible for making certain that all other authors receive a copy of the manuscript before its submission. Authors are responsible for the correct acknowledgment of any supporting agency or people.
- D. Every postdoctoral fellow engaged in research must maintain accurate and complete records. All notebooks produced at the School of Medicine are subject to review by the Dean or his designee in the event an investigation has been undertaken in the response to an allegation of misconduct in research. After the faculty leaves the School of Medicine, records produced at the School of Medicine remain subject to this provision.
- E. Everyone subject to this policy must cooperate in any school investigation of misconduct in research.

#### **4. Procedures for Handling Allegations of Misconduct in Research**

- A. Introduction: The following procedures are meant to establish fair and reasonable guidelines to be followed in the investigation of an allegation of misconduct in research. Breaches of these rules shall not be grounds for a new investigation. In implementing the following procedures, which are to be employed upon receipt of an allegation of misconduct in research, the School affirms its commitment to:
1. The faculty, the scientific community, the sponsoring agency and the public;
  2. Make diligent efforts to protect the rights and reputations of all involved, including the rights of the individual accused of misconduct and the rights of the individual who makes an allegation;
  3. Make diligent efforts to maintain the confidentiality of the proceedings; and
  4. Conduct a prompt, thorough and fair investigation carried out with objectivity. In order to achieve this goal, the members of any of the committees must immediately disclose any Conflict of Interest to the Dean. (Examples of a conflict of interest include collaborating with the individual under investigation, having worked on the project in question, engaging in directly competing scientific research, etc.). The Dean shall then make a determination whether the individual may serve on the committee.
- B. The Inquiry:
1. An allegation of misconduct in research should be reported immediately to the relevant Chairperson of the Department, or Center Director, or to the Dean of the School of Medicine (the "Dean"). In the event the Department Chairperson is alleged to have personal involvement, the matter should be reported directly to the Dean.
  2. Unless a Chair or Center Director concludes that an allegation is blatantly frivolous, the Chair or



Center Director shall report it to the Dean immediately. This low threshold at the initial review is to ensure that the departmental/center review is swift, and that any allegation requiring further review is appropriately forwarded to the Dean's Office.

3. If the Dean concludes that the matter requires further review, the Dean shall refer the matter immediately to the Chairperson of the Committee on Ethical Practices in Research established as provided in paragraph 4, below. The Committee on Ethical Practices in Research, a subcommittee of the Research and Education Policy Committee of the Board of Trustees, is referred to hereafter as the "Committee".
  4. The Committee shall be comprised of twelve faculty selected by the Dean, at least five of whom have their primary appointment in a basic science department or center, and at least five of whom have their primary appointment in a clinical department. The Committee shall have at least five full professors, one of whom shall be appointed Chairperson by the Dean, at least two associate professors, and no more than two assistant professors. The Committee members shall be appointed by the Dean to staggered 5 year renewable terms. Upon notification by the Dean of a matter requiring review, the Chairperson of the Committee shall select a panel from the Committee to conduct an inquiry (the "Panel"). The Panel shall consist of no fewer than three faculty members and shall be staffed by the Dean's Office. Any committee member who has any involvement in the alleged wrongdoing must be excluded from any involvement in the conduct of the inquiry. Further, if the inquiry is into activities of specific faculty members, the members of the Panel shall be of an equal or greater rank than the most senior individual being investigated at the time the Panel is initially selected. A faculty member may make an objection to the composition of the Panel, in writing, to the Dean. The decision of the Dean to change or not change the composition of the Panel is final. The Panel may be advised by the General Counsel's Office. The School will supply such staff to the Panel as may be necessary.
  5. The Panel will conduct an initial inquiry into the alleged wrongdoing for the purpose of determining whether a full-scale investigation should be initiated.
  6. The Panel must immediately inquire into allegations and must complete its inquiry within 60 calendar days, unless circumstances clearly warrant a longer period, in which case the record of the Panel shall include documentation of the reasons for extending the 60 day period.
  7. If the Panel finds sufficient evidence to warrant an investigation, the Panel must then recommend to the Dean that a thorough investigation be undertaken. The Panel shall issue a written report. The report shall include a summary of the evidence reviewed, the individuals interviewed and the conclusions of the Panel. Copies must be provided to the Dean and to any individual who has been a subject of the inquiry. Such subject must be given an opportunity to comment on the allegations and conclusions of the Panel and any written comments shall be made part of the record. If the Dean does not concur with the Panel, the Dean may send the inquiry back to the Panel for further consideration. All documentation shall be maintained for at least three years.
- C. The Investigation:
1. In the event the Panel determines that a further investigation should be conducted, and the Dean concurs, the Dean shall appoint an Ad Hoc Committee (the "Ad Hoc Committee") for the purpose of conducting a fact finding review. To ensure appropriate peer review, the Ad Hoc Committee will be composed of a sufficient number of research scientists, at least one of whom shall have expertise in the subject matter of the investigation, and, if appropriate, other experts, such as an attorney or an expert in ethics in science. All faculty members of the Ad Hoc Committee shall be of a rank equal to or higher than the most senior of any faculty members accused of misconduct at the time the investigation is initiated. The Dean may, however, in his sole discretion, appoint more junior faculty to the committee when such appointment will help



ensure a thorough and fair investigation (e.g., if a junior faculty member has the appropriate expertise in the subject matter under consideration). The Dean may also appoint others, such as individuals from outside of the institution, to serve on the Ad Hoc Committee. The Ad Hoc Committee may be advised by the General Counsel's office. The School will supply such staff and other resources to the Ad Hoc Committee as may be necessary. In no event may any individual who is selected to serve on the Ad Hoc Committee have any prior involvement in the research project that is the subject of the inquiry.

2. At the same time, the Dean shall inform any individuals under investigation and their Department Chairs or Center Directors of the investigation and its subject.
3. Any individual against whom an allegation is made shall have the right to know who is on the Ad Hoc Committee and may object to any member of the Ad Hoc Committee. The objection should be made in writing to the Dean and must state the reasons for the objection. The Dean will make the final decision and any such decision shall be final.
4. The Ad Hoc Committee should conduct a thorough investigation. It must be undertaken within 30 days of a determination by the Panel that such an investigation should be conducted, and it should be completed within 120 days. To that end, the Ad Hoc Committee may promulgate those rules and procedures that it deems necessary for the conduct of the investigation, including, for example, transcription of its interviews. Prior to initiating its investigation, the Ad Hoc Committee must establish the procedure by which it will make its final determination, but in no event shall any determination by the Ad Hoc Committee be by less than a majority. The review should not be limited in scope to the contents of the initial allegation and, depending on its findings, the Ad Hoc Committee should consider reviewing all of the research in which the accused individual was involved. The investigation will include review of all documentation and interviews with all involved individuals. Summaries or transcriptions of all interviews will be prepared and made part of the record.
5. During the conduct of its investigation, the Ad Hoc Committee should give a researcher under investigation and any collaborators and supervisors who may be involved an opportunity to meet with the Ad Hoc Committee and provide the Ad Hoc Committee with information and data.
6. The Ad Hoc Committee must issue a written report to the Dean outlining its conclusions and recommendations and setting forth in detail the basis for them. Before it is finalized, a draft of the report, or relevant portions of it, will be sent to each researcher accused of misconduct in research and to any collaborators or supervisors who may have been involved. These individuals will be given an opportunity to comment on the report and their comments will be considered in preparing the report for presentation to the Dean and shall be made a permanent part of the record.

