

Faculty and Staff Handbook



**Wallace H. Coulter Department of
Biomedical Engineering**
Georgia Tech College of Engineering and Emory School of Medicine



EMORY
UNIVERSITY

The purpose of the Coulter Department faculty and staff handbook is to present selected, relevant, department-related information. It is not exhaustive in coverage. Send updates to bmehandbook@bme.gatech.edu

Additional links:

The Emory University faculty handbook can be found at: <http://provost.emory.edu/faculty/handbook>

The Georgia Tech faculty handbook can be found at: http://www.policylibrary.gatech.edu/faculty_handbook

**Wallace H. Coulter Department of Biomedical Engineering
at Georgia Tech and Emory University**

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PREAMBLE

The purpose of this document is to provide information for use by the faculty and staff of the Wallace H. Coulter Department of Biomedical Engineering (BME) at Georgia Tech and Emory University concerning regulations and procedures applicable to the daily conduct of instructional, research, and service functions of the Department.

This document is not intended to be an exhaustive set of rules. The policies and procedures of the Board of Regents of the University System of Georgia, both present and future, as well as those issued by the upper administration of the Georgia Institute of Technology, automatically supersede the contents of this handbook as they pertain to departmental operations on the Georgia Tech campus.

Similarly, for departmental operations on the Emory campus, the policies and procedures of Emory University, both present and future, automatically supersede the contents of this handbook.

1. INTRODUCTION TO THE WALLACE H. COULTER DEPARTMENT

Overview

The Wallace H. Coulter Department of Biomedical Engineering is a unique partnership and a spectacular success story. The department is dedicated to improving health and well-being by fostering the next generation of leaders in biomedical engineering worldwide. Our biomedical engineering Bachelor's, Master's and Doctoral degree programs are consistently recognized among the best in the world.

The growth of the department has been organic and builds on a strong foundation of successful research and educational programs. There are two compelling factors driving this growth. First, there remain unmet clinical needs – like tackling debilitating conditions such as Parkinson's, Alzheimer's, cancer, arthritis, cardiovascular and neurological diseases, and immune disorders. Second, biomedical engineering at Georgia Tech and Emory attracts some of the brightest undergraduate and graduate students, from Georgia and every corner of the world, and our growth will better help us spark their curiosity, instill scientific rigor, and develop future leaders of our society.

Mission

The mission of the Biomedical Engineering Department is twofold: to educate and prepare students to reach the forefront of leadership in the fields of biomedical engineering; and to impact health care significantly by assembling a world class faculty who shape the cutting edge of research in key biomedical areas.

History

1993	Georgia Tech and the Emory School of Medicine collaborate to become one of three centers in the U.S. to receive a Whitaker Foundation Biomedical Engineering program development grant.
1997	Georgia Tech Provost and Vice President Michael E. Thomas and the Emory Dean of Medicine Thomas J. Lawley established an advisory committee of Georgia Tech and Emory faculty to address new opportunities in biomedical engineering. The Committee met initially on June 2, 1997 and was charged to develop a set of recommendations for an innovative and unique Department of Biomedical Engineering joint with Georgia Tech and Emory, to enable both institutions to maximize research and educational opportunities in fields of intersecting biomedical interest. The Department of Biomedical Engineering is approved and Don Giddens is named as inaugural Department Chair.
2001	Wallace H. Coulter Foundation commits \$25 million to the Biomedical Engineering Department. The Department is renamed the Wallace H. Coulter Department of Biomedical Engineering.
2000	The Department assumed the name of Wallace H. Coulter, who was recognized as one of the most influential engineers in the twentieth century through his entrepreneurial efforts in shaping the fields of automated cell analysis and hematology. First PhD and undergraduate students enroll. Department wins a \$16 million leadership development grant from the Whitaker Foundation.
2003	Larry V. McIntire becomes Chair on July 1, 2003 (retires July 1, 2013)
2004	First class of 32 biomedical engineering undergraduates conferred degrees.
2009	First 5 students enroll in the Peking University (PKU) joint program.
2010	The Biomedical Research and Opportunities Society was founded in 2010 and went on to become Georgia Tech's "Best New Organization" for the academic year

2013	The Georgia Institute of Technology and Emory University select Ravi V. Bellamkonda, a prominent biomedical scientist and engineer, to chair their joint department of biomedical engineering (July, 2013).
2016	C. Ross Ethier becomes interim chair for the Wallace H. Coulter Department of Biomedical Engineering at Georgia Institute of Technology and Emory University School of Medicine (August 1, 2016). In March, the biomedical engineering graduate program is ranked #2 in the nation by <i>U.S. News & World Report</i> . In September, the biomedical engineering undergraduate program is ranked #1.
2017	Susan Margulies becomes chair for the Wallace H. Coulter Department of Biomedical Engineering at Georgia Institute of Technology and Emory University School of Medicine (August 1, 2017).

1.1 DEPARTMENT ORGANIZATION

The Department is a joint department of both the College of Engineering at the Georgia Institute of Technology (Georgia Tech) and the School of Medicine at Emory University. The Chair reports jointly to the Dean of Engineering at Georgia Tech and the Dean of the School of Medicine at Emory. The Department has space and facilities on both campuses, and offers a range of BME degrees: a Bachelor's degree in BME; Master's and Ph.D. degrees in Bioengineering; a Master's degree in Biomedical Innovation and Development; a joint Ph.D. degree in Biomedical Engineering that is awarded by Georgia Tech and Emory; and a Ph.D. degree in Biomedical Engineering jointly awarded by Georgia Tech, Emory and Peking University in Beijing, China.

The successful operation of the Department depends to a very large extent on the professionalism and collegiality of the faculty and staff. However, the Department is a large organization comprising a variety of activities and some organizational definition is essential.

A copy of the Department organizational chart follows. The most current organizational chart can be found online at: <http://bme.gatech.edu/bme/bme-internal-resources>.

Below are descriptions of the leadership team, supporting units and some of the associated staff within the Department. The list of duties given below are not exhaustive.

1.2 LEADERSHIP TEAM

Department Chair (Susan Margulies)

The Chair has overall responsibility for the academic and research programs in the Department, including all administrative, budgetary, and personnel decisions. The Chair also has significant responsibility for external affairs, fund raising, community outreach, and alumni and industry relations.

Senior Associate Chair (Paul Benkeser)

The Senior Associate Chair is responsible for the management and coordination of operational issues associated with the Department's academic programs, and substitutes for and/or represents the Department Chair for activities at Georgia Tech when needed and as directed. Specific responsibilities include:

- Management of faculty workload processes, including coordination with the Associate Chairs for Graduate and Undergraduate Studies on instructional budgets, teaching assignments, and projected course schedules.
- Overseeing faculty affairs initiatives including mentorship, leadership development, diversity and family-friendly policies.
- Assisting the Chair with budgeting processes; staff management, including establishing and assessing unit goals; hiring and review; and recognition of outstanding staff performance.

Associate Chair for Emory Affairs (Hanjoong Jo)

The Associate Chair for Emory Affairs is responsible for developing and fostering relationships at Emory University which both strengthen the Department and increase its visibility on the Emory campus. Specific responsibilities include:

- Enhancing the number and engagement of Emory faculty within the BME program faculty.
- Mentoring new faculty hires at Emory.
- Substituting for and/or representing the Chair as needed for Emory School of Medicine responsibilities.
- Advising the Chair on all matters that relate to Departmental operations at Emory University, including personnel, research and financial matters.

Associate Chair for Graduate Studies (Michael Davis)

The Associate Chair for Graduate Studies is responsible for the management and administration of the Department's non-professional graduate programs. Specific functions and responsibilities include:

- Coordinating, establishing, and promulgating graduate academic policies; serving as chair of the BME Graduate Committee; and advising students regarding such matters as degree policies and M.S. and Ph.D. examinations.
- Coordinating graduate student recruitment activities with the Chair of the Graduate Recruitment Committee.
- Awarding of graduate student fellowships, scholarships, and tuition and fee waivers.

Associate Chair for Undergraduate Learning and Experience (Joe Le Doux)

The Associate Chair for Undergraduate Learning and Experience is responsible for development and oversight of programs to enhance undergraduate student learning. Specific responsibilities

include:

- Assisting faculty in developing and applying the best pedagogical methods in the classroom.
- Developing and overseeing the BME Learning Commons, a space designed to encourage students to think creatively, to brainstorm and develop ideas and to work collaboratively on team projects.
- Serving as faculty advisor for BME student organizations.

Associate Chair for Translational Research (Ajit Yoganathan)

The Associate Chair for Translational Research is responsible for oversight of the Department's translational research programs, enhancing access of students to industrial opportunities, and oversight of the professional Master's degree program. Specific responsibilities include:

- Advising on the operation of the Coulter Translational Program.
- Facilitating efforts to commercialize the technologies developed by the BME faculty.
- Providing Oversight of the BioID Master's program.
- Developing and leading programs to create new opportunities for faculty and students to interact with industry.

Executive Director for International Programs (Cheng Zhu)

The Executive Director for International Programs is responsible for the management and administration of the Coulter Department's graduate degree program with Peking University and all other international initiatives within the department. Specific responsibilities include:

- Initiation and administration of international programs in the Coulter Department for the benefit of students, faculty, Georgia Tech and Emory.
- Overseeing the administration of the Joint Ph.D. program with Peking University on both the Atlanta and Beijing campuses.
- Coordinating with the Associate Chair for Graduate Studies and the Academic Office the student recruitment activities for the Joint Ph.D. program with Peking University.
- Fostering the development of research collaborations between faculty in the Coulter Department and Peking University, including the creation of new research centers and initiatives.

Director of Graduate Training (Kyla Ross)

The Director of Graduate Training is responsible for the management and administration of the Department's non-professional graduate programs. Specific functions and responsibilities include:

- Coordinating the non-coursework aspects of graduate training, including teaching assistantships, ethics training, research seminars, and qualifying exams.
- Overseeing and coordinating the day-to-day activities of the graduate operations of the Academic Office.
- Assisting with graduate student recruitment and admissions, including evaluation and follow-up of applications, targeted student recruitment, visa applications, and final student admissions decisions.
- Working with the Associate Chair of Graduate Studies on execution and improvement of the graduate curriculum.
- Working with the Associate Chair of Graduate Studies, the Director of the MBID Program, and Academic Office staff on planning and executing assessment processes for all the Department's graduate programs.
- Carrying out graduate teaching assistant assignments and requests, training, and evaluations.

Director of Undergraduate Studies (Esfandiar "Essy" Behravesh)

The Director of Undergraduate Studies is responsible for the undergraduate academic program in the Department. Specific functions and responsibilities include:

- Reviewing undergraduate student admission guidelines, readmission applications, and transfer student policies.
- Supervising and coordinating academic advisors in student advisement.
- Establishing and promulgation of undergraduate academic policies.
- Serving as chair of the BME Undergraduate Committee.
- Contributing to matters relating to accreditation and assessment, including providing input for reports in support of EAC/ABET accreditation.
- Representing BME on the Institute International Plan and Research Option committees.
- Representing BME undergraduate programs to external constituents, including prospective employers, parents, prospective students, and other units within the Institute.

1.3 SUPPORTING UNITS

1.3.1 ACADEMIC OFFICE

Academic Advising Manager (Paul Fincannon)

The Academic Advising Manager plans and administers the academic advising processes within the Department. Areas supervised include recruitment, curriculum planning, registration requirements, monitoring student progress and recordkeeping. Primary responsibilities include:

- Overseeing and participating directly in advising students on administrative and academic issues.
- Reviewing and approving student and curriculum-related actions (e.g. change of major, course drop, withdrawal, degree petitions, etc.).
- Serving as a resource to department faculty on student issues.
- Planning, organizing and directing academic advising staff efforts.
- Overseeing the Department's participation in Institute undergraduate student recruitment efforts (e.g. FASET, Connect with Tech, Family Weekend, etc.).
- Coordinating the participation of the BME Ambassadors in recruitment events.

Academic Advisor II (Kim Paige)

The Academic Advisor advises and directs undergraduate students within the department regarding their academic pursuits and progress. Primary responsibilities include:

- Advising and directing students on academic matters, such as course selection, academic progress; processing and approving curriculum-related actions such as permits, drops, probation, change of major, degree petitions, etc.
- Working with campus departments (Registrar, Financial Aid, etc.) and other campus academic advisors to provide accurate, up-to-date information to and for department undergraduates.
- Performing reference searches and accessing records in conjunction with student inquiries, faculty reporting, and departmental and institutional reports.
- Maintaining student files, accurately applying all credit to reflect degree requirement progress.
- Representing BME at recruitment events, FASET, Connect with Tech and other campus recruitment activities.

Academic Advisor II (Kristen Laquidara)

The Academic Advisor II provides administrative and logistical support to all undergraduate academic program offerings of the department, including student recruitment, information management, workshops and orientation sessions. Primary responsibilities include:

- Coordinating undergraduate recruitment activities, e.g. Connect with Tech and visiting families.
- Compiling assessment reports on student learning, new classes, and new programs.
- Updating information on the academic office web pages.
- Preparing and updating course schedules.
- Processing vendor payments associated with assigned activities.

Academic Program Manager - Graduate (Shannon Sullivan)

The Academic Program Manager provides administrative and logistical support for all graduate program offerings in the department and facilitates the various actions required to successfully offer and conduct these programs. These actions may range from student recruitment to program evaluation. Primary responsibilities include:

- Coordinating the application processes through responses to prospective inquiries, scheduling interviews, reviewing and maintaining application records.
- Planning and coordinating new graduate student orientations.
- Working with administrators at Georgia Tech, Emory University and Peking University to facilitate the admissions process and paperwork, academic progress reports, and degree petitions.
- Serving as the primary point of contact for students as they work through milestones in their graduate programs.
- Monitoring the financial status of graduate students, assigning tuition waivers, and coordinating with the Georgia Tech office of financial aid and the BME finance office to insure graduate students have proper funding.

Manager of Student, Alumni and Industrial Relations (Brenda Morris)

This managerial position provides support to undergraduate and graduate biomedical engineering students in preparing for, identifying and pursuing corporate job opportunities. Primary responsibilities include:

- Establishing and maintaining relationships with representatives of companies in order to promote recruiting of biomedical engineering students.
- Working closely with the Department's development officer to increase industry-sponsored scholarship opportunities for students.
- Overseeing the organization of the annual biotechnology career fair.
- Developing and conducting career services workshops and other special events.
- Coordinating corporate informational and recruitment visits to the department.
- Assisting in the recruitment of companies to sponsor students' capstone design and Master's projects.

Academic Programs Coordinator (Emily Foster)

The Academic Programs Coordinator supports both undergraduate and graduate career and outreach teams. Specific responsibilities include:

- Acting as primary liaison for hospital access credentialing of students.
- Administering the academic office budget.
- Coordinating preparations for conducting courses, including classroom or facilities scheduling and preparation, and ordering and distributing course materials.
- Preparing and updating course schedules.

- Collecting records for assessment and accreditation.
- Overseeing student recruitment/program promotional event activities.
- Maintaining and compiling student records including student research activities and course waivers and transfers.
- Maintaining financial records for study abroad program students.
- Maintaining and updating marketing and information channels.

1.3.2 INSTRUCTIONAL SUPPORT

Director of Learning Sciences Innovation & Research (Barbara Fasse)

The Director of Learning Sciences Innovation & Research supports the Department's mission of being at the forefront of engineering education. Primary responsibilities include:

- Assisting the Associate Chair for Undergraduate Learning and Experience in curriculum development, implementation and assessment.
- Stimulating and supporting faculty innovation in teaching and learning.
- Leading research initiatives to uncover new insights into engineering education and to report findings in peer-reviewed journals.

Director of Instructional Laboratories (S. Balakrishna Pai)

The Director of Instructional Laboratories oversees the operation of instructional laboratories. Primary responsibilities include:

- Acting as lead instructor for the Department's required undergraduate laboratory courses.
- Operating and maintaining core instructional laboratory equipment.
- Coordinating laboratory teaching assistants.

Instructional Laboratory Coordinator (Ketki Patil)

The Instructional Laboratory Coordinator manages the undergraduate research lab in the Department of Biomedical Engineering, including tasks such as:

- Training students and providing resources to students to help them carry out experiments.
- Performing in vitro experiments involving various techniques, such as staining, imaging, analyzing the acquired data, PCR, gel electrophoresis, western blots and cell culture.
- Ensuring laboratories are in compliance with all institute, state and federal regulations, IACUC & EHS documentation.
- Purchasing for laboratories and stocking laboratory supplies.