D. The Review Process:

1. The Dean, in consultation with the President, may decide to accept the report of the Ad Hoc Committee as the Final Report. In the alternative, the Dean may establish a review committee composed primarily of outside experts and trustees (the "Review Committee") to review the conduct of the investigation and the report prepared by the Ad Hoc Committee.
2. In the event that a Review Committee is established, the Review Committee may then recommend that the Dean:
  - a. endorse the Ad Hoc Committee's report and the Ad Hoc Committee's report, if accepted, will then become the Final Report;
  - b. issue a separate Dean's report in conjunction with the Ad Hoc Committee's report, which will be the Final Report;
  - c. request that the Ad Hoc Committee reopen its investigation and report again to the Dean.

E. Action Following a Completed Investigation:

1. After receiving the Final Report, the Dean, in consultation with the President, shall make a report to the Board of Trustees. Such report shall include a review of the findings and a discussion of any actions to be taken.
2. The Final Report shall constitute prima facie evidence of the facts contained therein in any subsequent adjudicatory proceeding held under the Medical Staff By laws, the Faculty Handbook or the Mount Sinai Personnel Policy.
3. The Dean shall, if appropriate, provide copies of the Final Report, or relevant sections of it to:
  - a. the accused individual, his/her Department Chair or Center Director, any involved collaborators, and others;
  - b. the Chairperson of the Board of Trustees;
  - c. the Research and Education Policy Committee of the Board of Trustees;
  - d. the President; and
  - e. the sponsoring agency, if any.
4. If misconduct is substantiated, at an appropriate time and upon a written report and recommendation of the Ad Hoc Committee (which, in extraordinary circumstances, may be prior to the completion of the entire investigation) and with notice to the involved individuals, the Dean shall be responsible for carrying out the following (which are not meant to substitute for any actions recommended by a Disciplinary Tribunal):
  - a. withdrawing any pending abstracts or papers containing false information and notifying the co-authors;
  - b. if there are published papers or abstracts containing false information, notifying the editors of the journals in which abstracts and papers appeared and notifying all co authors and giving them the opportunity to retract their names from the publication and;
  - c. if there is reason to question the validity of previous research, notifying any institution or sponsoring agency with which the individual is or has been affiliated, and any other co-authors;
  - d. instructing the General Counsel's office to take appropriate action concerning any pending or issued patents; and
  - e. taking other appropriate action concerning the Final Report including disciplinary action against those individuals who engaged in misconduct in research.
5. If the alleged misconduct in research is not substantiated, the Dean shall be responsible for:
  - a. making diligent efforts to restore fully the reputation of the researcher and any others whose reputation may have been injured. Specifically, any agency or individual informed of the investigation will be notified that the allegations have been reviewed and not substantiated;  
taking appropriate action against any parties whose involvement in leveling unfounded charges was demonstrated to have been intentionally dishonest.

F. Notification to the Office of Research Integrity (ORI):

1. The School shall comply with all requirements for providing assurances and all other reporting requirements of the ORI.
2. In the event of a reportable allegation, ORI will be notified, if the Committee on Ethical Practices in Research determines after preliminary investigation that a full scale investigation is warranted;
  - a. within 24 hours of the School obtaining any reasonable indication of a possible criminal violation;

- b. of the outcome of any Ad Hoc Committee investigation;
  - c. of developments in the course of any investigation that disclose facts which may affect any current or potential funding of the individuals under investigation or that the Public Health Service needs to know to ensure appropriate use of federal funds;
  - d. if there is an immediate health hazard;
  - e. if there is an immediate need to protect federal funds or equipment;
  - f. if there is an immediate need to protect the individual making the allegation, the individual who is accused of the allegation or his or her investigators; or(h) if it is probable that there will be a public report of the allegations.
- G. Record Retention: All documents relating to the investigation and conclusions of the Committee on Ethical Practices in Research and the Ad Hoc Committee shall be maintained for at least three years after the final conclusion of an investigation and shall be made available upon request to authorized HHS personnel.

## 11. Awards and Honors

### Robin Chemers Neustein Postdoctoral Fellowship:

The Robin Chemers Neustein Postdoctoral Fellowship is a highly competitive award that is intended to encourage women to pursue careers in scientific research. Applicants should be senior postdoctoral scientists who intend to complete their training within one to two years, and have a track record of high impact, important and quality research in the life sciences and the potential for an independent scientific career. An individual may receive this fellowship for only one year and only female postdoctoral research scientists are eligible to apply. A call for applications is sent out in the spring of each year. For more information, contact the Office of Postdoctoral Affairs.

### Travel Awards:

These awards offer support to postdoctoral fellows unable to find funding through his/her PI or department to attend a conference specific to his/her area of study or to an interdisciplinary conference. Several awards of about \$500 each are given two times each year. The first cycle covers conferences occurring between January and June and the Cycle 1 deadline is February 15 (accounts can be re-imbursed for travel occurring prior to the deadline). The second cycle covers conferences occurring between July and December and Cycle 2 deadline is August 15. Applications will be accepted any time before the due date and must include: 1. Name, PI lab, department, dates and location of conference, 2. Title and abstract, 3. Tell us why you need to go to this conference (no more than ½ page), 4. 2 page CV, 5. Talk or poster? Please send by email to the Office of Postdoctoral Affairs ([Theresa.Scarabino@mssm.edu](mailto:Theresa.Scarabino@mssm.edu)). Postdocs are eligible for only one award per year and award recipients must fill out a travel request form PRIOR to travel in SinaiCentral. Travel Request must be complete by December 31.

### Graduate School Spring Ceremony Awards:

Beginning in 2017, postdoctoral fellows will be eligible to be nominated for 3 awards: Outstanding Leadership by a Postdoctoral Fellow, Outstanding Research Innovation by a Postdoctoral Fellow, and Best publication by a Postdoctoral Fellow. The call for awards will be announced over the postdoc and postdoc pro listservs and will be given out at the Spring Awards Ceremony. Self-nominations are not permitted. Please contact [Theresa.Scarabino@mssm.edu](mailto:Theresa.Scarabino@mssm.edu) for details.

## **Career Development Awards:**

The office provides scholarships to help defray costs for postdocs attending certain New York Academy of Science workshops that help to prepare postdocs for their post-Sinai careers, such as the Non-Academic Career Bootcamp. Please check your Postdoc Pro listserv and the postdoc events calendar for announcements on upcoming awards.

## **12. Postdoc Life**

### **At Work: Professional Resources**

#### **Postdoc Advisory Committee**

(see Section 3)

#### **Postdoc Executive Committee (PEC)**

The Executive Committee is led by two Co-Chairs and is comprised solely of postdoctoral fellows. The Committee is divided into 3 groups: Professional Development, Advocacy, and Community. The PEC organizes the Annual Postdoc Symposium (see below) and the Annual Postdoc Survey, the results of which are used to plan and prioritize future programming and initiatives. Postdocs interested in serving should contact the Co-Chairs or email [ismmspostdoc@gmail.com](mailto:ismmspostdoc@gmail.com). For current list of members and contact information, see <http://icahn.mssm.edu/education/postdoc/about>. The PEC website can be found at:

<http://webcommons.mssm.edu/pec/>.

#### **Postdoc Housing Committee**

The Postdoc Housing Committee meets quarterly with the Real Estate Department to discuss postdoc housing issues. The committee is composed of the leadership of the OPA and the Postdoc Executive Committee. For any questions about ISMMS Housing, please visit the Real Estate Office at 1249 Park Avenue or email [housing@mountsinai.org](mailto:housing@mountsinai.org).

#### **Postdoc Writing Group**

The Postdoc Writing Group is run by the PEC and meets on a bimonthly basis and aims to provide a resource for postdocs to get feedback and support around their writing. Postdocs are encouraged to bring their works in progress to the meetings, including grants, manuscripts, abstracts and posters. The group also organizes regular seminars by experts in writing and editing. The Writing Group meets the first Friday (Hess Center) and third Tuesday (Annenberg) of every month. Please check the OPA calendar for the next meeting, look for emails on the postdoc listservs, or email [ismmspostdoc@gmail.com](mailto:ismmspostdoc@gmail.com) for more information.

#### **Mount Sinai Science Policy Group (MSSPG)**

The ISMMS Science Policy Group is run by the PEC and was formed to serve as a platform to connect young researchers who are passionate about science policy and increase science awareness throughout the local community. They explore the ethical, legal, and regulatory issues that arise from biomedical progress and advocate for science-informed policymaking, communication of science to the public, and the continued support of basic and clinical research. More information can be found here: <http://icahn.mssm.edu/education/postdoc/careers/science-policy>.

### **Future Leaders in Science Education and Communication Training Program**

Run by the PEC, this program is designed to equip you with a more desirable skillset, broaden and improve your career readiness for a variety of fields, and enable you to more successfully transition into the workforce when the time comes. The Program consists of two parts:

1. An 8-session training course to give you practical skills to use in actively communicating science to a wide range of audiences including active learning techniques, classroom management, effective evaluation of students/audience, and mentoring. This course is designed to develop and enhance classroom/science communication skills. It is NOT intended to improve English language skills.
  - a. Classes will take place on Wednesday nights from 5:00-7:30 PM, and are taught by an esteemed panel of invited experts.
  - b. Topics include: basic classroom skills, active learning techniques, public speaking and effective storytelling, assessment and evaluation, and science communication for multiple lay audiences.
2. Hands on experience in teaching at the 5<sup>th</sup> grade level OR graduate level to hone your skills and practice your scientific communication.

Throughout the program you will be mentored by your peers and the program faculty to gain feedback on how to improve your teaching and communication. Find more information here:

<http://icahn.mssm.edu/education/postdoc/careers>.

### **Future Leaders in Project Management**

A new course implemented by the PEC and project managers from the Institute of Genetics and Genomics, postdocs will learn skills in project management, budgeting, and relationship management. The course typically runs in October and all announcements will be made through the postdoc listservs.

### **Postdoc Periodical**

This is a monthly newsletter run by postdocs and features science and non-science writing. The newsletter reports on items of interest for all postdocs in addition to features on postdoc publications and awards. Past issues can be found here: <http://icahn.mssm.edu/education/postdoc/life>.

### **Postdoc Alumni**

The Postdoctoral Chapter of the Mount Sinai Alumni provides advice to postdoctoral researchers on career development, brings together scientists working in academia and the life science industries, and encourages and facilitates collaboration. To sign up for the monthly Postdoc Alumni newsletter, go to <http://eepurl.com/bP8kcb>.

### **Career Development Seminars and Workshops**

Typically, once every month there are seminars and workshops on a wide range of topics from grant writing to entrepreneurship. Please check the OPA events calendar for details.

### **Annual Postdoc Symposium**

An annual one-day event, the Postdoc Symposium is part of National Postdoc Week in September. It is run entirely by the Postdoc Executive Committee and features a prominent speaker, workshops and activities that

promote postdoc training endeavors and postdoc seminars. Past speakers include Harold Varmus, former director of NIH and current director of NCI, Shirley Tilghman, President of Princeton University and a leader in the field of molecular biology, Marc Tessier-Lavigne, President of The Rockefeller University and former Chief Scientific Officer of Genentech, Bruce Alberts, former President of the National Academy of Sciences and Editor-in-Chief of Science, Gregory Petsko, Director of the Helen and Robert Appel Alzheimer's Disease Research Institute at Weill Cornell, and Lana Skirboll, Vice President of Academic and Scientific Affairs at Sanofi and former Director of Science Policy at the NIH.

### Postdoc Socials

Typically held in the Icahn building MC level on the last Friday of every month, the PEC organizes socials that offer postdoctoral fellows the chance to interact, network and exchange ideas with one another. These events offer important opportunities to collaborate across departments and to build a network of contacts outside of the lab. Remember to check the calendar for any changes in time or venue: [http://events.mountsinaihealth.org/calendar?event\\_types%5B%5D=39656](http://events.mountsinaihealth.org/calendar?event_types%5B%5D=39656).

## Quality of Life: Supporting Resources

### ISMMS Housing

All postdoctoral fellows are eligible to obtain Mount Sinai housing, which offers subsidized, unfurnished apartments in Manhattan or Parkchester (typically larger in size than those in Manhattan). Applications for housing along with maps to various buildings having Mount Sinai apartments can be found on the Office of Postdoctoral Affairs Website (<http://icahn.mssm.edu/education/postdoc/housing>). If a postdoctoral fellow rejects the initial offer of housing, but later decides to enter Mount Sinai housing, they will no longer have preference and will be placed on a waiting list. The Real Estate Division is located on the 1st floor of 1249 Park Avenue. Please contact the housing manager for more information (212) 410-0307. Housing can also be contacted by email at [housing@mountsinai.org](mailto:housing@mountsinai.org).

### Resource Groups

Various support groups and programs are available at Mount Sinai to provide mentoring and resources relevant to postdocs. These include programs run under the auspices of the following groups. Please check the respective websites for further details.

1. Employee Resource Groups: <http://www.mountsinaihealth.org/about-the-health-system/diversity/employee-resource-groups>
2. Center for Multicultural and Community Affairs: <http://icahn.mssm.edu/about/diversity/cmca>
3. LGBTQ People in Medicine: <http://webcommons.mssm.edu/lgbtq-people-in-medicine/>. See below for more details.
4. Women in Science and Medicine: <https://www.facebook.com/WomenInScienceISMMS>

### LGBTQPiM (LGBTQ People in Medicine)

The LGBTQ+ People in Medicine group is dedicated to improving the visibility and acceptance of the Mount Sinai LGBTQ+ community. We work to develop a safe and supportive academic and professional environment through educational and social opportunities. We advocate for the needs and concerns of LGBTQ+ students, staff and patients through various student-led initiatives. We seek to enhance the Mount Sinai LGBTQ+ community and to



create an open and affirming medical school and hospital system. We welcome people of all genders, sexualities and identities to be involved. To receive emails, sign up here: <http://goo.gl/forms/TQvxgpna1s>. The list will not be shared outside of the LGBTQPIM leadership and all email addresses will be private (bcc'ed).

### Y-Pass

The Postdoc Office and Graduate School have arranged to have free one-day passes to the 92<sup>nd</sup> street Y – an outstanding health/fitness/sports facility located at 92<sup>nd</sup> street and Lexington Avenue. Passes are available every day on a first come, first served basis. Go to <https://www.eventbrite.com/e/y-pass-registration-december-2016-january-2017-tickets-30524261889> and register with your Mount Sinai ID and email.

### Bicycles

Bicycle racks are provided for daily use. All bicycle parking is at the owner's risk. Owners must provide a lock and/or chain to secure bicycles to the racks provided in the basement of the Icahn Building parking garage. Most bicycles are not permitted in Mount Sinai buildings, but exceptions have been made for certain folding bicycles. Bicycles cannot be kept overnight in the parking garage.