Director of Design Instruction and Professor of the Practice (James Rains)

The Director of Design Instruction oversees design instruction in the undergraduate curriculum. Primary responsibilities include:

- Leading class instruction in the biomedical design engineering and development processes.
- Securing sufficient clinically-relevant projects for capstone design courses.
- Raising revenue from partner companies and organizations to support design instruction.
- Instructing and directing assigned staff and graduate teaching assistants in design lab supervision, project mentoring and grading of assignments and deliverables.

Professor of the Practice (James Stubbs)

Medical device design and entrepreneurship instructor in the undergraduate curriculum. Primary responsibilities include:

- Providing experience-based classroom and design lab instruction in medical device development.
- Acting as an entrepreneurial mentor for faculty and students for life science startup efforts.
- Broadening relationships with clinical institutions to support clinically-relevant projects for Capstone design courses.

1.3.3 BUSINESS ADMINISTRATION (GT)

Administrative Manager (Christy Kelley)

Perform and coordinate administrative and financial support for assigned faculty members. Specific responsibilities include:

- Supervision of faculty support coordinators and administrative professionals.
- Compiling information, conferring with appropriate staff and preparing drafts of correspondence and reports.
- Processing check requests including support documentation.
- Coordinating monthly purchase statement reconciliations.
- Entering purchase orders through accounting system.
- Assisting faculty regarding interpretation and application of administrative policies and procedures.
- Liaising with Finance Office in coordinating oversight of sponsored project activity.
- Maintaining faculty calendars and coordinating faculty travel arrangements.
- Preparing and updating faculty CVs and bio-sketches; updating faculty members' databases.

Faculty Support Coordinator (Jillian Jantoskiak, Sheyil Taylor, Karine Avagian, Whitney Breech, Sara Kunicki [0.5 FTE])

Faculty Support Coordinators perform and coordinate administrative and financial support for assigned faculty members. Specific responsibilities include:

- Compiling information, conferring with appropriate staff and preparing drafts of correspondence and reports.
- Processing check requests including support documentation.
- Coordinating monthly purchase statement reconciliations.
- Entering purchase orders through accounting system.
- Assisting faculty regarding interpretation and application of administrative policies and procedures.
- Liaising with Finance Office in coordinating oversight of sponsored project activity.
- Maintaining faculty calendars and coordinating faculty travel arrangements.
- Preparing and updating faculty CVs and bio-sketches; updating faculty members' databases.

Assistant to the Chair (Karen May, Georgia Tech)

The Assistant to the Chair provide administrative support to the Chair. Specific responsibilities include:

- Managing the Chair's Office faculty affairs, which include, but are not limited to: supporting the RPT committee and Awards committee; coordinating faculty recruitment efforts; and supporting faculty and staff evaluations at Georgia Tech
- Assisting with and submits letters of recommendation and awards nominations for Emory and Georgia Tech faculty/staff/students
- Coordinating in consultation with Chair Tenure and Promotion of faculty members at Emory and

Georgia Tech

- Coordinating all leadership, faculty and staff meetings at Georgia Tech
- Processing protocol approvals at Georgia Tech, on behalf of the Chair for IACUC and IRB
- Approving, on behalf of the Chair, Georgia Tech travel, reimbursement and time-out requests
- Assisting newly-hired faculty at Georgia Tech and their team
- Overseeing launch of GT-based one-department pilot programs
- Helping develop uniform policies and procedures as needed
- Interfacing with GT administrators

Assistant to the Chair (Cathy Keeler, Emory)

The Assistant to the Chair provide administrative support to the Chair. Specific responsibilities include:

- Managing the Chair's calendar for both campuses
- Coordinating all leadership and staff meetings at Emory
- Overseeing launch of Emory-based one-department pilot programs
- Communicating and disseminating information to Emory faculty
- Coordinating in consultation with Chair Tenure and Promotion of faculty members at Emory
- Assisting with recruitment of new faculty at Georgia Tech and Emory
- Assisting with reappointment and promotion dossier preparation for faculty at Emory
- On-boarding assistance for new faculty at Emory including CV, teaching and service portfolio
- Interfacing with Emory Administration

Administrative Professional Sr (Elizabeth Suto-Bardoczi)

Responsibilities include:

- Providing administrative support to Academic Professionals and Lecturers.
- Coordinating room reservations in the Whitaker Bldg.
- Assisting in supporting Coulter Department events.

1.3.4 BUSINESS ADMINISTRATION (EMORY)

Senior Secretary (Elizabeth Caudle)

- Overseeing office operations and ensuring office activities comply with policies and procedures.
- Initiating, processing and maintaining records, orders and invoices.
- Overseeing ordering and the maintenance of office supplies, lab supplies and forms.
- Coordinating domestic and foreign travel arrangements.
- Maintaining the certification and general maintenance of lab equipment.
- Supporting: Shuming Nie, Erin Buckley, Erik Dreaden

Administrative Assistant (Colleen Spellen)

- Processing travel, credit card and other misc. expenses and place lab orders.
- Maintaining Hanjoong Jo's calendar, scheduling meetings, making travel arrangements.
- Ordering food for Emory BME faculty seminars and sending out flyers for seminars.
- Supporting faculty recruitment and submitting requests for room reservations at Emory and/or Georgia Tech.
- Assisting Georgia Tech when events are held at Emory.
- Supporting: Hanjoong Jo, Chethan Pandarinath, Yonggang Ke, and Hee Cheol Cho

Administrative Assistant (Leita Young)

- Providing administrative support and overseeing office operations.
- Ensuring office activities comply with policies and procedures. Initiating, processing and maintaining records and invoices.
- Overseeing ordering and maintenance of office supplies and forms.
- Coordinating domestic and foreign travel arrangements.
- Supporting: Main Administrative office, Michael Davis, Shella Keilholz, Lena Ting

Department Administrator (Lisa Simmons. 50% BME FTE)

The Department Administrator is responsible for the management of all of the Department's research, business activities and administrative services on the Emory campus. Specific responsibilities include:

- Oversight of the administration of grants and contracts.
- Development and administration of departmental budgets, financial analysis, data processing operations.
- Management of departmental staff, including Human resources management.
- Interactions with administrators on the Georgia Tech campus.

1.3.5 COMMUNICATIONS

Communications Manager (Walter Rich)

The Communications Manager creates marketing and communications programs that deliver key messages and supports the Department's strategic goals by generating awareness, building brand loyalty, and engaging key audiences and stakeholders through publications and online marketing. Primary responsibilities include:

- Executing strategic marketing and public relations activities; and promoting and raising awareness about the Department's programs and services to students, prospective students, parents, industry, alumni, and the media.
- Serving as the primary steward and contact for online communications, social media, and marketing efforts.
- Preparation and oversight of written communications, official presentations, and publications such as newsletters and a yearly stats/ranking marketing brochure.
- Serving as a contact for coordination of communications with the Georgia Tech College of Engineering, Georgia Tech Institute Communications, Petit Institute, and Emory University offices and staff.

Web Developer, Sr. (Vickie Okrzesik)

The Web Developer creates, tests, implements and maintains web-based applications as assigned by the Communications Manager. Primary responsibilities include:

- Troubleshooting web site problems and issues and developing solutions and application improvements.
- Conducting web-based application development and implementation.
- Maintaining assigned applications and providing resolution of issues in a timely manner.
- Installing application security patches and carrying out BME web server backups. Note that Georgia Tech's Office of Information Technology also plays a role in server administration and security.

Communications Officer II (Jerry Grillo: Allocation 50% BME, 50% Petit Institute)

- Writing articles and news releases.
- Photographing events.

Interim Associate Vice President and Executive Director of Media Relations and Research Communications, Woodruff Health Sciences Center, Emory University (Holly Korshun)

- Directing media relations and internal and external communications for clinical and research programs within the Office of Health Sciences Communications at Emory University. This includes communications for the Wallace H. Coulter Department of Biomedical Engineering representing Emory University.

1.3.6 DEVELOPMENT

Director of Development (Courtney Ferencik: Allocation 90% BME, 10% Petit Institute)

The Director of Development manages the Department's development and fundraising strategy. Primary responsibilities include:

- Working with the Chair to advance the Department's philanthropic priorities.
- Serving as the relationship manager for companies that provide philanthropic gifts in support of students, faculty, and research.
- Preparing proposals for individual, foundation, and corporate support of the Department's activities and programs.
- Collaborating with other unit development offices at Georgia Tech and Emory University.

Corporate Relations Coordinator (TBD)

- Providing programming for corporate partners within the development and academic offices.
- Establishing and maintaining relations with corporate representatives, other Institute units and alumni for purposes of promoting student recruitment and placement opportunities in internships and co-op positions.
- Managing the Department's external advisory board.

1.3.7 FINANCE OFFICE (GT)

Assistant Director – Financial Operations (Shuana Durham)

The Assistant Director is responsible for the overall management of the Department's Georgia Tech fiscal affairs, including: accounting, preparation of monthly and annual budgets, payroll, and sponsored contract administration, outside purchases, and travel requests and reimbursements. Primary responsibilities include:

- Overseeing budgeting and financial analysis.
- Maintaining financial records and preparation of financial reports and statements.
- Supervising, training and coaching staff providing financial-related services.
- Setting employee goals, assessing performance, providing feedback, and making pay recommendations.
- Ensuring that adequate controls are in place to prevent inappropriate use of GT resources.
- Coordinating funding transfers with Emory University and other outside schools/universities.

Financial Manager I (Tracie Dinkins)

Primary responsibilities include:

- Managing the recording of financial transactions and generating financial-related reports on

both Georgia Tech Foundation and sponsored accounts.

- Conferring with unit management as it relates to depositing, monitoring, and disseminating Georgia Tech Foundation funds.
- Advising all faculty, research and administrative staff on budget projections/balances, salary planning and distribution, allowable cost compliance issues and procurement procedures.
- Conferring with and advising business administrators on matters relating to Finance Office procedures, personnel training, and budget administration.
- Training research and classified staff on Institute and internal financial procedures.
- Supporting a group of principal investigators and research personnel in financial matters including cost transfers, budgeting, salary distributions, financial report generation, and review and approval expenditures.

Financial Administrator III (Coral Abel)

Responsibilities include:

- Serving as departmental PCard coordinator, point of contact for new PCard requests, administrative changes and compliance submission.
- Supporting a group of principal investigators and research personnel in financial matters including cost transfers, budgeting, salary distributions, financial report generation, review and approval expenditures.

Financial Administrator III (Leilani Burkhead)

Responsibilities include:

- Coordinating GRA Hiring.
- Acting as the point of contact for Personal Service Form (PSF) hires.
- Providing student subcontract budgets upon request.
- Processing fellowship payments.
- Supporting a group of principal investigators and research personnel in financial matters including cost transfers, budgeting, salary distributions, financial report generation, review and approval expenditures.

Financial Administrator I (Tory Thurman)

Responsibilities include:

- Coordinating bi-weekly hiring.
- Acting as the point of contact for Personal Service Form (PSF) hires and bi-weekly time entry.
- Coordinating teaching assistant payments and PURA awards.
- Supporting a group of principal investigators and research personnel in financial matters including cost transfers, budgeting, salary distributions, financial report generation, review and approval expenditures.

1.3.8 HUMAN RESOURCES (GT)

HR Coordinator (Valencia Cantrell)

The HR Coordinator oversees and assists with the Department's human resources functions, including faculty and staff recruitment, employee relations, annual staff appraisals, and establishment and promulgation of School personnel policies. Primary responsibilities include:

- Serving as a unit level contact on HR related processes and procedures.
- Reviewing and coordinating hiring requests from unit management.

- Coordinating activities associated with employee on-boarding and orientation. May also assist with recruitment efforts and selection process.
- Initiating and/or processing HR-related documentation, including hiring packages, posting requests, schedules and reports.
- Gathering and coordinating the dissemination of information regarding new or revised HR related policies and procedures within the unit.
- Overseeing employee record maintenance and transactions including salary, job, termination and other related changes.

1.3.9 HUMAN RESOURCES (EMORY)

Director, Finance and Human Resources Shared Services – Basic Sciences (Lisa Simmons)
The Director oversees the HR Team functions that include faculty, staff, post doc and student recruitment; employee relations; performance management; and application of relevant personnel policies and procedures of the School and University.

1.3.10 INFORMATION TECHNOLOGY

Lead Systems Analyst (Steven Marzec for Georgia Tech BME and Emory BME)

The Lead Systems Analyst is responsible for development, maintenance, and coordination of the Department's computer resources. Primary responsibilities include:

- Managing the IT staff.
- Direction of overall IT operations for BME, including video conferencing technology.

IT Support Professional II (Jesus Mata)

The IT Support Professionals II provide departmental support in the installation, operation and maintenance of computer systems. Primary responsibilities include:

- Installing, maintaining and upgrading workstation and peripheral hardware and software.
- Analyzing and resolving complex workstation, application and server related problems.
- Providing users with assistance in working in specific applications.
- Supporting video-conferencing.

Computing Support Specialist (Robert Tweedy at Emory BME, 40% BME at Emory)

The Computing Support Specialist provides departmental support in the installation, operation and maintenance of computer systems. Primary responsibilities include:

- Installing, maintaining and upgrading workstation and peripheral hardware and software.
- Analyzing and resolving complex workstation, application and server related problems.
- Providing users with assistance in working in specific applications.
- Supporting video-conferencing.

1.3.11 RESEARCH AND FACILITIES ADMINISTRATION (GT)

Assistant Director – Administrative Operations (Rachel Arnold)

The Assistant Director for Administrative Operations is responsible for oversight of the Department's core infrastructure facilitating department operations, including Research and Facilities operations and supporting the HR function. Primary responsibilities include:

- Collaborating with the Emory Administrator to develop, oversee and maintain policies and procedures necessary to facilitate seamless transactions between Georgia Tech and Emory University.
- Overseeing the Pre-award Office and advising on related matters.
- Managing relationships/agreements with external partners/vendors.
- Overseeing day-to-day facilities operations and processes, including infrastructure modifications, renovations and upgrades, inventory control, and safety.
- Advising on space allocations; implementing space planning and utilization projects as set forth by the Department Chair.
- Planning, forecasting, and monitoring the department's infrastructure-related budgets (e.g. telecommunications, supplies, repairs) and expenditures; and oversight of resource allocations in those areas.
- Supervising, training and coaching staff providing finance-related services.

Grants Administrator (Eme Anderson)

The Grants Administrator provides administrative and technical support to faculty and staff seeking external/internal funding. This includes researching and interpreting relevant regulations, guidelines, and standards, and coordinating the preparation and submission of grant applications, sub-contracts, etc. Primary responsibilities include:

- Assisting faculty and staff in the development and preparation of grant proposals, sub-contracts, etc. This includes budget development, documentation, and interpretation of funding requirements.
- Assisting with grant document upload and data entry using the prescribed submission system.
- Serving as an interface for proposal management with various groups involved in the process.

Building Coordinator (Dewayne Roberson)

The Building Coordinator is the liaison between building occupants and various campus units. He coordinates and manages preventive maintenance and service matters for the Whitaker building, as well as department satellite offices. He also coordinates and monitors laboratory safety matters. Primary responsibilities include:

- Serving as a contact and resource for building occupants regarding facilities needs and work order requests.
- Scheduling and coordinating office, furniture and equipment moves for the department.
- Coordinating facility repair and maintenance matters.
- Purchasing, managing, and monitoring department equipment and material and supplies inventories.
- Coordinating and facilitating building inspections.
- Monitoring building safety matters and maintaining the emergency preparedness procedures and information.
- Supervising staff and student employees.

Research Associate (Julian Dorsey)

- Managing the day-to-day operations of the TEP Core Facilities.
- Interacting with users to discuss experimental needs, technical issues and fulfilling the mission of the facility by providing expeditious, effective technical support to users.
- Supporting departmental operations.

1.3.12 TRANSLATIONAL RESEARCH AND EDUCATION

Coulter Translational Program Managing Director (Shawna Khouri)

The Coulter Program Director coordinates translational research and cultivates bio-technology transfer between Georgia Tech faculty and Emory University clinicians. Primary duties include:

- Managing the Coulter Foundation seed grant funds.
- Growing development opportunities with private funding sources.
- Facilitating research opportunities between faculty, clinicians, and venture capitalists.
- Coordinating with the IP oversight committee, legal and other key units.

Coulter Translational Program Manager (TBC)

- Conducting project management for funded projects.
- Evaluating potential projects for future funding potential.
- Maintaining internal & external program information.

Coulter Translational Associate Director (Cierra Crowder)

- Carries out Coulter Translational Program development.
- Overseeing program and project budgets and milestones.
- Developing and executing project-specific translational strategies.

Director of MBID Program (Sathya Gourisankar)

The Director of the Biomedical Innovation and Development Program directs and teaches in the Master of Biomedical Innovation and Development (MBID) degree program. Primary responsibilities include:

- Coordinating student recruitment and admissions, curriculum development, and program assessment with the Associate Chair for Graduate Studies.
- Recruiting adjunct faculty to teach in the program.
- Overseeing the program's budget and industry outreach initiatives to provide support for student projects.
- Expanding the impact and accessibility of courses within the program through the use of online learning technologies.

Educational Outreach Coordinator (Patricia Jordan)

The Educational Outreach Coordinator manages the administrative support for Student and Industrial Relations, BioID and the PKU programs. Specific responsibilities include:

- Overseeing student recruitment/program promotional event preparation.
- Coordinating the application process through response to prospect inquiries, scheduling interviews, and maintaining applicant records.
- Supervising and providing advice for students and prospective students regarding assigned program offerings and academic progress.
- Preparing and disseminating communication materials regarding program.

1.4 DEPARTMENTAL COMMITTEES

A brief description of each standing committee follows.

Undergraduate Curriculum Committee - The undergraduate curriculum committee shall consist of representatives of the faculty, academic office and undergraduate students. The committee shall

recommend to the faculty all proposals for changes in the B.S. BMED degree requirements and curricula. It shall evaluate all new undergraduate courses and convey them with recommendations to the faculty for action. The committee shall continually assess the B.S. BMED degree program's objectives and outcomes and report the results to the faculty. The Associate Chair for Undergraduate Studies chairs this committee. This committee generally meets bi-monthly.

Graduate Committee - The graduate committee shall consist of representatives of the faculty, academic office and the graduate students. The committee provides oversight of policy, curriculum and administration of the graduate programs within BME. The committee shall recommend to the faculty all proposals for changes to degree requirements and curricula for those programs. It shall evaluate all new graduate courses and transmit them with recommendations to the faculty for action. It is also responsible for oversight of qualifying exams, thesis proposals and thesis defense examinations. The committee shall continually assess the degree program's objectives and outcomes and report the results to the faculty. The Associate Chair for Graduate Studies chairs this committee. The Executive Directors for International Programs and the MBID Program are ex-officio members of this committee. This committee generally meets monthly.

Faculty Recruitment Committee - The faculty recruitment committee solicits and reviews applications for faculty positions in the Department. The committee is also responsible for coordinating visit schedules for faculty candidates and soliciting feedback from the faculty on the candidates. The committee forwards its recommendations to the faculty for action. The Senior Associate Chair is an ex-officio member of this committee. This committee generally meets bi-monthly.

Graduate Recruitment and Admissions Committee - The graduate recruitment and admissions committee provides oversight for the recruitment and admission of students into BME graduate programs. The committee reviews applications and makes decisions on which applicants to admit into graduate programs. This committee also coordinates the activities associated with the graduate student recruitment weekend(s) in the spring and provides support for ongoing recruitment activities. The Associate Chair for Graduate Studies and the Executive Directors for International Programs and the MBID Masters Program are ex-officio members of this committee. During the "admissions season", committee members independently review applications weekly and meet monthly.

Faculty Advisory Committee - The faculty advisory committee is composed of full-time faculty members of the Department, elected by written vote of the faculty of the Department. The chair of this committee shall be elected from among the members of the committee. This committee shall act as an advisory body to the Chair of the Department on all matters concerning the welfare of the Department.

Awards Committee - The awards committee is composed of faculty, staff and student members. This committee plans and implements strategies to recognize and publicize student, staff and faculty achievements at the local, national, and international levels. On average, this committee meets monthly during late fall through mid-spring.

Reappointment, Promotion and Tenure (RPT) Committee - The RPT committee evaluates and recommends cases for faculty reappointment, promotion, tenure and post-tenure review. This committee, whose members are full professors, is also responsible for providing mentoring to junior faculty in regards to promotion and tenure matters.

1.5 TECHNOLOGY TRANSFER ACTIVITIES

The Coulter Department is dedicated to teaching, research, and the dissemination of knowledge to the public. Inherent in these objectives is the need to encourage the development of new and useful devices and processes, the publication of scholarly works and educational materials, the development of computer software, and other forms of intellectual property. Such activities: (1) contribute to the professional development of the faculty, staff, and students involved; (2) enhance the reputation of the Coulter Department, Georgia Tech and Emory; (3) provide additional educational opportunities for participating students; and (4) promote the general welfare of the public at large. For specific information on patents and records of invention, visit the Office of Technology Licensing website at Georgia Tech <http://otl.gtrc.gatech.edu> and/or Emory <http://www.otl.emory.edu/>. Information about creating startup businesses and commercializing technologies may be found at the Advanced Technology Development Center website at <http://atdc.org/>.

Departmental Technology Transfer Resources:

The Coulter Translational Partnership Fund provides an operational roadmap to accelerate and fund the translation of technological innovations that improve patient care – research directed at the transfer of promising technologies from the university research laboratory to commercial development and clinical practice. Visit <https://www.bme.gatech.edu/bme/ctp> for more information.

1.6 EXTERNAL ADVISORY BOARD (EAB)

The Department as an External Advisory Board whose objectives are:

- To act as an advisory body to the Coulter Department Chair.
- To help the Coulter Department Chair further the goal of facilitating interdisciplinary research in the life sciences.
- To advise the Coulter Department Chair on programs and policies in accordance with the expertise and knowledge represented on the board.
- To promote and enhance the best interest of the Coulter Department among alumni, other institutions of learning, individuals, organizations, industry, colleagues, and community members.
- To advise and assist on ways to obtain resources and financial support, particularly from corporate and private sources.

Board Membership

The BME-EAB shall be comprised of up to 24 regular members. In addition to the regular members, emeritus members may be appointed; however, they will not be voting members. The BME-EAB membership shall be diverse and shall be selected by the Coulter Department Chair, and invited with input from the Board Chair. Members for the BME-EAB should come from educational, industry and governmental institutions, and other organizations having a strong interest in biotechnology and/or life sciences education and research. Members of the Board need not to be graduates of Georgia Tech. All members of the board will be encouraged to financially support the Georgia Institute of Technology and the Coulter Department of Biomedical Engineering.

A list of current external advisory board members can be found here: <https://www.bme.gatech.edu/bme/bme-advisory-board>

2 HUMAN RESOURCES

2.1 GEORGIA TECH

2.1.1 BENEFITS

The majority of employee benefit options are provided and maintained through the USG (University System of Georgia) and apply to employees across all member institutions. ACA (Affordable Care Act) rules require that all individuals participate in a health insurance plan or pay a penalty. To have your specific Benefits Questions answered, call or email a Benefits Specialist at: 404.894.4847 (GTHR)/Email hr.ask@ohr.gatech.edu

For general benefits questions, faculty and staff should contact the department HR rep or visit <http://ohr.gatech.edu/benefits>. This site has information on the following topics:

- Medical
- Dental
- Vision
- Retirement (TRS or OPT)
- Family Status Change
- Educational Assistance (TAP/STRAP)
- Life Insurance
- Work/Life Balance

For information on various Employee Programs, visit <http://ohr.gatech.edu/programs>

2.1.2 EMPLOYEE RELATIONS

Employee Relations focuses on promoting good management practices and workplace behaviors, promoting positive working environments and relationships, and ensuring compliance with human resources policies and procedures by managers and employees. Employees are encouraged to contact their Department HR Representative first with any human resources-related concerns, questions or requests, including (but not limited to):

- Conflict Management
- Mediation
- Harassment and Discrimination (Sexual/Racial/Ethnicity/etc.)
- ADA (Disability Service)

If a matter cannot be resolved at the departmental level, then a formal grievance and appeal process can be initiated with the employee relations unit of the Office of Human Resources, available at 404.894.4847, hr.ask@ohr.gatech.edu or through the web at <http://ohr.gatech.edu/request-support>

2.1.3 HIRING TALENT

Hiring Affiliates

Affiliates are unpaid guests of Georgia Tech who require access to our campus facilities and/or our internal information technology systems. To initiate an Affiliate hire, contact the Department HR Representative. The processing time for such hires is approximately 5 days. The maximum length of an Affiliate appointment is 3 years, although appointments can be extended after the initial 3 year term.

Hiring Staff

To hire a staff member, contact the Department HR Representative. The processing time for such hires is approximately 10 days. The process is as follows:

- The Department HR Representative seeks approval to hire and a valid budget number.
- The job is posted on GT's Applicant Tracking System (Taleo). In order to meet the minimum Equal Employment Opportunity (EEO) compliance requirements, all postings must be advertised for a minimum of five business days.
- Hiring Managers review candidate applications through Taleo. Applicants MAY NOT begin working any appointment prior to receiving approval from departmental HR. All Offers of Employment are contingent upon successful completion of required pre-employment screenings.

Hiring Tech Temps (& Others)

To initiate a Tech Temp Hire contact the Department HR Representative. Note that students enrolled at any USG Institution cannot be hired as a Tech Temp — they must be hired as students or through an outside temporary agency. (See department process for student hiring).

Temporary staff classifications include two assignment types:

1. Long-term Tech Temp Assignment: these are full time assignments (40 hours/week) that will last 6 months or more
2. Short-term Assignments: these are assignments working for a period of 6 months or less; or assignments working 20 hours or less /week for a period of up to one year or 1,300 hours; whichever comes first.

In the event that it is not feasible to hire an employee through Georgia Tech's Tech Temp process, there are third party temp agencies that can be used. Please be aware that they typically charge a minimum of 30% overhead on the salary.

Hiring Research Faculty and Postdoctoral Fellows

To hire a Researcher or Postdoc contact the Department HR Representative. The EVPR's (Executive Vice President for Research) office is responsible for the final approval of all research faculty hiring. No candidate is allowed to begin work prior to Research Faculty Affairs

approval. Research faculty are considered non-tenure-track faculty members.

- All Postdoctoral Fellow appointees must have achieved their Ph.D.
- A candidate may also be appointed if the he/she has completed all of the requirements for the degree (coursework, defense, final dissertation submitted, etc.), but the degree has not yet been formally conferred. In this case, the candidate must provide evidence from the registrar or department head of the current Institution that all of the degree requirements have been met, along with a date of graduation.

Helpful Resources:

- Research Title Definitions: <http://www.research.gatech.edu/sites/research.gatech.edu/files/misc/Definitions%20of%20Research%20Faculty%20Positions.docx>
- <http://postdocs.gatech.edu/postdoctoral-appointment-guidelines>

Hiring/Hosting Foreign Nationals at Georgia Tech

GT faculty members who wish to invite a foreign national to their lab as a visa holder should contact the Department HR Representative. There are typically several visa types used for such individuals.

1. Visa type J. The Office of International Education administers the J Exchange Visitor Program and the J scholar and J student categories available at Georgia Tech.
2. Visa type H. Global Human Resources supports immigration services for nonimmigrant or immigrant employment sponsorship and individuals with work authorization based on their visa status (including employees in F-1 status with OPT or CPT, J-2s with employment authorization, etc). Additionally, Global HR provides assistance to departments hosting foreign national visitors (generally in B-1 or VWB status).

Hiring Student Employees at Georgia Tech

A Student Employee is a part-time employee who is currently enrolled in at least a half-time credit load at Georgia Tech with the primary goal of achieving a degree. There are three categories of student employee: Graduate, Undergraduate, and Co-Op. To hire a student employee please contact the relevant individual in the BME Department:

- For Undergraduate Student hires: Tory Thurman - Tory.Thurman@bme.gatech.edu
- For Graduate Research Assistants (GRAs) hires: Leilani Burkhead - (Leilani.Burkead@bme.gatech.edu)
- For Graduate Teaching Assistants (GTAs) and Under Graduate Teaching Assistants (UTAs): Emily Foster - Emily.Foster@bme.gatech.edu

2.1.4 ON-BOARDING OF NEW HIRES

Once hired, all new employees will receive on-boarding instructions from the Department's HR Representative. **Supervisors must not submit new hire paperwork to any candidate prior to being notified by BME HR that the hire has been finalized.**

The GT Human Resources Employee Service Center (OHR) is located at 500 Tech Parkway, NW, Atlanta, GA 30332. Here are several useful New Hire links:

- Benefits Enrollment Forms: [download your enrollment forms](#)
- [Benefits Tutorial](#)
- Complete your I-9: [I-9 online](#)
- New Hire Documents: [new hire documents](#)
- Schedule New Hire Appointment: [Scheduling](#)
- Schedule your (NEE): [New Employee Experience](#)
- Campus Parking and Transportation Options to and from Campus: [Parking and Transportation](#)
- [Campus Map](#)

2.1.5 LEARNING AND DEVELOPMENT

The [Course Catalog](#) lists regularly scheduled classes that are available to meet professional learning needs. To register for Classes, visit <http://trains.gatech.edu/>

Georgia Tech employees enjoy free access to [Lynda.com's](#) library of online tutorials, which cover a range of software tools and a wide variety of skill sets. They are also eligible to access E-Learning courses online at Microsoft.com. These courses are meant to help employees keep up-to-date with the latest major software releases. To learn more and gain access to the courses click here: <http://ohr.gatech.edu/learning/otherresources>

2.1.6 LEAVE/DISABILITY

SICK LEAVE

Employees should contact the Department HR Representative to file a Leave, Disability or Workers Comp Claim. Sick leave may be granted at the discretion of the Institute and with approval of the employee's immediate supervisor for any of the following reasons:

- Illness or injury of the employee
- Medical or dental treatment or consultation
- Quarantine due to a contagious illness in the employee's household
- Illness, injury, or death (See Bereavement leave under 2.11 Leave of Absence) in the employee's immediate family requiring the employee's presence. Immediate family is defined as the employee's spouse, parents, parents-in-law, grandparents, children, brothers, sisters, and members of the employee's household.
- Inability to report to work due to pregnancy or other disability

Employees should contact their immediate supervisor as soon as possible when requesting sick leave. Regular, full-time/part-time faculty or staff who work at least 30 hours per week are eligible for disability coverage on the first day of the month following enrollment in the plan.

Sick leave in excess of five consecutive work days requested or taken for health reasons requires a physician's statement clarifying the need for the employee's absence from work. Employees should notify their immediate supervisor and contact the department HR Representative for more information.

Sick leave Accruals: There is no limit to the total amount of sick leave which may be accrued.

Regular full-time exempt and non-exempt employees accrue 12 sick days per year.

- For non-exempt employees: sick leave is earned by the compensable hour and is credited to each employee's record at the end of each pay period. Leave is accrued at the rate of .046154 per compensable hour. (12x8 = 96 / 2080 =.046154).
- For exempt employees: sick leave accrues on a monthly basis at a rate of one day per month.

Faculty: General faculty employees accrue sick leave at the rate of one day (8 hours) per month. Nine-month faculty members accrue nine days of sick leave each academic year and an additional three days if they teach in the summer session, which will be prorated based on the number of months worked.

Overdrawn Accruals: If an employee overdraws his/her sick leave, any accrued vacation leave will be used to pay the employee. If there is insufficient vacation, the overdrawn amount will be deducted from the employee's next pay check.

Sick Leave without Pay: Any regular employee who is unable to work due to his/her own injury or illness after exhausting all accrued sick leave and vacation leave may be granted sick leave without pay for a period not to exceed one year. During this time, the employee can opt to continue to pay their portion of health care premiums due and the Institute will continue to contribute its share of the cost.

If sick leave is the result of an on-the-job injury, an employee has the option of using unpaid leave even if paid leave is available.

Employees may seek approval to take time off for personal reasons. Such leaves allow the employee the right to continue their group insurance benefits (***the employee maintains responsibility for paying the monthly premiums due***). Upon return from leave, every effort will be made to place an employee in the same position or another of equal status. Employees should first discuss the possibility of taking leave with their immediate supervisor. After an employee gains supervisor approval, they must contact the department HR Representative <http://www.policylibrary.gatech.edu/employment/leave-absence>.