### Child Care

Imagine Early Learning Center provides a safe and interactive environment for learning and play for infant, toddler and pre-K children of postdoctoral fellows at Mount Sinai. If you are interested in placing your children here, contact the director as soon as possible as the Center is in high demand. 212 410-2077. [www.imagineelc.com](http://www.imagineelc.com). Additional information is provided by the Mount Sinai Parent program run by the Division of Training and Education, (212) 241-1944, <http://www.facebook.com/groups/229305823848699/> and by the Employee Assistance Program (212) 241-8937.

### Lactation Room

The room is located on the **MC level Room 234** in the same hallway as the employee pharmacy. There are 4 hospital grade pumps, each with a private pumping area, available around the clock for all Mount Sinai postdoctoral fellows. Anyone who would like access to the room can contact Nicole Musumeci: [Nicole.musumeci@mountsinai.org](mailto:Nicole.musumeci@mountsinai.org). Additional information is provided by the Mount Sinai Parent program run by the Division of Training and Education, (212) 241-1944, <http://www.facebook.com/groups/229305823848699/>.

### Buses – Shuttle Service

Mount Sinai provides a shuttle bus service for the Bronx V.A.; Elmhurst and Mount Sinai of Queens; 320 East 94th Street (Adolescent Health Center, Kidney Center, and Human Resources); Saint Barnabas Health Care System, Englewood Hospital; and the 125 Street Metro North Train Station. Schedules are available on the intranet or call (212) 241-0795 (8am – 5pm) and (212) 241-6068 (after hours).

### Food Service

The Plaza Cafeteria, located on the Atrium level of the Guggenheim Pavilion, offers a variety of selections for breakfast, lunch, and dinner and is open M-F, 6:30 - 7:30 with more limited hours on the weekend. Vending machines offer a variety of hot and cold foods and are available for use 24 hours a day, every day of the week throughout the campus. The Starbucks coffee kiosk offers take-out food and is located in the Annenberg Building west lobby. It is open weekdays, excluding major holidays from 6:45 A.M. to 4:30 P.M. and more limited hours on weekends. Seating is in the surrounding Atrium. A take-out food service area is also located in the first floor lobby of the Icahn Building. It serves coffee and light breakfast items, and offers a salad service and light lunches from 7:30 am to 2:30pm. No seating.



The Hess Café offers is located in the first floor lobby of the Hess Center for Science and Medicine building and offers coffee, light breakfast, take-out food, salad service and light lunches from 7.00 am to 3.30 pm. Seating is in the lobby in front of the café.

### **Lost and Found**

Lost property should be reported to the Security Control Center (Annenberg B1-70) or by calling (212) 241-6066. Recovered items should be brought to the same place.

### **Parking**

On-campus parking is extremely limited and ordinarily not available. Since there is no overnight parking permitted, all cars must be removed prior to the closing of the parking garage each morning at 1:00 A.M. The Security Department maintains information on neighborhood garages offering daily and monthly rates. This information can be picked up from the Security Office, 19 East 101st Street, first floor. You may receive information by calling 212 241-6089.

### **Recreation Office**

The Recreation Office is a great resource for Mount Sinai postdoctoral fellows. It offers discount tickets to Broadway and off-Broadway shows, concerts, operas, sporting events and other events in New York City. Discounts are also available for health clubs, spas and for tourist activities like Circle Line cruises and amusement parks. Discounts are available for certain hotels, restaurants, car rental services, travel packages, magazines, and many other items. The Recreation Office also maintains listings of city recreational facilities that are available (ice skating, swimming pools, tennis courts, handball courts, and so on). You can also find out what the office currently offers using links from their website: <http://icahn.mssm.edu/education/student-resources/resources-for-current-students/recreation-office/> or by stopping at 19 East 98 Street, Room 2F. Hours: M - F, 11:00am- 5:15pm and with extended hours on Wed from, 8:00am - 9:00am (212) 2416660.

### **Security Department**

The goal of the security department is to provide a secure environment for all who use Mount Sinai facilities. The Department enforces the Mount Sinai policy that requires all postdoctoral fellows to wear Mount Sinai identification within the complex. ID cards must be displayed upon entering all buildings and worn while on the premises. The Main Security Office is located at 19 East 101st Street, first floor, and Security Guard stations are located at the entrance to all buildings on the campus. Your personal security is of paramount importance. For this reason Security will, upon request, provide escorts within Mount Sinai and to on-campus residences. Call X46068/9 approximately 10 to 15 minutes prior to departure. It is the policy of Mount Sinai that no Mount Sinai equipment or property of whatever nature (including but not limited to microscopes, slide boxes, and so on) may be removed from the premises without a Mount Sinai Property Pass. Property passes are available from your Department Administrative Office. Personal property is often the object of theft and for that reason you may also be required to obtain a Personal Property Pass to leave with computers or cameras or other personal items belonging to you. Packages will be inspected by security officers at entrances and exits. Security is a function that requires the cooperation of everyone at Mount Sinai. Postdoctoral fellows are requested to dial "60" on any phone in the event of any emergency or when suspicious activities are observed. All other times, when the assistance of the Security Department is needed, dial X46068/9. Information concerning the regulations and Mount Sinai crime statistic information is available through the U.S. Department of Education web site for campus crime statistics ([www.ope.ed.gov/security](http://www.ope.ed.gov/security)).

### **Banking**

ATM – Located in Guggenheim Pavilion outside the Plaza Cafeteria.

### **Business Cards and Professional Portraits**

Please contact The Office of Career Services and Strategy if you would like to obtain business cards or professional portraits.

## **13. Institutional Policies**

The following are Mount Sinai Policies. They were not developed uniquely for postdoctoral fellows and apply to all personnel.

### **C-14 Training and Certification:**

The New York City Fire Department (FDNY) requires that a person having C-14 certification be in the lab at all times that the lab is operational. Since postdocs can often be the only person in a lab, this training is essential. One can obtain certification by attending a training session covering FDNY-approved laboratory safety procedures, offered on the premises by Mount Sinai Environmental Health and Safety office (EnvHS) and submitting several documents (see below). This training is mandatory for all ISMMS postdocs, graduate students and technicians working in wet labs (i.e. those not working in wet labs are exempt) and should be completed as rapidly as possible. Failure to complete the certification can result in fines for your lab and for ISMMS. Any questions that arise about the process should be directed to EnvHS: Sal Tranchina, Senior Director 212-659-9045 or Hector Maldonado, Program Manager, 212-241-4132.

The process:

1. C-14 classes are held periodically and are announced by email. In addition to providing information on the training session, the email announcements will have several attached forms/documents that must be read and/or completed prior to attending a class. Alternatively, your department administrator will have the necessary documents.
  2. The C-14 Study Material. This is the material that the class will cover.
  3. A notarized\* letter from the Postdoc's Supervisor / PI stating that the Postdoc has a reasonable understanding of the mandatory FDNY Laboratory Safety training manual. Examples are provided.
  4. A notarized\* statement from the Postdoc stating that he/she is being issued a C-14 Certificate of Fitness for The Supervision of Chemical Laboratories by the FDNY on the basis of his/her experience, education, and understanding of the specific facilities' requirements governing the operation of chemical laboratories.
  5. Postdocs must present evidence of academic degree(s) indicating specific course of study and/or transcript to verify college science courses. Degrees issued from outside the United States shall be evaluated by FDNY.
  6. A Certificate of Fitness Application. Each postdoc must attest that he / she has studied the C-14 materials (the C-14 Study Material) prior to attending the mandatory training class. Due to "FDNY
-

affirmation” requirements it is essential that all applicants review the material prior to attending the on campus training.