Types of Leave:

Personal Leaves of Absence without Pay	Miscellaneous Leave
Educational Leave with and without Pay	Bereavement
Military Leave	Court Duty
Maternity Leave	Voting
Family Leave (see FMLA)	Selective Service & Military Physical Exams
Blood, Organ and Marrow Donations	

2.1.7 PROFESSIONAL DEVELOPMENT SABBATICAL – GEORGIA TECH

The Department has established a Professional Development Sabbatical (PDS) policy that provides a periodic respite from the normal teaching requirement to allow faculty to enhance productivity through the pursuit of individual research, education, and/or professional development interests. This is for faculty with tenure lines in the Coulter Department through Georgia Tech. It is a Departmental sabbatical policy and not a Georgia Tech policy.

Participants will have no teaching or service obligations for one semester during the academic year. Specific guidelines and requirements are as follows:

- Eligibility is currently limited to Full Professors, once every seven years.
- Eligible faculty members may submit a PDS request along with their annual review. A specific deadline in late January or early February will be announced. This request must include a specific proposal for activities during the PDS term.
- Faculty members may specifically request either fall or spring as the PDS term; however, the Department reserves the right to limit the number of allocations granted for each term. The PDS term will effectively reduce the annual base teaching assignments by one for research active faculty, and by two for non-research-active faculty.
- A report on activities during the PDS term must be submitted to the Chair no later than 30 days following the end of the term.
- During the PDS term, a faculty member is paid as a regular Georgia Tech employee and is subject to all standard policies and procedures, including travel authorizations, intellectual property, consulting, etc. In particular, faculty members may not be employed by or receive outside compensation from a company, another university, or other source beyond that normally allowed under Emory's or Georgia Tech's policy on consulting and outside activities.
- Approval of a faculty member's PDS request is at the sole and final discretion of the Department Chair and is conditional on identification of sufficient funding to pay the faculty member's salary (including from grants held by the faculty member) and on Departmental teaching and workload considerations.

2.1.8 FAMILY MEDICAL LEAVE ACT (FMLA)

The Family Medical Leave Act (FMLA) entitles eligible employees to take up to 12 weeks of unpaid, job protected leave each year. The term "job-protected" means that an employee generally has a right to return to the same position or an equivalent position in terms of pay, benefits, and working conditions. The employee must be employed for at least one year and have worked at least 1,250 hours during the previous 12 months. To file a FMLA claim, see the Departmental HR Representative for more information.

2.1.9 EMPLOYEE PERFORMANCE

Anyone who supervises another employee is encouraged to attend the following training.

- [SMART GOALS](#)
- [Giving and Receiving Feedback](#)
- [Coaching Conversations](#)
- [Confrontation Conversations](#)

Every newly hired employee must have a Probationary Review completed at the conclusion of their first six months of employment. Supervisors will be notified/reminded by Departmental HR to complete the assessment.

Performance Management

Employees should work with their supervisor to develop SMART (Specific, Measurable, Achievable, Relevant and Time Based) goals. Managers should strive to initiate regular conversations with

their direct reports to discuss performance expectations and to provide timely feedback and coaching. Georgia Tech's policy mandates that every employee, both staff and faculty, have a performance review completed on an annual basis. The formal review process typically occurs in February - March. The performance cycle is aligned with the calendar year (January – December), and managers and employees are required to complete & submit performance evaluation forms to Departmental HR before March 31.

- *Probationary Evaluations:* BOR policy requires that all classified employees be hired on a provisional basis for the first 6 months. Supervisors are required to complete a 6 month review. Departmental HR will contact supervisors who have employees in this category to initiate the review.
- *Needs Development or Unsatisfactory Performance:* When an employee is experiencing ongoing performance issues, a supervisor may initiate a Performance Improvement Plan (PIP). The goal of a PIP is to help the supervisor and employee address and resolve specific performance issues. The PIP communicates the performance discrepancies, and provides a timeline and action steps with the goal of helping the employee meet performance expectations. If an improved level of performance is not achieved within the defined parameters of the PIP, progressive disciplinary actions will be implemented up to and including involuntary termination.

Supervisors should contact the Departmental HR Representative as soon as possible to communicate performance and/or disciplinary issues.

2.1.10 TERMINATION/ENDING EMPLOYMENT

Resignation refers to voluntary relinquishment of employment by an employee. Employees should provide their supervisor (and department HR) no less than 2 weeks' verbal or written notice of resignation. The immediate supervisor is expected to ultimately receive the resignation in writing. Once notified, department HR will provide the employee off-boarding paperwork and instruction.

For cases of Involuntary Termination, please review the section on Performance Management (above).

The employee will receive his/her final pay check or direct deposit with the normal payroll period that coincides with his/her termination date. Accrued vacation/annual leave up to the maximum accumulation (360 hours) will be paid to the employee in accordance with the institutional payroll policy.

The institution will issue the required Department of Labor Separation Notice, and any other information regarding the conversion of benefits not covered by COBRA.

2.1.11 WORKERS COMP/UNEMPLOYMENT COMPENSATION

Employers are required by the Georgia Workers' Compensation Law to provide prompt medical and disability benefits for injuries sustained on the job by workers resulting in partial or total incapacity or death. If, as a result of a work-related injury or illness, you require immediate medical attention, you should proceed to the nearest emergency medical care facility or call 911 for assistance. To report an incident: call 1-877-656-RISK (7475). The links below describe the steps for reporting injuries:

- http://ohr.gatech.edu/sites/default/files/documents/injury_flowlist.pdf
- http://ohr.gatech.edu/sites/default/files/documents/first_report_injuries.pdf

Do not report the incident if no medical attention is required. Instead, complete an [Incident Only Form](#).

Regular, full-time/part-time faculty or staff who work at least 30 hours per week are eligible for disability coverage on the first day of the month following enrollment in the plan. Employees should contact the Departmental HR Representative to file a Leave, Disability or Workers Comp Claim. There are several types of Disability coverage available at GT:

- Short Term Disability (STD) [STD Summary Plan Description](#). For more information, contact: MetLife at 1-866-832-5759 with policy number 307601.
- Long Term Disability (LTD) [LTD Summary Plan Description](#). For more information, contact: 1-800-300-4296.

Unemployment Compensation: Unemployment insurance is temporary income for workers who are unemployed through no fault of their own. Employees do not pay any costs. Eligibility for benefits is determined based on past wages, reason for job separation, availability, and job search requirements. For more information, visit: <http://ohr.gatech.edu/resources/employeeerelations> (see Unemployment compensation).

2.1.12 PAYROLL

Employees should contact the Departmental HR Representative for any payroll questions. Exempt employees (monthly) are paid on the last workday of the month. Non-exempt (biweekly) employees are paid every other Friday. Employees can view their paycheck in [TechWorks](#).

2.1.13 REQUESTING BUILDING AND NETWORK ACCESS AT GT

Those requiring building and network access who have obtained affiliate status (e.g. as an Emory-based faculty member) should contact frontdesk@bme.gatech.edu to obtain BME building access. Principal investigators based in Georgia Tech labs will direct their lab personnel to the appropriate campus building managers to gain access.

Faculty, staff or students with affiliate status at Georgia Tech will automatically acquire wireless network access using their assigned Georgia Tech ID and password. Georgia Tech's Office of Information Technology (OIT) handles all network, wireless and computer systems access credentialing. If you encounter a problem, please contact the BME Departmental computer support group: support@bme.gatech.edu. The BME support group will work with the OIT office.

2.2 EMORY

2.2.1 BENEFITS

The most current Emory University benefit information can be found by visiting: <http://www.hr.emory.edu/eu/benefits/>. Emory University benefit topics found on this page include:

- Health Benefits
- Eligibility and Enrollment
- Financial Security Benefits
- Retirement Benefits
- Educational Benefits
- Work Life Benefits

- Other Benefits

For specific benefit questions, call a benefits specialist at 404.727.7613.

2.2.2 OFFICE OF FACULTY DEVELOPMENT

The mission of the Office of Faculty Development is to develop and support initiatives that assist faculty in expanding their professional skills and achieving their career aspirations. We espouse the following goals and objectives:

- To provide information and resources to faculty related to academic advancement, clinical service, research, and teaching through orientations and seminars.
- To assist chairs in developing a departmental infrastructure/program for faculty development.
- To assist faculty in identifying career development opportunities to enhance professional skills.
- To establish and bestow recognition awards for outstanding faculty.
- To promote a culture that values faculty accomplishments.

Website and Contact:

- http://med.emory.edu/faculty_dev/
- Kathy Griendling, Ph.D., Associate Dean for Faculty Affairs and Professional Development
- E-Mail: kgriend@emory.edu

2.2.3 HIRING AT THE SCHOOL OF MEDICINE (including Emory's Department of Biomedical Engineering)

All hiring at Emory's Department of Biomedical Engineering is handled by the Basic Sciences Shared Services HR. Please send an email to: bshr@emory.edu to obtain information about the proper procedures and paperwork.

2.2.4 FACULTY LEAVE – GENERAL EMORY SCHOOL OF MEDICINE LEAVE INFO

Details regarding Emory School of Medicine faculty leave can be found here: http://med.emory.edu/administration/policies/faculty_staff/leave.html

2.2.5 VACATION AND SABBATICAL LEAVE POLICIES FOR SCHOOL OF MEDICINE FACULTY

Information about the vacation and sabbatical leave policy for Emory School of Medicine faculty is available at: http://med.emory.edu/administration/faculty_affairs_dev/documents/Faculty_Vacation_Sabbatical-060514.pdf

The online webpage [PDF] covers the following areas:

- Emory University Sabbatical Leave Policy (excerpt below)
- School of Medicine Sabbatical Leave Policy (excerpt below)
- Faculty Leaves of Absence, General Policy
- School of Medicine Educational, Personal, or Emergency Leave Policy
- School of Medicine Vacation Leave Policy

Emory University Sabbatical Leave Policy (Leaves of Absence): Emory strongly encourages faculty members to take such leaves of absence as may benefit themselves and the university. At

intervals of at least six years of continuous service at Emory University, leaves of absence may be granted for a half year on full pay or for a year on half pay. Other leaves of absence may be granted on such terms as may appear justified in individual cases.

School of Medicine Sabbatical Leave Policy: As per the Emory University Statement of Principles Governing Faculty Relationships: "At intervals of at least six years of continuous service at Emory University, leave of absence may be granted for a half year on full pay or for a year on half pay... such leaves of absence as may benefit themselves and the University." This statement refers to academic leave and is reserved for the faculty member who presents a research experience or a course of study that significantly benefits the individual and a department of the Medical School. Also, note that the statement includes the phrase "may be granted." The research experience or course of study must be evaluated and approved by the department chair and the Dean of the Emory University School of Medicine and may be granted if deemed of significant value. The sabbatical pay will be based on the current total compensation paid to the faculty member at the time of the leave. A faculty request for academic or sabbatical leave and a description of the research experience or course of study should be submitted in writing to the Department Chair sufficiently in advance of the anticipated time of leave to allow transfer of teaching, research and patient care responsibilities to alternate faculty.

2.2.6 FAMILY MEDICAL LEAVE ACT

Overview: Eligible employees can take up to 12 workweeks of unpaid, job-protected leave under the Family and Medical Leave Act ("FMLA") in a rolling 12-month period for specified family and medical reasons. In addition, eligible employees may qualify for up to 26 workweeks of unpaid job-protected leave under the FMLA in certain situations related to a covered family member's service in the Armed Forces. Employees cannot waive their rights under FMLA.

Applicability: To be eligible for FMLA leave, an employee must

- Have worked at least 12 months for Emory (need not be consecutive);
- Have worked at least 1,250 hours for Emory over the preceding 12 months (these hours must be actual hours worked, not to include holidays, sick leave and vacation leave); and
- Work at a location where there are at least 50 Emory employees within 75 miles.

Details can be found here: <http://policies.emory.edu/4.73>

2.2.7 EMORY POLICY ON SALARY CONTINUATION (FMLA, Workers Comp, Disability, Childbirth, etc.)

All regular, full-time or part-time faculty, or those non-faculty employees grandfathered as principal employees, who become disabled due to an injury or illness will have full university salary, less payments from Worker's Compensation, continued for the duration of the period of disability or for six consecutive months, whichever is shorter. However, grandfathered principal employees are required to exhaust all accrued sick and vacation leave before long term disability payments begin.

Details on the Emory University salary continuation policy is found here: <http://policies.emory.edu/4.92>

2.2.8 EMORY UNIVERSITY FACULTY POLICIES, GUIDELINES AND PROCEDURES

The web page containing Emory University faculty policies and the Emory University School of Medicine Office of Continuing Medical Education (OCME) guidelines is: http://med.emory.edu/administration/policies/faculty_staff/eu.html. Direct links to sections are below:

- [Statement of Principles Governing Faculty Relationships](#)
- [University Bylaws](#)
- [University Faculty Handbook](#)
- [Equal Opportunity and Discriminatory Harassment Policy](#)
- [University Intellectual Property Policy](#)
- [OCME Policies and Procedures](#)

2.2.9 RESEARCH AT THE SCHOOL OF MEDICINE

Research Administration Services (RAS) supports Emory's research goals by providing best-in-class delivery of research administration support services to Principal Investigators, Departments and the University. Pre- and Post-Award Administration for Emory's Department of Biomedical Engineering is handled by the Basic Science Research Administration Services (RAS): <http://ras.emory.edu/ras-units/ras-basic%20sciences/>

2.2.10 REQUESTING BUILDING AND NETWORK ACCESS

For building access to the Health Sciences Research Building (HSRB), please send an email to Leita Young lkyoung@emory.edu, with the name, Emory NetID, Access Level and Expiration Date for each individual.

To obtain a Sponsored Emory NetID, use the request form at this link: https://emory.service-now.com/kb_view.do?sys_kb_id=427b73ec0a0a3c500170d86cb2f4a3ad. This allows access to a sponsored Emory University login account and/or an Emory access card for individuals who cannot automatically obtain one as a student or as a University employee. The form can also be used to replace an existing sponsor. Sponsored accounts expire yearly and need to be renewed. Note that sponsored accounts do not receive Emory library access privileges. Only registered faculty, staff, and students at Emory with a NetID receive library access privileges.

2.2.11 ADDITIONAL SCHOOL OF MEDICINE POLICIES (bylaws, grievance procedures, potential conflicts, salary policy, part-time, glossary, etc).

A useful link to additional School of Medicine Policies is: http://med.emory.edu/administration/policies/faculty_staff/other.html

Below are direct links to several sections:

- [Faculty Grievance Procedures](#)
- [Faculty Salary Policy](#)
- [School of Medicine Bylaws](#)
- [Policy on Faculty and Housestaff with Potential Conflicts in Student Assessments](#)
- [Guidelines for Faculty Appointments for EHC-employed Allied Health Professionals](#)
- [Guidelines for Release of Faculty Data](#)

- [Policy on Part-Time Status for Tenured Faculty](#)
- [Letter template](#)
- [School of Medicine Glossary](#)

3 INSTRUCTION

The curricula of the Department are the purview of the faculty, acting through the agencies of the Undergraduate Curriculum and Graduate Committees. The Associate Chairs for undergraduate and graduate students are responsible for the following instructional functions:

- Course coverage consistent with the current approved outline.
- Implementation of quizzes and examinations consistent with currently accepted standards
- Ensuring that students have access to old exams.
- Ensuring availability of appropriate laboratory equipment in working order, as well as copies of lab instruction sheets.
- Dissemination, at the beginning of every term, of all relevant handouts and informational materials to all faculty and/or graduate assistants assigned to teach the course(s) for which he or she is responsible.
- Coordination of changes in course content and/or textbook with the Undergraduate Curriculum and Graduate Committees.

Procedures for the implementation of course changes are defined in the academic course changes section (see section: 3.8. ACADEMIC COURSE CHANGES).

The instructional information and guidance that follows applies primarily to Georgia Tech courses unless Emory University is specifically referenced.

3.1 COURSE SYLLABUS AND ANNOUNCEMENTS

A course syllabus must be distributed during the first week of each class. For a detailed explanation of how to develop a syllabus, see The Center for Teaching and Learning (CETL) syllabus guidelines <http://www.cetl.gatech.edu/resources/syllabus-guidelines>. Changes in the syllabus late in the semester, when students do not have time to adjust to them, are the source of many student complaints to the Dean of Students. According to Georgia Tech policy, students have the right to be “clearly informed of any changes made to the syllabus during the semester with reasonable time to adjust to these changes”.

3.2 VERIFICATION OF PARTICIPATION

During the third week of each semester, all courses that carry academic credit must report verification of participation to meet federal Financial Aid Title IV regulations. This includes thesis hours for Doctoral students. For more information see: <http://registrar.gatech.edu/faculty/vparticipation.php>.

3.3 CLASS MANAGEMENT

Courses must be taught at the scheduled time and in the assigned classroom/laboratory. Recorded lectures or remote delivery of lectures should not regularly be used as a replacement for in-person lectures. All exceptions must be approved by the Senior Associate Chair.

Strict adherence to published course outlines is expected. The assigned textbook must be used for the course, and course textbooks must be approved by the Associate Chair for Undergraduate Studies. Once approved, the instructor should contact the Academic Advising Manager in the Coulter BME Department to have the textbook(s) adopted by the Georgia Tech Bookstore for the course. Any additional books used as class references should be placed on reserve at the Reserve Desk of the Library before they are needed by the students.

Smoking, food, and drinks are prohibited in classrooms and laboratories.

3.4 GRADING, QUIZZES, AND FINAL EXAMS

In all courses, students **must** receive some performance evaluation prior to “drop date,” which occurs after 50% of the term has been completed. For 1000- and 2000-level courses, “progress report” grades **must** be reported by the 40% point of the term, in accordance with instructions issued by the academic office.

All faculty members and other instructors are expected to comply with Institute policies regarding end of semester, as stated in section XII.C of Rules & Regulations <http://catalog.gatech.edu/rules/12/> in the Georgia Tech catalog. Questions regarding this policy should be directed to the Senior Associate Chair.

Each regularly scheduled lecture course of the Institute shall have a final examination, which is to be administered at the time specified in the official final examination schedule as distributed by the Office of the Registrar, as stated in section XII.D of Rules and Regulations. Conflicts and exceptions are defined by the Registrar and must be coordinated with the Senior Associate Chair.

3.5 GRADE SUBMISSION

Grades are reported via Buzzport, <https://buzzport.gatech.edu> or via the learning management system (currently T-square). Grades must be reported for all courses, including special problems and thesis sections. Instructors for all 1000- and 2000-level courses are also required to submit progress report grades by the specified deadline (<http://www.registrar.gatech.edu/calendar/>). Instructors must personally enter grades for their courses; administrative assistants, course teaching assistants, and the BME Academic Office personnel are not permitted to enter the grades for the instructor. For more information see <http://www.registrar.gatech.edu/faculty/gefaq.php>.

3.6 INSTRUCTOR ABSENCES

If a planned absence will cause an instructor to miss a scheduled class or laboratory, the instructor is responsible for making arrangements to have the course taught during its normally scheduled times and for notifying the Associate Chair for Undergraduate Studies (undergraduate courses) or the Associate Chair for Graduate Studies (graduate courses) of such arrangements. A person who is not on the BME payroll should not be asked to serve as a substitute teacher without the prior approval of the responsible Associate Chair. Classified staff and research staff should not be asked to handle exams or other classwork. (Note that classified employees are professional and administrative personnel who are not identified as Academic Faculty, Research Faculty, Academic Professionals, or Post-Doctoral Fellows).

3.7 STUDENT EVALUATIONS AND COURSE ASSESSMENTS

Every course is to be evaluated each term. Please urge students to complete the end of term electronic, web-based evaluation of their courses at <http://www.coursesurvey.gatech.edu>. In some courses, additional assessment surveys may be provided by the Department or Institute. Such forms should be distributed and/or completed per instructions.

All GTAs are to be evaluated by their faculty supervisors each term. At the beginning of each semester, the teaching assistant (TA) and instructor must complete and sign the BME Graduate Teaching Assistant Expectations form, in which the Instructor will explain all of the responsibilities and expectations of the TA. At the end of each semester, the Instructor must complete and sign the BME Graduate Assistant Evaluation form. Included on this form is an evaluation rubric, grading the performance of the TA that term. All TAs must perform an average of 3 on each criterion for successful completion of his/her TA'ship. Failure to reach this level of performance will result in an additional semester of TA responsibilities, as well as one-on-one teaching training at the Center for Enhanced Teaching & Learning (CETL) at Georgia Tech. Both forms are submitted to the Director of Graduate Training.

3.8 ACADEMIC COURSE CHANGES

3.8.1 Approval procedures for course changes

The Undergraduate Curriculum and Graduate Committees are responsible for oversight of the undergraduate and graduate curricula, respectively. Individual courses are designed by one or more faculty members. Maintenance of the currency of the course (including the information presented on the BME website), recommendation of a suitable textbook, and other matters are the responsibility of the Undergraduate Curriculum and Graduate Committees. For this system to work, faculty members must be aware of the procedures for the establishment and alteration of courses. The following procedures for course modification are currently in effect:

3.8.2 Requests for special topic courses and permanent catalog listings

Special topic courses are usually offered as a proving ground for new courses. Approval by the appropriate Undergraduate or Graduate Committee (UoGC) is necessary each time they are offered. For such courses, a course syllabus and other specified documentation must be submitted either to the director of graduate training or the director of undergraduate studies by the established deadline. A request for a second or subsequent offering must include the summary sheet from the Course-Instructor Opinion Survey (CIOS) for each previous offering.

Normally, a course must be proposed for permanent catalog listing as a regular course before it can be offered a third time. The UoGC may allow additional special topic offerings if warranted, such as when the proposed course has been significantly modified. The request for permanent catalog listing also must be approved UoGC and the BME faculty. The Senior Associate Chair will then assign the course number and prepare the appropriate documentation for consideration by the appropriate Institute Committee and the Georgia Tech Academic Senate.

3.8.3 Request for change in course title

Such requests require a change in the course number and follow the same procedures used for permanent catalog listing.

3.8.4 Request for change in course outline and/or prerequisite(s)

Changes in the outline to re-order the material or to make incremental augmentations of the course material require the approval of the UoGC. Substantial changes to the course content may require approval of the BME faculty and the appropriate Institute committee. Changes in course prerequisites require the approvals of the UoGC and appropriate Institute committee.

3.8.5 Request for change in textbook

All textbook changes, regardless of reason, must be approved by the appropriate UoGC. Textbooks selected for required undergraduate courses should be consistent with defined course objectives and outcomes and should take into account the relationship with both prerequisite and subsequent courses. For elective or graduate courses, textbook changes that have been properly approved by the UoGC are generally *pro forma*.

Requests for textbook changes should be submitted to the UoGC, with a copy to the Academic Advising Manager, no later than the beginning of the term prior to the desired date of change. If the specified textbook for a course is out of print, or otherwise unavailable, the Academic Advising Manager will work with the scheduled instructor to determine an appropriate resolution. Under no circumstances should a faculty member direct students to purchase textbooks other than the official text without first clearing this action with the UoGC.

3.9 WORKLOAD ALLOCATION AND INSTRUCTIONAL ASSIGNMENTS

3.9.1 GUIDING PRINCIPLES

Research and education are our primary missions in the Coulter Department. The principles governing our workload models are: a) extramural research dollars are best spent to the extent possible to enhance and grow our research program; b) teaching is a necessary and essential component of the workload of every member of the faculty; c) differences in the financial models of the Emory School of Medicine and the GT College of Engineering must be accounted for; and d) teaching assignments must equitably reflect the effort required by the instructor to achieve the desired student learning outcomes. Because operational parameters and budget allocations change from year to year, the workload model may be modified periodically. In most cases, changes will be incremental, retaining established principles. Nonetheless, faculty members should not assume that the current model will apply in future years.

3.9.2 TEACHING CREDIT

The basic unit of teaching workload will be one section of a lecture-based course with 50 students and a teaching assistant. Given that many courses taught by Coulter Department faculty are not lecture-based, the workload model must take into consideration the differences in the amounts of time (preparation, contact, and assessment) required to be an effective teacher in non-lecture-based courses. For example, in general the time required for teaching a lecture-based course with 50 students is greater than that required to facilitate a team of eight students in a problem-based learning course. The Chair, in consultation with the Associate Chairs for Undergraduate and Graduate Studies, will determine the credit awarded for teaching non-lecture-based courses.

3.9.3 RESEARCH EXPECTATIONS

The default teaching load for research-active faculty in the Coulter Department is two courses per year for those with tenure lines through Georgia Tech (GT), and one graduate course (or undergraduate course with permission of the Chair) per year for those with tenure lines through Emory University (EU). These levels of teaching require that GT faculty support one month of their academic year (AY) salary. GT faculty may reduce their teaching to a single course per year if they provide four months of their AY salary – see below. The situation is different for EU faculty, who are expected to support 65% of their Research Effort, and who have 12 month contracts. For example, a faculty member who receives 0.065 FTE credit for teaching, then has 0.935 FTE for research in the absence of other credit. Coverage of 65% of this Research Effort implies a need for 61% salary support ($0.935 \times 65\%$). Salary support, measured in actual \$ and not effort, may come from internal or external grants, foundation accounts, and professorship or endowed chair accounts. With sufficient notice (at least four months prior to start of term) faculty also have flexibility in ‘doubling up’ teaching one semester to free up teaching at a future semester to write grants, travel to a collaborator’s lab, etc.

For research-active GT faculty whose AY salary support falls below one month, the default teaching load increases to three classes a year. If the need to offer summer courses exists and departmental funds are available, GT faculty may earn \$15k per course in salary support for teaching a required undergraduate course during the summer. Based on course availability, EU faculty may teach undergraduate required courses in the spring, summer or fall, at a rate of \$15k per course, to cover shortfalls in their salary support.

Research-active status will be determined at the Chair’s discretion, using a combination of factors including salary support, active publishing in peer reviewed journals, graduate student support, and grant submission activity. At the Chair’s discretion, teaching load for non-research active faculty may increase to four or five classes per year, based on the level of current research activity and strength of the faculty member’s plan to regain research active status.

3.9.4 INCENTIVE FUND

Mechanisms are available to enable faculty to carry over a portion of funds they use for “extra” salary support (i.e. support beyond the above workload model expectations). These funds are available for use in future fiscal years. These mechanisms are intended to give faculty flexibility to save funds for expenses such as major equipment purchases and for covering short-term gaps in research funding. The maximum an individual faculty member may carry over from one fiscal year to the next using this plan is \$100k.

- *For Emory University faculty:* When an independent research-intensive or research-focused PI faculty member provides more than 65% research salary coverage (as a % of the NIH cap, or as a % of actual salary if this salary is lower than the NIH cap) on sponsored research funding assigned to the SOM, the “excess” percentage difference becomes “% Eligible for SaLaD (Salary and Lab and Discretionary)”. This percentage is applied to the actual salary charged to SOM grants and then split 50/50 between the home department and the faculty member’s discretionary account. Note that expenditure of SaLaD funds requires prior approval of the Department Chair.
- *For GT faculty:* 50 to 75% of extra salary support will be added to a savings plan according to the terms described in Table 1.

Table 1 Details of teaching load calculations (specific for GT Faculty).

Months (N) of AY Salary Support	Assistant Professors	Associate/Full Professors (Research Active)	Associate/Full Professors (Non-Research Active)
$N < 1$	2 courses	3 courses	4 – 5 courses
$N = 1$	2 courses plus 0.5(N) months of salary to savings plan	2 courses	NA
$1 < N \leq 3$	2 courses plus 0.5(N) months of salary to savings plan	2 courses plus 0.5(N-1) months of salary to savings plan	NA
$3 < N < 4$	2 courses plus 1.5+0.75(N-3) months of salary to savings plan	2 courses plus 1+0.75(N-3) months of salary to savings plan	NA
$N \geq 4$	1 course plus 0.75(N-4) months of salary to savings plan or 2 courses plus 1.5+0.75(N-3) months of salary to savings plan	1 course plus 0.75(N-4) months of salary to savings plan or 2 courses plus 1+0.75(N-3) months of salary to savings plan	NA

3.9.5 COURSE SCHEDULING AND INSTRUCTIONAL ASSIGNMENTS

Final course schedules and instructional assignments are determined by the Senior Associate Chair based on faculty workload plans, projected enrollments, and Department needs.

Based on the Institute's early registration dates, initial course schedules and instructional assignments are normally determined by mid-March for summer and fall terms and by mid-October for spring term. Instructor assignments for many required (and some other) courses generally are not determined until approximately one month prior to the start of fall and spring terms. Prior to the finalization of fall and spring schedules, faculty members will have an opportunity to review and update their workload plans.

The class scheduling process is highly constrained, based on room availability, distance-delivery requirements, avoidance of course conflicts, etc. The Department must fully utilize the course periods between 9 a.m. and 6 p.m., given the total number of courses offered. Additionally, certain courses are scheduled only at specific times because of various constraints.

Efforts are made to accommodate individual faculty requests and preferences for course assignments, class meeting times, and room locations. **However, satisfaction of such requests or preferences is not guaranteed.** In particular, the number of faculty requesting certain courses and popular time slots generally exceeds the number that can be accommodated.

4 ADJUNCT/PROGRAM FACULTY APPOINTMENTS

4.1 PROGRAM FACULTY

Each member of the BME Graduate Program Faculty is expected to be involved in the teaching and advising responsibilities of the Program. This requirement can be met through a combination of activities to include: 1) teaching or co-teaching a course or module in a course listed as BME core or approved electives including courses cross-listed with BME, 2) service on student qualifying and thesis examination committees, and 3) participation in graduate student recruitment efforts. It is expected that each member of the BME Graduate Program Faculty will have adequate external research funding to support the stipends and research expenses of students under his/her supervision.

4.1.1 ADMISSION TO PROGRAM FACULTY

Georgia Tech and Emory faculty with a primary appointment in a school other than BME may apply to join BME Graduate Program Faculty. Each member of the BME Graduate Program Faculty is expected to be involved in the teaching and advising responsibilities of the Program. This requirement can be met through a combination of activities to include: 1) teaching or co-teaching a course or module in a course listed as BME core or approved electives including courses cross-listed with BME, 2) service on student qualifying and thesis examination committees, and 3) participation in recruitment efforts. It is expected that each member of the BME Graduate Program Faculty will have adequate external research funding to support the stipends and research expenses of students under his/her supervision.

Admission to Program Faculty

Any tenure-track faculty member at Georgia Tech and any full time faculty member at Emory University who has a significant research focus in biomedical engineering may submit a request for admission to the BME Graduate Program Faculty. Each applicant must have a current BME faculty member serve as a sponsor for the application.

The request should include:

- 1) A letter addressed to the chairperson of the BME Graduate Committee, indicating the applicant's research area, his/her commitment to supporting students, and a statement as to how the applicant intends to satisfy the teaching requirement. The letter should include the contact information for the administrative support personnel who assist with various academic, financial, and other administrative concerns for this faculty member. The letter should include the name of the current BME Program Faculty member who will serve as a sponsor for this applicant. Finally, this letter should include support from the chairperson of the department in which the applicant holds his/her primary appointment.
- 2) A full CV and a two-page CV in either NIH or NSF format.

Applications should be submitted electronically to the BME Graduate Program Manager (gradstudies@bme.gatech.edu). Applications received by November 1 and May 1 are reviewed in the November and May graduate committee meetings, respectively. Upon recommendation from the BME Graduate Committee, the final decision on membership will be made by a vote of the current BME

Faculty.

Once admitted, new program members are eligible to serve as primary advisors to BME students. Unless and until they are admitted, applicants may fund students under a co-advisement relationship, however a BME Program Faculty member must be the primary advisor of record. If not already a Georgia Tech faculty member, the department's Human Resources representative will contact the new member with institutional paperwork required for access and privileges at Georgia Tech.

Renewal of the Membership in the BME Graduate Program Faculty

Program Faculty are awarded a two-year term. At the end of the two-year term, Program Faculty members may apply for renewal. Faculty requiring renewal will be notified at least two months prior to the end of the two-year term. Faculty seeking renewal must submit a cover letter outlining program involvement and an updated CV. The renewal application is reviewed by the BME Graduate Program Committee in November and May and does not require a full faculty vote for approval.

**SAMPLE LETTER FOR APPLICATION TO
BIOMEDICAL ENGINEERING PROGRAM FACULTY MEMBERSHIP**

(Please use home Academic Unit letterhead)

Date

Professor

Associate Chair for Graduate Studies
WHC Department of Biomedical Engineering
at Georgia Tech & Emory University

Dear ***Professor*** :

I am applying for ***admission/renewal*** of membership to the Biomedical Engineering (BME) Program Faculty. My research activities related to biomedical engineering focus on ***specific research area***. As a member of the BME Program Faculty, I will routinely participate in activities important to the Program. These activities may include (i) service in qualifying exam committees, (ii) participation in M.S. and Ph.D. thesis committees, (iii) development and teaching of BME courses, (iv) service in standing and ad-hoc BME committees, and (v) participation in Program assessment activities. ***[For renewal applications, list service activities during last term].***

For administrative support purposes, the following person(s) should be included on future BME-related correspondence to assist with academic, financial, and other administrative concerns: ***[Please list name, e-mail, and phone for each person.]***

The current BME Program Faculty member who will serve as my sponsor is ***name***.