7. Attend the class and take the quiz.
8. Documents are deposited at the end of the training session and EnvHS will submit to FDNY.
9. \$25.00 made payable to the FDNY must accompany each Postdoc’s application. The fee will be paid by individual department purchase orders (NOT by postdocs). Your department administrators will be able to help you with this and with questions about the documentation that is needed.
10. Your picture is required on the certificate. At the training class, EnvHS will take your picture and submit a 2x2 color photo of each Postdoc along with the other documentation.

\* Ask your department administrator to find out who in your department is a notary or where you should go to have your documents notarized.

The C -14 certificate needs renewal every 3 years. For renewal, follow the instructions on your reminder notice or go to <https://www1.nyc.gov/nycbusiness/description/cof-c14/operation> for details on how to renew online or by mail.

### **Affirmative Action Policy (June 2011)**

It is the policy of the Icahn School of Medicine at Mount Sinai that all decisions regarding educational and employment opportunities and performance are made on the basis of merit and without discrimination because of race, gender, color, creed, age, religion, national origin, citizenship, disability, veteran status, marital status, sexual orientation, genetic predisposition, or any other characteristic protected by law.

In keeping with our continuing efforts to achieve a broadening of the representation of women and minority groups throughout the medical school, we have:

A. Developed an Affirmative Action Program that details actions designed to realize the School’s commitment to equal educational and employment opportunities.

B. Insured our compliance with Federal, State and Local laws and regulations implementing equal opportunity objectives by meeting the spirit as well as the letter of the law and contractual requirements.

We cannot over-emphasize our commitment to the realization of these goals. Every decision affecting faculty, house staff, postdoctoral fellows, graduate students, employees, and medical students and other members of the medical school community rests solely on demonstrably valid criteria of merit, competence and experience. Additional information concerning Mount Sinai’s Affirmative Action Program, its interpretation and/or application may be obtained from the Affirmative Action Office located at 1245 Park Avenue, Ground Floor.

### **Harassment Policy (June 2011)**

#### **Statement of Purpose**

Harassment has become an increasingly prominent national concern in the workplace and in academic

institutions. ISMMS regards any behavior that is harassing, discriminatory, or abusive as a violation of the standards of conduct required of all persons associated with the academic mission of the institution. The ideal of American medical, graduate and postgraduate education is to create an environment that nurtures respect and collegiality between educator and student. In the teacher-student relationship, each party has certain legitimate expectations of the other. For example, the learner can expect that the teacher will provide instruction, guidance, inspiration, and leadership in learning. The teacher expects the learner to make an appropriate professional investment of energy and intellect to acquire the knowledge and skills necessary to become an effective physician or scientist. The social relationships required in the achievement of this academic ideal – mentor, peer, professional, staff – require the active trust of partnership, not the dependence of authoritarian dominance and submission.

ISMMS is responsible for providing a work and academic environment free of sexual and other forms of harassment. The institution may pursue any complaint of harassment known to it in order to achieve this goal. A Grievance Committee (the “Committee”) was established in 1992 to serve as an educational resource to the medical school community on issues relevant to harassment and to address complaints of sexual harassment and other forms of harassment and abuse as defined below. Complaints about implementation of school policies concerning appointment, promotion, and distribution of resources, including notification requirements associated with these policies, will not be addressed by this Committee unless they involve, in addition to those complaints, an allegation of harassment or abuse as defined below. The Committee (and an appointed Investigative and Hearing Board (the “Board”) under Paragraph IV.C.2. below, if any) may only consider complaints of harassment and abuse brought by any faculty member, medical or graduate student, house staff or postdoctoral fellow against any other such member of the School community. Complaints by and against other employees of ISMMS will be handled by other appropriate existing grievance mechanisms (e.g., those available through Human Resources). The Committee may act (at the Committee’s discretion) before or after other action(s) an individual may take to exercise his/her rights both within and outside the institution.

The Committee will attempt, whenever possible, to emphasize mediation and conciliation. It will rely on discreet inquiry and trust in dealing with complaints that are brought for its consideration. Confidentiality will be maintained to the maximum extent possible consistent with the need to investigate complaints and with the requirements of the law. Full cooperation with the Committee and an appointed Board, if any, is required of all members of the community.

To ensure an environment in which education, work, research, and discussion are not corrupted by abuse, discrimination and harassment, the following statement has been created to educate members of the academic community about what constitutes harassment and about the mechanism for the receipt, consideration, and resolution of complaints.

#### **Definitions of Unacceptable Behavior**

Certain behaviors are inherently destructive to the relationships that are required in a community organized to provide medical and graduate education. Behaviors such as violence, sexual and other harassment, abuses of power and discrimination (based on race, color, religion, national origin, gender, sexual orientation, veteran status, age, disability, citizenship, marital status, genetic predisposition or any other characteristic protected by law) will not be tolerated.

A. Sexual Harassment is defined as unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic success.
2. Submission to or rejection of such conduct by an individual is used as a basis for employment or academic decisions affecting such an individual.
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive work or academic environment. Sexual harassment is a violation of institutional policy and of city, state, and federal laws. Sexual harassment need not be intentional to violate this policy.

Examples of sexual harassment include, but are not limited to:

- sexual assault
- inappropriate sexual advances, propositions, or demands
- unwelcome physical contact
- inappropriate persistent public statements or displays of sexually explicit or offensive material which is not legitimately related to employment duties, course content, or research
- threats or insinuations which lead the victim to believe that acceptance or refusal of sexual favors will affect his/her reputation, education, employment, or advancement
- derogatory comments relating to gender or sexual orientation

In general, though not always, sexual harassment occurs in circumstances where the harasser has some form of power or authority over the life of the harassed. As such, sexual harassment does not fall within the range of personal private relationships. Although a variety of consensual sexual relationships are possible between medical supervisors and trainees, such relationships raise ethical concerns because of inherent inequalities in the status and power that supervisors wield in relation to trainees. Despite the consensual nature of the relationship, the potential for sexual exploitation exists. Even if no professional relationship currently exists between a supervisor and a trainee, entering into such a relationship could become problematic in light of the future possibility that the supervisor may unexpectedly assume a position of responsibility for the trainee.

B. Discrimination is defined as actions on the part of an individual, group or institution that treat another individual or group differently because of race, color, national origin, gender, sexual orientation, religion, veteran status, age, disability, citizenship, marital status, genetic predisposition, or any other characteristic protected by law. Discrimination or harassment on the basis of these characteristics violates federal, state, and city laws and is prohibited and covered by this policy.

C. Abuse is defined, for purposes of this policy, as behavior that is viewed by society and by the academic community as exploitative or punishing without appropriate cause. It is particularly objectionable when it involves the abuse of authority.

Examples of behavior that may be abusive include, but are not limited to:

- habitual conduct or speech that creates an intimidating, demeaning, degrading, hostile, or otherwise seriously offensive working or educational environment
- physical punishment
- repeated episodes of verbal punishment (e.g. public humiliation, threats, and intimidation)

- removal of privileges without appropriate cause
- grading or evaluations used to punish rather than to evaluate objective performance
- assigning tasks solely for punishment rather than educational purposes
- repeated demands to perform personal services outside job description
- intentional neglect or intentional lack of communication
- requirements of individuals to perform unpleasant tasks that are entirely irrelevant to their education and employment that others are not also asked to perform

Constructive criticism, as part of the learning process, does not constitute harassment. To be most effective, negative feedback should be delivered in a private setting that fosters free discussion and behavioral change.

### **Grievance Committee**

A. Purpose. The Committee is charged with addressing any complaint of harassment or abuse brought by any member of the faculty, medical or graduate student, house staff officer or postdoctoral research fellow against any other such member of the school community.

B. Composition of the Committee. The Committee will consist of 22 members. Among these will be two (2) with counseling experience, two (2) medical students, two (2) graduate students, two (2) house staff, two (2) faculty with administrative appointments, and two (2) research postdoctoral fellows. Faculty members of the Committee will be representative of both basic science and clinical, junior and senior faculty. Every effort will be made to have the Committee reflect the full diversity of the medical school population. The Chairperson of the Committee (the "Chairperson") shall be a faculty member with experience in counseling and who does not have an administrative appointment. All members of the Committee, including the Chairperson, will be appointed by the Dean after consultation with relevant groups in the school. Faculty will serve staggered three-year renewable terms; students, postdoctoral fellows, and house officers will serve renewable one-year terms.

### **Grievance Procedures**

A. Any member of the faculty, any medical or graduate student, house officer, or postdoctoral research fellow who believes that he or she has been harassed or abused by any other such member of the School community may contact any member of the Committee or the Chairperson to seek advice, or may submit a written complaint to the Committee. The Committee member contacted can discuss the matter with the complainant, advise the complainant of his/her alternatives in pursuing the complaint, including, if the complainant agrees (and where permitted by law), helping the complainant to resolve the complaint informally without revealing the complainant's name. Such help may include, but is not limited to, assisting the complainant in drafting a letter to the alleged offender asking that he/she stop the behavior, or coaching the complainant in preparation for a conversation with the alleged offender. The complainant may ask the Committee member to meet directly with the person accused to seek a resolution. If the complaint includes an alleged violation of law, the Committee member initially contacted must bring the complaint to the full Committee, the complaint must be fully documented and investigated, and a report made to the Dean.

B. Upon request of the complainant to the Committee member originally contacted, or upon receipt of written complaints to the Committee, or when required by law, the complaint, with the names of the complainant, respondent and department withheld, will be discussed by the Committee at its next regular meeting.

C. Following discussion of the complaint, the Committee has two options:

1. It can decide that even if the allegation is true, it does not constitute harassment or abuse. The complainant will be notified of the finding and can be offered guidance and/or assistance in resolving the matter, or be referred to another, more appropriate, venue such as the Human Resources, the Faculty Relations Committee or a Tenure Review Committee to pursue the complaint.
2. It can decide that the allegation is sufficiently serious to warrant further investigation. Unless previously submitted, the complainant will be requested to submit a full written account of the complaint. Upon receipt of the written complaint, the Chairperson will appoint a five-member Board and two alternates.

The Chairperson will serve as chair of the Board (or, in case of conflict of interest or other inability to serve, appoint another Committee member) and will appoint at least four (4) additional individuals and at least 2 alternates to consider the complaint. Students, postdoctoral fellows, and house staff members are to be excluded from the Board in cases involving a faculty member alleging harassment by another faculty member. In cases involving a student, postdoctoral fellow, or house staff member (either as an accuser or accused), at least one of the members of the Board will be from the same group. Each Board will have at least one member with experience in counseling, and at least three (3) faculty.

D. Upon selection of the Board, the complainant will be notified of the names of Board members, and will have 48 hours from receipt of such notification to challenge, in writing, any member for cause. The respondent will be notified that a complaint has been brought against him/her, the name of the complainant, the nature of the complaint and the names of the members of the Board. The respondent shall also have 48 hours from receipt of notification to challenge, in writing, any member of the Investigative Board for cause. In the event of a challenge, the Chairperson will decide on the merits and replace Board members if necessary. In the event that the Chairperson is unable to appoint a sufficient number of members not disqualified for cause, the Dean will appoint additional members.

E. Investigative and Hearing Board Procedures: The preliminary stages of the investigation will consist of meetings of one or more members of the Board with the complainant, respondent, and other members of the community who might have relevant information. In the event that preliminary meetings have been held, all information obtained in these meetings will be shared with the entire Board. In all meetings, confidentiality will be stressed.

The respondent will receive the full written complaint with the supporting documentation provided by the complainant to the Board and will be afforded two weeks to provide a written response. This response will be distributed to the Board and provided to the complainant. The Board will then hold one or more hearings, which the complainant and respondent will attend, either individually or together, along with any other witnesses the Board deems relevant to the complaint. At the hearing, each of the parties may be accompanied by an advisor, who is a member of the Mount Sinai community, but who is not a lawyer, and who will not function as an advocate during the hearing.

At the close of the hearing(s), the Board will deliberate the findings without the presence of either the complainant or the respondent.

Upon concluding its deliberations, the Board will vote on whether or not there has been a violation of this



policy based on a majority vote. Recommendations for remedial actions will be discussed. A full report will be drafted, including the findings, vote and recommendations of the majority. It will then be submitted to the Dean.

The Board's written report will include:

1. a determination that a violation of this policy did or did not take place
2. a listing of its findings of fact
3. a summary of the written submissions of the parties
4. a summary of testimony at the hearing
5. a summary of evidence gathered during the investigation
6. the conclusions it has drawn from this material
7. its recommendation for action to be taken by the Dean.

The Board may recommend sanctions based on the severity of the offense. Sanctions may include, but are not limited to, verbal reprimand, written reprimand, changes in job responsibilities, suspension, discharge, and expulsion.

F. Dean's Review: The Dean may accept or reject conclusions and/or recommendations of the Board. However, in the event the Dean does not accept either the Board's conclusions or its recommendations, he/she will meet with the Board to discuss the reasons for the rejection before recording a final decision on the matter.

The Dean will convey his/her decision in writing to the complainant, respondent, and the Board.

#### **Protection from Retaliation**

All individuals involved in registering a complaint, serving as representatives for the complainant or respondent, as witnesses, or on the Committee will be free from any and all retaliation or reprisal or threats thereof. This principle applies with equal force after a complaint has been adjudicated. Upon submission of a complaint or threat of retaliation, the Committee will review the facts and recommend appropriate action.

The Office of the Ombudsperson is available as a confidential resource.

#### **Reevaluation of Procedures**

The Committee will review the grievance procedures periodically. Proposed changes, approved by a majority of the Committee, must be reviewed and approved by the Office of the General Counsel before being implemented.

# Appendix

## Code of conduct for postdoctoral trainees and their mentors

This code of conduct between postdoctoral trainees and their mentors provides guidelines for effective training and mentoring that every postdoctoral trainee is entitled to. Postdoctoral training is a transitional position and an integral component of new investigators' preparation for career advancement as scientific professionals. Postdoctoral trainees typically join an institution to further their training in a chosen discipline after obtaining their terminal degree (e.g., Ph.D., M.D.). This training is an apprenticeship in which trainees work under the supervision of an investigator who is qualified to fulfill the responsibilities of a mentor. A postdoctoral trainee should be allowed and encouraged to undertake scholarship, research, and teaching activities that together further his/her training experience that is essential for career advancement, while working towards independence as a scientific professional.