Sincerely,

Applicant
Home Department

Endorsed by:

Chairperson of ***Applicant's Home Department***

Date

4.1.2 ADJUNCT FACULTY

The term "adjunct" is used at Georgia Tech to refer to honorary, unpaid affiliations with instructional units. A faculty member in one Georgia Tech unit may be appointed to adjunct status in another unit or an individual from outside the university may be appointed to that status. The appointment may be for a narrow purpose such as serving as an advisor to a graduate student, or extend to broader participation in the governance of the instructional unit. Adjunct status, by itself, never confers the right to participate or vote in tenure or promotion processes. The appointment should be made for a specified period of time through standard faculty appointment processes.

If an adjunct faculty member is from outside of GT, they will need to have "affiliate" status too. Affiliate is a term OHR uses to identify guests of Georgia Tech or a member of an affiliated organization participating in activities that support our institute's mission and require access to our campus facilities and/or our internal information technology systems (e.g. email, buzz cards, etc). I believe (Valencia can correct me if I'm mistaken) that when granted adjunct status by the Institute that affiliate status comes with it.

In BME, all adjunct faculty belong to one of two groups, "program faculty" or "clinical faculty." Program faculty generally have a PhD as their terminal degree, and are allowed to serve as a thesis advisor for students in our PhD program. Clinical faculty have an MD as their terminal degree.

Adjunct and clinical faculty appointments may be made at any level from instructor to professor. Only primary and program faculty may serve as research advisors for doctoral students. Persons holding such appointments are expected to have the educational background and/or experience required for the rank, and they must be interested in providing some degree of service to the Coulter Department even though they are not available for a regular appointment. Appointments are usually made on an "adjunct" basis unless the appointee holds a professional medical degree, in which case a "clinical" appointment is used. Adjunct Clinical Faculty consists of physicians and certain other health professionals appointed for the purpose of participation on a voluntary, part-time basis in the academic programs of the Coulter Department.

Adjunct Faculty Responsibilities: Each member of the BME Adjunct Faculty is expected to be involved in one or more of the Coulter Department's degree programs. This requirement can be met through a combination of activities which may include: 1) teaching or co-teaching a BME course or module in a course, 2) providing experiential learning opportunities for students, 3) mentoring student design teams, 4) participation in recruitment efforts, or 5) other service which contributes to the enhancement of the learning experiences for students in the program(s). We also expect adjunct faculty to indicate their affiliation on scientific papers they publish, particularly where Coulter Department students or resources are involved.

Appointment of Adjunct Faculty

Applicants for adjunct faculty positions must provide the following for consideration:

- A letter addressed to the Coulter Department Chair indicating the applicant's experience, his/her commitment to supporting students, the name of the primary BME faculty member who will

serve as the advocate for the applicant, and a statement as to how the applicant intends to contribute to the Coulter Department's degree programs.

- A full CV and a brief CV in either NIH or NSF format.

If the Graduate Committee recommends an adjunct appointment, the applicant must then:

- Submit a Personal Data Form for use in posting the new member's information on the departmental website, if approved. An electronic copy in editable form is needed. Valencia Cantrell (HR) will provide this form and further information to the applicant.
- Send official documentation of educational credentials (transcript or letter verifying highest degree held). This must be sent directly from the institution that granted the degree to Valencia Cantrell (HR) who will coordinate.
- Send completed Office of Human Resources forms (Personal Data Form, Background & Education Information Form, Background Investigation Disclosure and Authorization Form, and Security Questionnaire) to Valencia Cantrell.

Applicants may be asked to give a presentation in the form of a seminar for the Coulter Department Faculty and students or a lecture in a BME course. Upon recommendation from either the BME Undergraduate or Graduate Committee, and approval by the Coulter Department Chair, the final decision on the appointment will be made by a vote of the Primary BME Faculty.

Renewal of Adjunct Appointments

All Adjunct Faculty appointments are reviewed every three years. Renewal requires the submission of documentation of contributions to the Coulter Department. The chair of the Coulter Department's Reappointment Promotion and Tenure Committee will solicit this information via e-mail in the fall term from those individuals who have or will have completed three years of service by the end of that term. After review by the Reappointment Promotion and Tenure Committee, formal approval for renewals will be made by a vote of the Primary BME Faculty.

5 FACULTY PROMOTION AND TENURE

The Promotion and Tenure guidelines are complex and we will not attempt to reproduce them here. Faculty members are promoted and tenured at their "home" institution (i.e. either Emory or GT) and care must be taken to consult the appropriate set of guidelines.

5.1 GEORGIA TECH

Complete reappointment, promotion, and tenure (RPT) information, along with forms, and guidelines can be found here: <http://coe.gatech.edu/rpt-information-forms-guidelines>

5.2 EMORY UNIVERSITY

The Office of Faculty Affairs and Development is located in the School of Medicine building. This office oversees all faculty appointments and promotions, develops and implements programs for academic development and training, nominates faculty for important committees and professional courses, and manages salary equity analyses. Assistance and counseling of individual faculty is available by appointment – see the links shown on the left side of this page:

6 FINANCE

6.1 ANNUAL STATEMENT OF REASONABLENESS OF SALARY CHARGES (GT)

The Electronic Annual Statement of Reasonableness of Salary Charges (eASR) verifies the workload distribution of each Georgia Tech employee for the fiscal year, and is specifically designed for the employee to confirm that the distribution of salary charged to projects represents a reasonable estimate of the work performed during the stated period. In most instances, only the employee has the information required to complete this certification and therefore eASR must be completed and signed by the covered employee at the end of each FISCAL Year. Further information is available at <http://policies.gatech.edu/personal-services-reporting-using-plan-confirmation-system> or by contacting Shuana Durham or Tory Thurman in the GT BME Finance Office.

6.2 ALLOWABLE COST MATRIX (GEORGIA TECH)

The Allowable Cost Matrix is a tool created to assist faculty and staff in making decisions related to Institute expenses. The matrix provides a vehicle to determine whether certain expenses are allowable on certain fund types. The Departmental contacts are Shuana Durham or Tory Thurman in the BME Finance Office. Further information is available at <http://www.controller.gatech.edu/allowable-cost-matrix-0>

6.3 BUZZMART ACCESS (GEORGIA TECH)

The BuzzMart electronic procurement system and the GT PCard are the Institute's approved buying methods for procurements from external suppliers. Use of the appropriate buying tool must be in compliance with Institute policies and procedures.

1. Access to the BuzzMart electronic procurement system is contingent upon training and role responsibility. When training requirements are completed, new shoppers must submit their role request form and printed training transcript to the BME Finance Office for verification and submission to Business Services.
2. The four departmental roles in BuzzMart are Shopper, Requester, Spend Approver and Financial Approver.
3. Carts and requisitions are electronically routed based on established workflow. Once all approvals have been applied a purchase order will be issued to the vendor.
4. The Shopper can build a cart but cannot place an order.
5. The Requester can build a cart and assign financial data.
6. The Spend Authority must approve orders of any amount.
7. The Financial Approver must approve orders of any amount.

Training is available at <http://trains.gatech.edu/> and questions can be directed to the GT BME Finance Office.

6.4 COST REIMBURSEMENT BETWEEN GT-BME AND EMORY-BME FINANCE OFFICES

6.4.1 CORE FACILITIES

It is possible for Emory Faculty members who require access to GT Core Facilities to receive the GT Internal billing rate even though they pay with Emory Funds. GT Core Facilities require a GT People Soft number and campus reference number as form of payment. To initiate this process contact the GT BME Finance office.

6.4.2 JOINT EXPENSE REIMBURSEMENT

It is possible to invoice Emory BME for joint expenses related to the Coulter Department in cases where GT has incurred costs up front. To initiate this process contact the GT BME Finance office.

6.5 GEORGIA TECH FOUNDATION (GTF) FUNDS

Contributions which are considered "Gifts" should be made to Georgia Tech Foundation, Inc. The use of all funds held by the Georgia Tech Foundation (GTF) must be in accordance with the restrictions or intent of the donor and with Georgia Institute of Technology (GIT) policies and procedures. More information is available at <http://www.policylibrary.gatech.edu/business-finance/setting-accounts-gtf-funds> or my contacting Courtney Ferencik (Development) and Tracie Dinkins (BME Finance Office).

Detailed information about expenditures that can be charged against GTF funds is available at <http://www.policylibrary.gatech.edu/business-finance/expenditure-gtf-funds>. Forms are available at the bottom of <http://www.policylibrary.gatech.edu/business-finance/expenditure-gtf-funds>. A common situation is described below.

Meals and entertainment to conduct official Institute business with external person(s) or for Institute functions with a clear business purpose should be reasonable and appropriate to the occasion. An itemized receipt is required. The meal guideline maximum for external parties is \$90 per person (includes beverage, tax, and tip); Institute personnel maximum is \$75 per person (includes beverage, tax, and tip). For meal expenses that may exceed the aforementioned guidelines, please discuss an exception request with your supervisor. Submit reimbursement request to the BME Finance Office for review and submission to GT Foundation.

6.6 GROUP MEALS ON SPONSORED FUNDS

In special situations, such as all-day seminars or meetings when a food, beverage, or meal cost meets the three criteria of allowable, allocable and reasonable to the specified sponsored project, the PI may be reimbursed. To obtain reimbursement, the PI must provide written justification of the business purpose of the expenditures and how they relate to the specific sponsored project including purpose of the meeting, list of attendees, a formal written agenda, and the beginning and end times of the meeting. To be allowable:

1. Meal or food expenses must be included in the budget and approved by the sponsor.
2. An agenda must be provided with the request.
3. The request must list each participant on the Food/Group Meal Documentation form.
4. The event must be attended by non-Georgia Tech personnel. Meetings comprised of all Georgia Tech personnel are more often designated as an employee business meeting (see section I of policy).

5. Meal per diem limits are imposed, unless sponsor provides an exception in writing.

Further information is available at <http://www.policylibrary.gatech.edu/procurement-group-meals-employees-students-and-official-visitors>. The Departmental contact is the BME Finance Office.

6.7 MEMORANDUM OF UNDERSTANDING (MOU) SALARY SUPPORT

An MOU exists to allow use of internal funds between Georgia Institute of Technology and Emory University for the following specific purposes:

- **MD/PhD:** The memorandum (MOU) constitutes agreements between Emory University (EU) and Georgia Institute of Technology (GIT) for salary reimbursement for MD/PhD Students.
- **Student Support:** This MOU is used to reimburse for salaries for students enrolled or working in the BME joint program when using internal university funds (non-sponsored).
- **BME Staff:** This MOU is used to reimburse salaries for a staff member who provides services to either GT/Emory.

Further information is available at <https://www.bme.gatech.edu/bme/financial-MOU>. The Departmental contact is the BME Finance Office.

6.8 NEW FACULTY STARTUP FUNDS (GT)

New faculty typically have startup funds allocated to them. For GT faculty, the expenditure of these funds needs to be carefully coordinated with the GT Finance Office. Upon hire, two project numbers are requested for the faculty member: one for Start-Up (lab funds) and one for Fit-Up (renovation); The accounts are used to assign applicable expenditures. The Departmental contact is Shuana Durham in the BME Finance Office.

Lab Funds (Negotiated Operating Budget). Funds must be requested every fiscal year by submitting a budget to the BME Finance Office. Funds are “drawn down” from the designated funding sources outlined in the startup packet. Funds requested each fiscal year must be expended by June 30th of that year.

Fit Up Funds (Negotiated Renovation Budget). Funds coordinated by the College of Engineering (CoE) Dean’s Office. To initiate, faculty member should contact Dave Stoutamire (CoE) and the Biomedical Engineering (BME) assistant director, administrative operations (Rachel Arnold).

Summer Salary (Negotiated Summer Support funded with “STATE” dollars). Typically such salary support is negotiated for three (3) months support and must be expended within the first year after the faculty member arrives.

6.9 PERSONAL FUNDS REIMBURSEMENT

Use of personal funds for the purchase of goods incurs additional cost due to sales tax and non-contract pricing, in addition to the loss of procurement data metrics necessary for strategic sourcing activities. Reimbursements for goods and supplies should only be made for small cost items (less than \$500) where it is not practical or possible to make the purchase using standard institute procurement processes. Purchases over \$500 that have not been approved by the Director of Purchasing may be classified as personal purchases and may not be reimbursed.

Submit reimbursement request to the BME Finance Office for review and submission to accounts payable. Further information is available at: <http://www.policylibrary.gatech.edu/reimbursements-purchases-made-using-personal-funds>

6.10 GEORGIA TECH PROCUREMENT CARD (PCARD) - A VISA PURCHASING CARD

The PCard is a credit card that may be used for authorized business purchases within the delegated authority limit. The Pcard is a tool for purchasing non-equipment, non-travel, business-related items under \$1,000 (for vendors who are not currently set up in BuzzMart or for vendors with whom only one purchase is expected). The Department Pcard Coordinator is Coral Abel in the GT BME Finance office. Please note that the Board of Regents is expected to drastically restrict PCard usage and these may become less commonly available in future. Further information is available at: <http://www.procurement.gatech.edu/pcard/concur>

6.11 EMORY PROCUREMENT, INCLUDING PCARD AND CORPORATE CARD

Emory University provides two methods for obtaining goods and services.

1. The *primary method* is through Emory Express, which is the most cost-effective way to obtain most goods and services. The cardholder should first review the chart, [Emory's Commodity Matrix](#) (Purchasing Methods to Use at Emory) to see the list of items obtainable through Emory Express.
2. The *secondary method* is the Emory JPMorgan Visa Purchasing Card (P-Card). The Visa P-Card is for use by faculty and staff for low dollar purchases (\$1,499 and less) otherwise not available through Emory's contract suppliers. Information can be found at: <https://www.finance.emory.edu/home/Procure%20and%20Pay/Credit%20Cards%20at%20Emory/index.html>

Business Meals: Local business meals should be placed on the Emory Corporate Card (see below under travel) and not the Visa P-Card.

Alcohol (Wine and Spirits): All alcohol for meals should be placed on the Emory Corporate Card and not the Visa P-Card. Also, pre-authorization must be granted for use of the P-Card for purchase of alcohol for events.

The Departmental contact is Lisa Simmons Emory BME Finance office.

6.12 STUDENT TRAVEL FUNDS

6.12.1 GEORGIA TECH

There are several sources for travel funding for graduate and undergraduate students, including the Faculty Advisor, the BME Department, the College of Engineering (CoE), the Graduate Conference Fund (GCF) and Presidential's Undergraduate Research Awards (PURA). The purpose of these funds is to financially assist students who are presenting research at conferences.

Students who are presenting as first author at a conference and have BME as their home Department are eligible for a BME travel allowance; eligibility for these funds is once every fiscal year (7/1/XX-6/30/XX). These funds are to be considered supplemental to the advisor's contribution.

Students awarded travel fellowships, scholarships (i.e. PURA) or other sources of conference travel funds will not be considered for a BME Travel allowance, with the possible exception of international conference travel.

Further information is available at: <https://www.bme.gatech.edu/bme/student-travel>. The Departmental contact is Tory Thurman in the BME Finance Office.

6.12.2 EMORY UNIVERSITY

Contact Lisa Simmons in the Emory BME Finance office for questions regarding Emory BME student travel funds.

6.13 SUBCONTRACTS: STEP-BY-STEP PROCESS TO REQUEST A SUB RECIPIENT

A sub-award (subcontract) may be required if part of the research effort under a sponsored project is to be performed by an outside organization or institution. Below is a step-by-step procedure for such awards. Faculty are invited to contact the BME Financial Administrators to discuss such requests.

1. Visit the OSP Contract System - <https://webwise.gtri.gatech.edu/osp/sub/sitemap>. Use your GT Kerberos Password or GTRI credentials to access the system.
2. Under the OSP Contract Information System tab, you will find a section for Sub-agreement Management.
3. Click on “make a request for new sub-agreement.” To complete this process, the following information is needed:
 - Detailed budget
 - Statement of work (including any deliverables/reports)
 - Short narrative as to why you selected the subcontractor
 - Cost price analysis
4. Query on the fund number you wish to issue the subcontract/consulting agreement under.
5. After completing the required fields, click on “Submit to OSP.”
6. Print a copy of the request; complete accounting section of the form and route for signatures.
 - Route to PI for signature
 - Route to BMEGRANTS@bme.gatech.edu for Departmental signature.