### Core Principles of Postdoctoral Training

#### 1. Institutional Commitment

Institutions that appoint postdoctoral trainees are committed to maintaining the highest standards of training and to providing a program sufficient to ensure that when completed, the trainee can function independently as a scientific professional. ISMMS will provide institutional oversight for:

- Appointment: term of appointment, vacation and sick days, number of work hours per week.
- Postdoctoral trainees are appointed for successive one-year terms not to exceed five years, with exceptions granted only after review of the circumstances by the Office of Postdoctoral Affairs. The initial appointment of a postdoctoral fellow can be made for longer terms at the discretion of the mentor. The letter of appointment signed by the mentor should state the initial term of appointment and beginning salary level. The mentor has the responsibility to evaluate progress, and make decisions regarding the duration of the total training period.
- ISMMS (hiring department and/or mentor) will provide transparency about the source of funding for the postdoctoral salary and the extent of grant support so that the postdoctoral trainee can make well-timed, informed decisions about their career options.
- Stipend/Salary: will be equal to or above the ISMMS-mandated minimum requirement based on years of post-PhD experience.
- Benefits: health insurance (including dental, vision), life insurance, and retirement plan (employee contribution only).
- Access to housing for 3 years with a possibility of extension on case-by-case basis.
- Assistance from the International Personnel Office for trainees from outside the USA
- Vacation: Each year, postdoctoral fellows are entitled to a minimum of fifteen (15) paid vacation days (business days, Monday to Friday), in addition to the eight (8) legal holidays and twelve (12) sick days.
- In the case that a postdoc needs to work on a legal holiday, another day will be supplemented at the postdoc's preference.
- There is no compensation for vacation time not taken.
- Mentors should be advised in advance as to the postdoctoral fellows' vacation plans and should approve all time away. Mentors and postdocs should agree on a tentative vacation plan for 6 months at a time. This mutual agreement should be confirmed in writing, e.g.: by email confirmation.
- Working hours: Every postdoc is entitled to protected time for career development time and personal time. This entails that work hours be reasonable and agreed upon.
- Grievance procedures: ISMMS maintains and will make available policies and procedures for handling

grievances and complaints relating to unprofessionalism, harassment or violations of these guidelines. If grievance issues arise, please contact the Office of Postdoctoral Affairs.

## ***2. Scope of Postdoctoral Training***

Scientific training: Individuals should be trained to independently formulate meaningful hypotheses, design and conduct interpretable experiments, adhere to good laboratory practices, analyze results critically, understand the broad significance of their research findings, and uphold the highest ethical standards in research.

Professional training: The development of additional skills – including oral and written communication, grant writing, presentation skills, teaching, laboratory management – are considered integral to this training. Such skills may be developed by attendance at career development seminars and workshops offered by ISMMS and other professional organizations, participation at the one-day ISMMS Annual Postdoc Symposium, service on institutional committees and internships.

### ***2.1 Importance of Mentoring in Postdoctoral Training***

Effective mentoring is critical for postdoctoral training and requires that the primary mentor dedicate substantial time to ensure personal and professional development. A good mentor builds a relationship with the trainee that is characterized by mutual respect and understanding. Attributes of a good mentor include being approachable, available, and willing to share his/her knowledge; listening effectively; providing encouragement and constructive criticism; and offering expertise and guidance. Identifying a secondary mentor supplemental to the primary mentor is encouraged. A secondary mentor will provide additional breadth of knowledge and address concerns and questions that arise during the course of postdoctoral training that are outside of the primary mentor's scope.

### ***2.2 Fostering Breadth and Flexibility in Career Choices***

Postdoctoral Trainees should pursue training experiences of sufficient breadth to ensure that they are prepared to pursue a wide range of professional career options. Exposure to a wide variety of professional activities – (e.g., teaching, clinical or industrial) are important activities which can expand a postdoctoral fellow's' career options. Effective and regular career guidance is essential and should be provided by the mentor and the institution, including individual plans as well as group seminars on career development.

## ***Commitments of Postdoctoral Trainee***

- Postdoctoral Trainees acknowledges that they have the primary responsibility for the development of their own careers. They recognize that they must assess realistic career opportunities and follow a path that matches their individual skills, values, and interests. Postdoctoral Trainees will initiate and complete a individual development plans (IDPs) in co- ordination with their mentors. IDPs will outline the short-term and long-term goals for professional development. Suggested resource: <http://myidp.sciencecareers.org>
- Postdoctoral Trainees will develop a mutually defined research project with their mentors that include well-defined goals and timelines. Ideally, this project should be outlined and agreed upon at the time of the initial appointment or developed within the first 6 months. Postdoctoral Trainees will ask for guidance if the project is not progressing as expected. Suggested resource: List of grants available to postdoctoral trainees maintained by the Office of Postdoctoral Affairs and available on the website.
- Postdoctoral Trainees will perform their research activities conscientiously, maintain good research records, and catalog and maintain all tangible research materials that result from the research project.
- Postdoctoral Trainees will respect all ethical standards when conducting theirs research, including compliance with all institutional and federal regulations as they relate to responsible conduct in research,

privacy and human subjects research, animal care and use, laboratory safety, and use of radioisotopes. Postdoctoral Trainees recognize that this commitment includes asking for guidance when presented with ethical or compliance uncertainties and reporting on breaches of ethical or compliance standards. Postdoctoral Trainees will undergo the training (as required for the project) for privacy and human subjects research, animal care and use, laboratory safety, and use of radioisotopes, which are handled by the hiring department.

Mandatory: Responsible Conduct in Research training in first year and training and scheduling handled by the Office of Postdoctoral Affairs.

- Postdoctoral Trainees will show respect for and will work collegially with their coworkers, support staff, and other individuals with whom they interact. Suggested resource: Leadership and Effective Communication Course for postdocs.
- Postdoctoral Trainees will endeavor to assume progressive responsibility and management of their research project(s) as it matures. Postdoctoral Trainees recognize that assuming responsibility for the conduct of research projects is a critical step on the path to independence.
- Postdoctoral Trainees will seek regular feedback on their performance and ask for a formal evaluation at least annually.
- Postdoctoral Trainees will have open and timely discussions with their mentors concerning the dissemination of research findings and the distribution of research materials to third parties.
- Postdoctoral Trainees recognize that they have embarked on a career requiring “lifelong learning.” To meet this obligation Postdoctoral Trainees must stay abreast of the latest developments in their scientific fields through review of the literature, regular attendance at relevant seminars, and attendance at scientific meetings. Suggested resource: Office of Postdoctoral Affairs travel grants and ad hoc training grants, such as those to attend New York Academy of Sciences sessions.
- Postdoctoral Trainees will actively seek opportunities outside the laboratory (e.g. professional-development seminars and workshops in oral communication, scientific writing, and teaching) to develop the full set of professional skills necessary to be successful for their chosen careers. Suggested resources: Sinai Postdoc Science Communications Group, Future Leaders in Science Communication and Education Training Program, Career Development seminars, SINAIInnovations, CEYE Outreach Programs, Mount Sinai Innovation Partners internship program, Annual Postdoctoral Symposium, New York Academy of Sciences events.
- At the end of their appointment, in accordance with institutional policy, Postdoctoral Trainees will leave behind all original notebooks, computerized files, and tangible research materials so that other individuals can carry on related research. Postdoctoral Trainees will also work with their mentors to submit the research results for publication in a timely manner. Postdoctoral Trainees can make copies of their notebooks and computerized files, and have access to tangible research materials that they helped to generate during their postdoctoral appointment according to institutional policy.
- Postdoctoral Trainees will complete an Exit Interview form with The Office of Postdoctoral Affairs within one month of their anticipated departure from ISMMS.

#### Commitments of Mentor(s)

The postdoc mentor:

- Acknowledges that the postdoctoral period is a time of advanced training intended to develop the skills

needed to promote the independent career of the postdoctoral trainee. Guidelines: National Postdoctoral Association skills list  
at: <http://c.ymcdn.com/sites/www.nationalpostdoc.org/resource/resmgr/Docs/competency-checklist.pdf>

- Will ensure that a mutually agreed upon set of expectations and goals are in place at the outset of the postdoctoral training period, and will work with the postdoctoral trainee to create an individual career development plan. Suggested resource: <http://myidp.sciencecareers.org>
- Will ensure that the postdoctoral trainee is informed about and has access to the full range of benefits.
- Will ensure the trainee is paid at least the minimum Mount Sinai-mandated salary level, commensurate with their post-graduation experience, and will ensure that their salary is increased every year according to the Mount Sinai scale.
- Will strive to maintain a relationship with the postdoctoral trainee that is based on trust and mutual respect. The mentor acknowledges that open communication and periodic formal performance reviews, conducted at least annually, will help ensure that the expectations of both parties are met. This meeting for a formal review is in addition to periodic meetings for discussion of scientific progress and career development.
- Will promote all ethical standards for conducting research including compliance with all institutional and federal regulations as they relate to responsible conduct in research, privacy and human subjects research, animal care and use, laboratory safety, and use of radioisotopes. The mentor will clearly define expectations for conduct of research in the lab and make time available to discuss ethical concerns as they arise.
- Will strive to improve on mentoring skills (e.g., by attending available programs offered by Mount Sinai).
- Will ensure that the postdoctoral trainee has sufficient opportunities to acquire the skills necessary to become an expert in an agreed upon area of investigation. To accomplish, this the mentor will ensure that the postdoctoral trainee:
  - has sufficient resources to perform their research effectively, including access to computers and data storage, and bench space.
  - has a well-defined project that does not overlap with current trainees in order to promote a collaborative rather than competitive laboratory environment.
  - obtains guidance from the mentor on the trainee's project when requested and will help in overcoming any problems Postdoctoral Trainees may face.
- Will provide the trainee with the required guidance and mentoring, and will seek the assistance of other faculty and departmental/institutional resources when necessary. Although the mentor is expected to provide guidance and education in technical areas, mentors recognizes that they must also educate the postdoctoral trainee by example and by providing access to formal opportunities/programs in complementary areas necessary for a successful career.
- Will provide a training environment that is suited to the individual needs of the postdoctoral trainee in order to ensure their personal and professional growth. Mentors will encourage a progressive increase in the level of responsibility and independence to facilitate the transition to a fully independent career.
- Will encourage the interaction of the postdoctoral trainee with fellow scientists both intra- and extramurally and encourage the trainee's attendance at professional meetings to network and present research findings.

Mentors, where possible, will endeavor to contribute financially to the trainee's attendance at scientific

meetings – this would include the cost of transport, conference registration, membership dues and lodging.

- Will ensure that the research performed by a postdoctoral trainee is submitted for publication in a timely manner and that Postdoctoral Trainees receives appropriate credit for the work they perform. Mentors will acknowledge Postdoctoral Trainees contribution to the development of any intellectual property and will clearly define future access to tangible research materials according to institutional policy. Mentors will ensure that there is an agreement in place regarding future research directions to allow Postdoctoral Trainees to establish an independent research direction in future positions.

- Mentors recognize that there are multiple career options available for a Postdoctoral Trainees and will provide assistance in exploring appropriate options. The mentor recognizes that not all Postdoctoral Trainees will become academic faculty. To prepare a Postdoctoral Trainees for other career paths, mentors will direct Postdoctoral Trainees to the resources that explore non-academic careers, and discuss these options.

Reference: <http://www.nationalpostdoc.org/?Opportunities>, <http://sciencecareers.sciencemag.org/>, [www.postdoctraining.com](http://www.postdoctraining.com)

- Mentors will commit to being a supportive colleague to postdoctoral trainees as they transition the next stage of their career and to the extent possible, throughout their professional lives. Mentors recognize that the role of a mentor continues after the formal training period.

Suggested resource: <http://www.nature.com/nature/journal/v447/n7146/full/447791a.html>

These guidelines and policies serve both as a pledge and a reminder to Postdoctoral Trainees and their mentors trainees that their conduct in fulfilling their commitments to one another should reflect the highest professional standards and mutual respect.



## International Postdoc Teaching Policy

Experience in teaching enables Postdoctoral Fellows to develop educational skills that enhance their interactions with other trainees in the laboratory. It also helps to develop oral presentation skills to enhance the presentation of research findings. For Fellows planning a career path that includes an educational component, such experience can often be a requirement.

In an effort to provide postdoctoral fellows additional teaching opportunities during their training, teaching placements may be sought at neighboring institutions. Given that the majority of postdoctoral fellows at Mount Sinai are offered J-1 Research Scholar visas, this policy is applicable to them. However, postdoctoral fellows who are employment authorization document (EAD) holders as well as other visa category holders, such as E-3, H-1B, or TN, will need to contact International Personnel to discuss any amendments to their petitions which may be necessary **prior to accepting teaching opportunities.**

### **Occasional Lectures & Short Term Consultations for J-1 Scholars**

Icahn School of Medicine at Mount Sinai sponsored J-1 exchange visitors who are in the “research scholar” category may obtain permission to engage in and receive payment for “occasional lectures and short-term consultations” outside of their primary program at Mount Sinai. This activity must be pre-approved by International Personnel and must support (and not interfere with) your original J-1 research program activity.

### **Parameters of the requested activity:**

1. Must be directly related to the objectives of your J-1 program at Icahn School of Medicine at Mount Sinai
2. Must be incidental to, and not interfere with, your primary research program activities at Icahn School of Medicine at Mount Sinai
3. May not be on-going (must have a specific start & end date)
4. Must not delay the completion of your Icahn School of Medicine at Mount Sinai research program
5. You must act as an independent contractor (not an employee) in the activity
6. You must obtain a letter of authorization from International Personnel in order to receive payment

### **Required paperwork to request International Personnel authorization for the activity:**

Please obtain the following documents and submit to your International Personnel Immigration Specialist:

- Letter from the institution or company (on letterhead) stating the terms and conditions of the offer, including:
  - Duration (specific start and end dates) of activity
  - Number of hours expected to complete the activity
  - Field or subject of activity
  - Amount of compensation
  - Description of activity
- Letter from your Icahn School of Medicine at Mount Sinai faculty host or department chair (after consulting with the faculty host) that recommends the activity and explains how it will enhance your J-1 program at the Icahn School of Medicine at Mount Sinai (see draft template on next page). The letter must also state that the activity will not interfere with your Mount Sinai research, teaching, or other program activities.

Upon receipt of the request, your International Personnel Immigration Specialist will review the paperwork to determine if the requested activity is warranted and satisfies the requirements outlined by the Department of State. If the activity is permissible by Department of State standards, International Personnel will issue a letter authorizing the activity and update the DS2019 to reflect an additional site of activity and funding. Please plan accordingly and allow 10 business days for International Personnel processing.



Icahn  
School of  
Medicine at  
Mount  
Sinai

[Date]

RE: [insert name of post doc]

Dear International Personnel:

Dr. [insert name of post doc] has been invited to teach at [insert name of institution] as [insert title] from [insert dates]. The assignment will require [insert number of hours per week/schedule] in addition to his/her Postdoctoral Fellow duties at [insert name of lab/department].

This opportunity will benefit his/her exchange program in the following ways:

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Dr. [insert name] has been making very good progress on his/her research and I am confident that his/her participation in this position will not interfere with his/her Mount Sinai research, teaching, or other program activities.

I will coordinate with department Administrator to alert International Personnel in the event that these dates or program activities change in any way.

Sincerely,

Supervisor's Name, Title, etc.