Subrecipient monitoring: (Principal Investigator and Unit Financial Administrators)

Unit Financial Administrators will assist PI’s in carrying out their sub recipient monitoring responsibilities. This includes:

- Reviewing invoices from sub recipients to ensure invoices are within the parameters of the sub- award budget, and questioning expenditures if necessary.
- Ensuring that invoices are approved by the PI or his/her designee and submitted to Accounts Payable in a timely basis.
- Maintaining copies of all invoices that provide evidence of the regular review of invoices by the PI. “Evidence” can be in the form of authorized signature by the PI or his/her designee, PI’s initials, e-mail communications, or notes of meeting between the PI with the department administrator.
- Maintaining documentation of monitoring efforts (copies of e-mail, phone log, etc.).

7 RESEARCH

Writing research proposals and conducting research are the responsibility of individual faculty members and faculty groups. Administrative oversight is minimal and pertains to procedures.

7.1 GRANTS AND CONTRACTS

Research projects having specific deliverable items (including reports) must be proposed and conducted under contract or grant through the Office of Sponsored Programs (OSP), and are typically subject to charges for Indirect Costs (overhead).

At Georgia Tech, general research can also be proposed and supported through grants to the Georgia Tech Foundation. Use of foundation grants to avoid overhead charges is not allowed.

7.2 PROPOSAL PREPARATION AND SUBMISSION

7.2.1 GEORGIA TECH

The Georgia Tech Office of Sponsored Programs mandates the use of Cayuse 424 for proposal submissions if:

1. The sponsoring agency requires a Grants.gov submission,
2. The forms suite is supported by [Cayuse](#), and
3. The agency DOES NOT require the use of a pre-existing proposal submission system such as NSF's Fastlane System or NASA's NSPIRES System.

Pre-Award Office: The primary function of the Pre-Award Office is to work directly with the PI to facilitate the grant application preparation, routing and submission process. The staff will review the solicitation/application requirements and ensure compliance. The staff can confirm questions related to which system/method to use for a particular sponsor prior to starting any proposal. The Assistant Director overseeing research operations for the Department, including the pre-award function, is an information resource and is available to respond to inquiries and to provide assistance.

Pre- & Post- Award



To allow sufficient time for planning, efficient preparation/processing of the application and to coordinate activities with external/internal partners contact the Pre-Award Office at grants@bme.gatech.edu:

- **Three weeks** prior to the Sponsor's deadline if you plan to submit a "standard" (e.g. R01, R21) grant.
- **At least 60 days** prior to the Sponsor's deadline if you plan to submit a complex or detailed (e.g. T32) grant application.

Failure to meet these deadlines will jeopardize the ability of the PI to submit their grant on

time.

Post-Award (Finance Office): After a grant has been awarded, the following steps occur: The Office of Sponsored Program receives the notice of award, processes it, assigns a PeopleSoft project number (e.g. 1256XXX), and sends notification to the Department via the Intranet Contracting Officers Log (ICOL). From this point forward, all account management/post-award activities are handled by BME Finance Office staff.

7.2.2 EMORY UNIVERSITY

Emory's proposal process is Electronic and the pre and post award administration uses a shared services model called the Basic Science RAS (Research Administration Services). Further information is available at <http://ras.emory.edu/ras-units/ras-basic%20sciences/index.html>

When applying for a funding opportunity, please fill out the RAS Basic Science Intent to Submit form located online at: <https://redcap.emory.edu/surveys/?s=T9YPW8N39M>. A member of the Basic Science RAS will contact you and work with you throughout the submission process. All proposals are routed through [EPEX](#), even if they don't require signature and involve external funding.

1. Department (PI and the RAS) prepares the proposal.
2. The proposal is placed in [EPEX](#) for review.
3. Other Departments and/or Schools, School of Medicine, and the Office of Sponsored Programs review the application and communicate any corrections or recommendations to the RAS unit who is in constant contact with the Department Administrator.
4. The PI and the RAS staff member work closely to submit the proposal.

The PI and all co-PI/Investigators will be required to log into [EPEX](#) and certify the proposal. This certification is then routed to the appropriate department Chair for approval and then routed to the SOM. All signatures are electronic.

7.2.3 SIGNATURE APPROVAL, ROUTING, AND TIMELINE TABLES

All grant applications must be approved and signed before submission, according to the following Table.

Georgia Tech	Emory University
The Chair (or Chair's designee) will sign as Department/Unit Lead and on behalf of the Dean, except in the following cases which will require the Dean's review and electronic signature: <ol style="list-style-type: none">1. Cost share to be funded by COE2. Any cost share for \$100,000 or more	The Chair (or Chair's designee) will sign as Department/Unit Lead and on behalf of the Dean, except in the following cases which will require the Dean's review and original signature: <ol style="list-style-type: none">1. Any Cost Share to be funded by Department
Primary designee: Rachel Arnold Alternates: Paul Benkeser	Primary designee: Lisa Simmons

To obtain signatures (“routing”), the proposal must be contain the following elements:

Proposal/Subcontract package contents (Table)

Georgia Tech		Emory University	
Routing Sheet		Emory University	
<ul style="list-style-type: none"> Signed by PI, provide PA/RFA/RFP # and IRB/IACUC #, if applicable 		EPEX is Emory’s electronic proposal routing process. This includes all documentation and institutional authorization for subawardship.	
Statement of Work		Statement of Work OR Research Plan	
Detailed Budget		Detailed Budget	
<ul style="list-style-type: none"> Required, for internal purposes, even when submitting modular 		<ul style="list-style-type: none"> w/ justification and applicable indirect costs 	
Budget Justification		Budget Justification	
<ul style="list-style-type: none"> Must include details for each category. 		<ul style="list-style-type: none"> Detailed budget justification required for ALL proposals. 	
Cost Share Form		Sponsor application guidelines, or funding opportunity announcement	
<ul style="list-style-type: none"> If applicable, approved w/ supporting documentation 			
Timeline for Georgia Tech		Timeline for Emory University	
Notification by PI:	~3 weeks prior to proposal submission deadline for standard mechanisms (e.g. R01), a notification should be sent by the PI to grants@bme.gatech.edu	Notification by PI:	~4 weeks prior to proposal submission deadline, an intent to submit should be completed by PI: https://red-cap.emory.edu/surveys/?s=T9YPW8N39M
To Department for routing and signature:	5 business days prior to proposal submission deadline	To Basic Science RAS for routing and signature:	10 business days prior to proposal submission deadline
Route to OSP for signature:	3 business days prior to proposal submission deadline.	Route to OSP for signature:	3 business days prior to proposal submission deadline.

The Office of Sponsored Programs will generate the Letter of Intent (LOI) for subcontracts once the above package has been reviewed and logged. Incoming subcontract packages **must** contain the LOI.

7.2.4 SUBCONTRACTS

A subcontract is required when moving funding between institutions (e.g. GT to Emory, Emory to GT) for student salary support or when:

1. a portion of the research of an award/contract will be performed by an entity other than the

- Prime; or
2. the Sponsor awards funding to one or more entities other than the Prime.

When proposing a subcontract, the sub-awardee must submit the following materials to the Prime at Georgia Tech. This subcontract package must be included in the proposal package when routing, and contain:

- **Statement of Work**
- **Detailed Budget**
- **Budget Justification**
- **Consortium letter of intent from Institution**

NOTE: The PI can ONLY be PI at one institution (e.g. Sam Adams is the Prime PI at Emory, therefore, cannot be PI on a sub to GT). In these cases, it is often necessary for the BME department chair to be named as Administrative PI on the subcontract.

7.3 STUDENT SALARY SUPPORT

Effective Fall 2014, first year (only) BME Program students who select a principal investigator/advisor and laboratory at Emory are paid through Emory. Please note this arrangement cannot be retroactive. For students paid/supported through Georgia Tech who have an Emory advisor, there are two mechanisms to establish accounts supporting student salaries.

1. Internal Funds – Memorandum of Understanding (MOU). In this case, the BME Finance Office develops the budget for the salary, completes the MOU, and routes to the BME Pre-Award office for processing through Georgia Tech and Emory.
2. Sponsored Funds – Subcontract. To establish the subcontract, the following materials are required:
 - a. GT Routing Sheet (*Pre-award office provides form for PI to complete*)
 - b. Statement of Work
 - c. Detailed Budget
 - d. Budget Justification

All of the above must be reviewed by the Pre-Award Office, approved by the Department, and then routed to the Office of Sponsored Programs (OSP) for processing.

OSP will prepare the Consortium Letter and submit to the awarding Institution.

NOTE: Subcontracts to support a BME student's salary only are subject to an F&A rate of 26%. There are no other costs (e.g. M&S) allowed in this case and the student can be named PI. If a student has not been identified at the time of routing, the Assoc. Vice President for Research Administration will serve as interim PI on Emory subs and the VP for Research & General Manager on GT subs.

7.3.1 BME PRIMARY FACULTY ADVISORS

The account supporting the student salary will be established/managed by BME. Emory faculty should contact the appropriate Emory RAS unit to initiate this process and generate the paperwork required to establish the account.

7.3.2 NON-BME PRIMARY FACULTY ADVISORS

The subcontract or MOU required for supporting the BME student's salary typically resides in the advisor's Home Department and is also managed by that department. Emory faculty should contact the appropriate Emory RAS unit to initiate this process and generate the paperwork required to establish the account.

7.3.3 RESOURCES

Subcontract for Student Support: <http://careers.bme.gatech.edu/salary/info.php>

BME Student Salary Wizard: <http://careers.bme.gatech.edu/salary/info.php> can be used to estimate the cost to support BME student salaries for a specified period of time.

7.4 SUBCONTRACT RENEWALS

Requests for renewals must be initiated 90 days prior to the expiration of the current funding period. *This step is critical and could result in the interruption of the student's salary if not followed.*

7.5 POST-AWARD SUBCONTRACT ROUTING

Once the subcontract is awarded, the designated post-award administrators at the respective institutions will initiate the Request for a Sub-Agreement via the OSP online system. The **Emory** subcontract website is: <http://www.osp.emory.edu/policies/sub-request.html>. For Georgia Tech post-award subcontract routing, see section 6.13.

The following information is needed for this process:

- **Detailed budget**
- **Statement of work (including any deliverable requirement)**
- **Short narrative outlining why subcontractor was selected**
- **Cost/price selection (if applicable)**

7.6 DIRECT COSTS

Direct costs are those that can be specifically identified with a single sponsored project. These costs usually include salaries/wages, fringe benefits, contracted services, supplies, equipment, travel, communication, tuition remission, and participant support costs. In most instances, the direct costs should be reflected by major budget categories with an attached narrative detailing how the costs were calculated. The budget narrative should contain enough detail for the sponsor to verify the appropriateness of the costs.

7.7 FACILITIES & ADMINISTRATIVE COSTS

Facilities & Administrative Costs (F&A) are also known as indirect costs or overhead. At Georgia Tech, they are calculated according to the guidelines in OMB Circular A-21 and are approved by way of the F&A Cost Rate Agreement the Georgia Tech Research Corporation negotiates with our cognizant federal agency, the Office of Naval Research. Emory University negotiates with their cognizant federal agency, the Department of Health and Human Services. The appropriate F&A cost rate or Indirect cost rate is based on Modified Total Direct Costs (MTDC), which is the total

direct cost less equipment over \$5,000, patient care costs, participant support costs, alterations/renovations, rental of off-campus space and subcontract expenses in excess of \$25,000, and student tuition remission.

More information about overhead and other budget issues may be found at:

- Georgia Tech: <http://www.osp.gatech.edu/rates/>
- Emory: <http://osp.emory.edu/facts/fact-sheet.html>

7.8 MATCHING/COST-SHARING

7.8.1 GEORGIA TECH MATCHING/COST-SHARING

Cost-sharing commitments on proposals are largely to comply with the NIH salary cap or to satisfy the Georgia Tech “PI 1% minimum effort” policy, but also include cost-sharing required by the Sponsor. If cost sharing is to be included as part of a sponsored project, the source of funds must be identified, approval obtained from the individual/unit with the authority to commit those funds at the **proposal stage**, and documented using the appropriate forms (see below). Documentation supporting funds to be provided by external entities, i.e. third-party cost sharing, must also be provided at the **proposal stage**. If matching is not required, but may be needed, the faculty member must **first** discuss the strategic situation with the Department Chair.

- a) Departmental matching might be available for faculty personal services. Implied matching commitments (e.g., reduced maximum teaching load or a commitment to develop/offer a specific course) **must be identified and approved by the Department Chair** prior to proposal submission.
 - b) Dean’s Office matching might be available for large proposals having College-wide impact.
 - c) Matching is available primarily for equipment and is approved (and the matching source identified) on a case-by-case basis. This subject must be discussed with and approved by the Department Chair; approvals from the Associate Dean for Finance and Administration and the Executive Vice President for Research are also required.
- The GT OSP cost-sharing form is available at: <http://www.osp.gatech.edu/forms-library>
 - Proposals to foreign entities with overhead rates lower than the published industry rate require prior approval. This could significantly increase processing time.

GT Cost Sharing Policy: <http://policy.research.gatech.edu/25-cost-sharing>

7.8.2 EMORY MATCHING/COST-SHARING

The maintenance and growth of the research enterprise at Emory requires efficient and effective stewardship of the University’s resources. One component of this stewardship is the reimbursement of research costs by sponsors to the fullest extent possible. Cost sharing not only commits discretionary funds to a specific project, but it also results in a loss of indirect costs which are essential to support the facilities and administrative infrastructure necessary to support research activities. Therefore, cost sharing should generally be included in a proposal only when it is required by the sponsor and/or the perceived benefit of the proposed project is of sufficient strategic importance to warrant the commitment of institutional funds.

The ultimate decision to provide cost-sharing rests with the unit or official providing those funds.

Cost sharing includes:

- Mandatory cost sharing
- Voluntary committed cost sharing
- Voluntary uncommitted cost sharing
- Unrecovered indirect costs

For more information on Cost Sharing please refer to Emory University Cost Sharing Guidance: <http://www.osp.emory.edu/policies/osp.html>.

7.9 RCR COMPLIANCE (GEORGIA TECH)

The Georgia Tech Responsible Conduct of Research (RCR) Compliance Policy requires undergraduate students, graduate students, postdoctoral researchers, faculty, and staff receiving research funds or who participate in research activities funded by PURA and certain covered awards to complete RCR training. Georgia Tech's Policy is intended to comply with the requirements of the NSF, NIH, USDA, and NIFA. The Policy can be found at <http://www.rcr.gatech.edu/compliance-policy/>.

7.10 DELIVERABLES (GEORGIA TECH)

Project reporting requirements are defined by proposals and contract negotiations. Care should be taken in proposals and at contract initiation to ensure a practical reporting schedule. After project initiation, reporting is the responsibility of the project principal investigators. Since all deliverables are subject to federal audit, OSP monitors report schedules and reports delinquencies.

At Georgia Tech, OSP must receive copies of all reports and other deliverables by the deliverable due date. Deliverables must be submitted to OSP online via GTCrossroads under the "Services" tab in the Sponsored Project Management section. GTCrossroads can be found in Techworks under the "My Work" tab in the Applications and Resources Section. Principal investigators also have the option of sending deliverables directly to the sponsor. In either case, it is still necessary to upload copies of all deliverables and proof of submission via GTCrossroads.

NOTE: Agencies reserve the right to withhold the release of future award payments for failure to comply with reporting requirements.

7.11 ANIMAL USE

7.11.1 GEORGIA TECH-PHYSIOLOGICAL RESEARCH LABORATORY: ANIMAL CARE & SERVICES POLICY

Faculty using vertebrate animals in research and teaching are responsible for complying with applicable regulations and institute policies governing procurement and use of animals. Further, the Project Director/Principal Investigator (PD/PI) named in the Institutional Animal Care and Use Committee (IACUC) protocol is responsible for ensuring that

1. The number of animals ordered does not exceed the number approved;
2. The approved species and strain is ordered ;

3. The charges are allowable and allocable to the sponsored funding source whose project number is specified in in the order and to which Physiological Research Laboratory (PRL) charges will be posted; and
4. The sponsored funding source matches the source cited in the IACUC approved protocol.

The Georgia Tech IACUC is charged by federal law and regulation with reviewing the scope of work for research using vertebrate animals and is responsible for approving such research. *In order for an award to be made by a federal funding agency and, therefore, for animal costs to be allowable and allocable to a given sponsored research project, the Georgia Tech IACUC is required to approve the research as described in the proposal.* More information can be found at www.IACUC.gatech.edu

Charges are allowable and allocable to sponsored projects if the protocol under which the charges were incurred is valid for that project. Each IACUC Protocol references the funded grant or contract (project number) to which charges for that research are allocable. However, if unrestricted funds held by the Georgia Tech Foundation (GTF) are used, the individual donations or projects do not need to be listed in the protocol. Similarly, State fund projects do not need to be specifically identified by account in the protocol. It is sufficient to state that GTF or State funds will be used. Note: Georgia Research Alliance, Coulter Program, Children's Hospital, and Institutional Seed Grant funds, while funded through GTF, are not discretionary and should be specifically identified in protocols for which their funds will be used. Likewise, not all state funds are unrestricted, such as those committed to meeting cost sharing obligations on sponsored awards. Financial Managers (FM) are responsible for ensuring that the person authorized to approve expenditures of funds from such projects has approved expenditures for this purpose.

Note: DOD agencies have additional compliance requirements and must have a separate protocol for each DOD award. See the Office of Research Integrity Assurance (ORIA) for additional details. More information on allowable expenses can be found at: <http://policies.gatech.edu/allowable-expenses>

Use of the PRL: Each faculty member that uses the services of the PRL and incurs costs (which may include *per diem* and other charges for personnel costs, pharmaceuticals, materials, and supplies, and related costs) shall follow the following procedures.

1. If procuring animals, the PI or designee shall complete the Request for Vertebrate Animal Procurement form: http://researchintegrity.gatech.edu/forms/IACUC/IACUC_PRL_Request_for_Animal_Procurement1.docx. This form must contain a campus reference number and a signature from the department financial manager (FM) or accountant. The FM or accountant, when signing the above listed form, should have the PD/PI's IACUC approval letter which will include the approved project number for the IACUC scope of work.
2. An Interdepartmental Sales & Services [<http://procurement.gatech.edu/sites/default/documents/InterdeptSalesandService.xlsm>] form shall be completed prior to utilizing the PRL services. It must be initiated with no funding limitation/threshold. The form shall be signed by a FM or Accountant and contain the campus reference number for billing purposes.
 - a. The FM or Accountant in signing the above listed form should have the PD/PI's IACUC approval letter.

- b. It is recommended that in order to accurately monitor per diem expenses and other PRL costs, a sub-project in the Project Expense & Budget (PEB) be set up for those charges.
 - c. In the event that the faculty member requesting the services of the PRL is NOT the Principal Investigator of record for the sponsored project or subproject, or is not the account-holder of record for the account to be charged, it is the FM or Accountant's responsibility to obtain approval from the person authorized by the Institute to approve charges for that project or account.
3. If an IACUC protocol expires, the School's cost overrun project will incur the charges. It is the responsibility of the school/department to transfer the charges to another project identified in the IACUC protocol.

Additional care should be taken when considering transferring PRL and animal expenses between projects to ensure that appropriately approved protocols are on file. A copy of the IACUC approval letter and/or Interdepartmental Sales & Service form should be included with the supporting documentation whether the expense is transferred via Electronic Cost Transfer (ECT) or paper Cost Transfer form to Grants and Contracts Accounting.

Procurement of Animals: Procurement of vertebrate animals is centralized in Georgia Tech Research Corporation (GTRC). Independent ordering of vertebrate animals by Principal Investigators, students, or departmental personnel is specifically prohibited. No animal purchases shall be made until the proposed protocol has received IACUC approval. More details are available at <http://researchintegrity.gatech.edu/about-iacuc/policies-procedures/>.

7.11.2 EMORY UNIVERSITY INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE

Faculty using vertebrate animals in research and teaching are responsible for complying with applicable regulations and institute policies governing procurement and use of animals. Details are provided at <http://www.iacuc.emory.edu/index.html>. Further, the Project Director/Principal Investigator (PD/PI) named in the Institutional Animal Care and Use Committee (IACUC) protocol is responsible for ensuring that their research meets the policies, procedures and guidelines provided by Emory University:

Policies, Procedures and Guidelines: <http://www.iacuc.emory.edu/policies/index.html>

IACUC Forms: <http://www.iacuc.emory.edu/forms/index.html>

Training: <http://www.iacuc.emory.edu/training/index.html>

Div. of Animal Resources: <http://www.dar.emory.edu/home/index.php>

7.12 CONFLICTS OF INTEREST

7.12.1 GEORGIA TECH

Georgia Tech employees are required to complete a Conflict of Interest Disclosure annually by the deadline the Institute publishes. Principal investigators are obligated to ensure that any potential conflict of interest which might result from the success of a specific research proposal be specifically reported using the Institute's electronic Conflict of Interest System. Visit the "My Compliance Campaigns" section in Techworks. Plans for management of conflicts of interest which might result from research relationships with companies in which a Georgia Tech faculty member has a prior involvement as either a founder or as a consultant should be developed in consultation with the

Department Chair.

7.12.2 EMORY UNIVERSITY

The Emory University School of Medicine, in accordance with University policy, requires faculty to avoid any business or financial relationship, transaction, or event which may be viewed, internally or externally, as a conflict of interest. The Emory University School of Medicine conflict of interest policy can be found at the following site: http://www.med.emory.edu/administration/policies/industry_relations/index.html

7.13 CORE FACILITIES

7.13.1 EMORY UNIVERSITY SCHOOL OF MEDICINE

Information about the Emory University School of Medicine Core Labs can be found at: https://med.emory.edu/research/core_labs/index.html. Information about and Service Centers can be found at: https://med.emory.edu/research/core_labs/service_centers.html

7.13.2 COULTER DEPARTMENT OF BIOMEDICAL ENGINEERING

The Coulter Department offers a range of facilities allowing our faculty, students and collaborators to advance the boundaries of biomedical engineering research. View the facilities here: <https://www.bme.gatech.edu/bme/facilities>.

7.13.3 COULTER DEPARTMENT BME DESIGN SHOP

The BME Design Shop is available for use by any Georgia Tech student, researcher, or faculty for BME-related courses or projects. Equipment and services include CNC milling, manual milling and turning, laser cutting, 3D printing at a variety of scales and resolutions, and design consultation to help a user make parts efficiently. Training is available every week day during spring and fall semesters, and twice a week during the summer. No appointment is needed for training. The shop is located in the lower level (basement) of the Whitaker building.

8 COMMUNICATIONS

The communication team helps tell the Coulter Department and by extension the Georgia Tech, Emory, College of Engineering, and School of Medicine story to many different internal and external audiences. The following are ongoing strategic priorities for the Institute at large – many of which apply to the Coulter Department:

- Build awareness of the Institute worldwide.
- Reflect and enhance the technological leadership of the Institute.
- Aid in increasing the number of applicants to undergraduate programs, and the quality and diversity of all students.
- Promote and advance our world-class research and faculty to foster increased government, corporate, and industry support.
- Build understanding of and support for our programs and initiatives.
- Stimulate donor support from alumni, corporations, foundations, and individuals.
- Engender alumni pride, understanding, and support.

- Create a greater understanding of the Institute’s contributions to the economic, social, and cultural development and vitality of the city, state, and region.
- Build and enhance our international reputation.

8.1 PUBLICIZING RESEARCH NEWS

In most instances, the Institute will try to recognize published research and other scientific and engineering discoveries using Georgia Tech’s more prominent communication platforms, such as the Georgia Tech website homepage/news section and the Institute’s *Research Horizons* printed magazine. Emory University takes a similar approach—providing higher visibility for published research using their many publication channels.

To deliver news coverage in a timely fashion, it is important for research faculty to notify their department’s communication’s manager (or Georgia Tech’s Institute Communications or Emory’s communications team) as soon as a researcher knows their research has been accepted for publication. [Walter Rich](#) is the Coulter Department’s dedicated communications manager. He works closely with [Holly Korschun](#), executive director of media relations and research, Woodruff Health Sciences Center at Emory University.

Faculty and staff should notify the BME communication’s manager when they receive a significant grant, award, unique recognition, or something they believe is newsworthy for publicity consideration by the communications team.

Department news is disseminated by the following channels: BME department website, Emory University’s news channels, electronic newsletters, printed mailings, Facebook, YouTube, Twitter (handled by CoE), Flickr, and internal emails. The Department, Emory, Georgia Tech, other engineering departments, and CoE may share news and distribute to multiple audiences when appropriate.

8.2 FACULTY AND STAFF WEBSITE PROFILES

Faculty and staff profiles shown on the Coulter Department’s website can be modified by the users themselves by logging into the BME website (login/out shown at the top of the website). After logging in (and perhaps refreshing the page), a user will see “edit” appear on the webpage—clicking edit allows a user to edit profile text and replace their profile picture.

The BME website is maintained by the communications teams. Contact [Vickie Okrzesik](#) for questions or assistance with your profile.

8.3 BUSINESS CARDS

Cards are ordered by Walter Rich, who will send the requester a Word template to collect their business card information.

8.4 FACULTY LABORATORY WEBSITES

Georgia Tech provides free website hosting using WordPress, which is available to Coulter Department faculty from both Georgia Tech and Emory University. Professional Web Presence (PWP) is

the official Georgia Tech service for WordPress websites. PWP is managed by the College of Engineering with assistance provided by the College of Sciences. This is the recommended hosting platform for laboratory websites.

PWP is available for any Georgia Tech faculty, staff, and graduate student. With PWP, it is possible to quickly create web sites for research, publications and projects, blogs, initiatives, conferences, and so much more. PWP runs the latest version of WordPress, a content-management system used by millions of websites across the world.

Projects using PWP are able to choose from multiple themes and a diverse collection of plugins for additional features and integrations. All websites feature responsive design for mobile, tablet, and desktop screen sizes. PWP information is available here: <http://pwp.gatech.edu>

- “Create a Website” is shown on top bar.
- “Log in” link is shown on bottom footer in small text.
- PWP support and contact links are shown on the PWP website pages.

8.5 SENDING GROUP EMAILS WITHIN BME

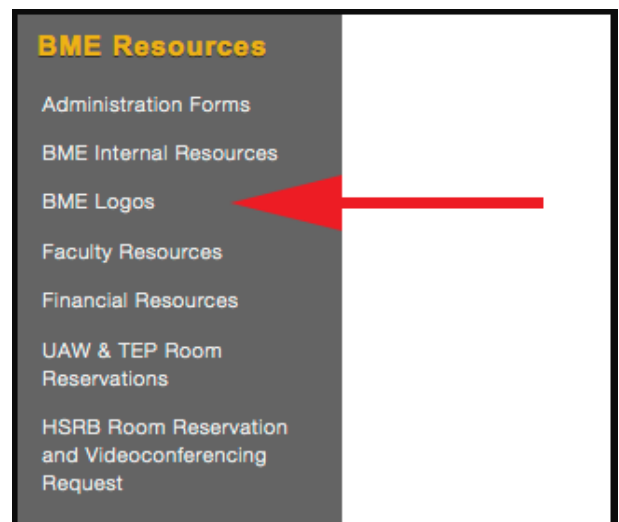
To send a group email within BME, the following listserv addresses can be used.

- BME primary faculty: bme-primary-faculty@lists.gatech.edu
- BME program faculty: bme-program-faculty@lists.gatech.edu
- BME emeritus faculty: bme-emeritus-faculty@lists.gatech.edu
- BME staff: bme-classified-staff@lists.gatech.edu
- BME research staff: bme-research-staff@lists.gatech.edu
- BME postdocs: bme-postdocs@lists.gatech.edu
- BME women, primary faculty: bme-women-primary-faculty@lists.gatech.edu
- BME PKU faculty in China: bme-pku-faculty@lists.gatech.edu

Please notify the communications manager if someone needs to be added or deleted from a list. **Note that most BME listserv addresses are moderated (reviewed) before they are distributed.**

8.6 OBTAINING BME LOGO ARTWORK, POWERPOINT TEMPLATES, LETTERHEAD

After logging in to the BME website, a “BME Logos” link appear in the page footer section under BME Resources. Click the link to download a ZIP file of all BME logos, PPT templates (white background and black background), and three letterhead variations (GT address line 1, EMORY address line 1, address footer omitted). A selection of download choices will be shown.



9 ADMINISTRATION AND PRACTICAL MATTERS

9.1 OFFICE SUPPLIES

9.1.1 GEORGIA TECH

The new department policy governing routine office supplies used for administrative and research purposes is provided below. Comments can be sent to: BMECHAIR@BME.GATECH.EDU.

Administrative Use: All-purpose supplies used for instruction or to satisfy other departmental administrative responsibilities will be provided by The Coulter Department. A comprehensive supply inventory is maintained in BME 2124. These supplies are accessible during the office hours of 8:00 a.m. - 4:00 p.m., Monday-Friday. If an item is not available in the department inventory, an order request can be submitted [online](#) by the faculty member's administrative contact [only](#).

Research Use: The purpose of the [Supplies for Research Usage](#) policy is to specify Supplies & Materials provided to labs via the department's share of indirect costs (F&A) recoveries received by the Institute.

Indirect Costs are costs incurred for common or joint objectives that cannot be readily and specifically identified with a sponsored project(s), instructional, or institutional activity.

The following commonly used Materials & Supplies are typically considered indirect costs and will be furnished by the BME department for each faculty lab: office supplies including copy/printer paper, writing pads, pens/pencils, markers, highlighters, tape, tape dispensers, stapler, staples, glue stick, post-it notes etc.

Because many all-purpose supplies are used for both general administrative support and project-specific activities, it is important these items, when/if included in the budget, be justified in terms of their relevance to the methods used in conducting the project. Examples of when supplies may be charged directly are:

- Envelopes used to mail large numbers of research participant paperwork;
- Folders for filing laboratory reports, etc.;
- Data storage media for projects involving extensive data accumulation and analysis, printing, etc.

Faculty should designate a member of their lab to request supplies via frontdesk@bme.gatech.edu. Supplies will be available for pick-up from UAW 2127.

Toner/ink cartridges for lab use are to be purchased by faculty with discretionary funds.

9.1.2 EMORY UNIVERSITY

Office supplies for the Emory BME administrative office and Emory BME faculty can be obtained from Leita Young, lkyoung@emory.edu. Office supplies for laboratories are handled by individual laboratory managers.

9.2 TELEPHONES

9.2.1 GEORGIA TECH

Telephone costs are paid by the department's operating budget. Telephone problems, new service, etc. must be reported/requested [online](#). This form is available at the bottom of the BME website homepage under BME Resources "Online Forms".

9.2.2 EMORY UNIVERSITY

Telephone costs at Emory are paid from the Department's operating budget for PIs only. Additional phones for lab or support staff are provided at the PI's expense. Please contact Leita Young (lkyoung@emory.edu) to place an order.

9.3 COPYING

9.3.1 GEORGIA TECH

Copiers are located on the 1st (BME 1105), 2nd (BME 2124) and 3rd (BME 3120) floors of the Whitaker Building. Contact frontdesk@bme.gatech.edu for assistance with code assignments. A central copier is also located in the IBB Building (Room 1109) for BME personnel located in that Building. Visit the IBB main office for a code assignment. **Note codes are needed to access these machines.**

9.3.2 EMORY UNIVERSITY

A printer/scanner/copier is located at HSRB suite W200. Printing and scanning (to email a copy to someone) does not require a code. Making copies requires a code, which can be obtained from the BME computer support group.

9.4 PURCHASING

9.4.1 GEORGIA TECH

BuzzMart is Georgia Tech's eBusiness system and is the Institute's preferred method for procuring goods and services. The system manages the workflow and required approvals electronically. Each faculty member's administrative contact is familiar with the Institute's purchasing regulations and procedures.

9.4.2 EMORY UNIVERSITY

Emory Express - Use this method to create a purchase order or to pay a company. Depending upon needs, it may be required to place a requisition in the Emory Express procurement tool. In order to use Emory Express, individuals must be approved for access by the Department Administrator, Lisa Simmons, and attend a two-hour training session. For details on training sessions, view the Emory Express Training link: https://www.finance.emory.edu/home/Procure%20and%20Pay/procure_and_pay_training%20/index_procure_pay_emoryexpress.html

A summary of how to acquire and/or pay for the most commonly ordered items is located on the [Emory Commodity Matrix](#). The chart references three methods of obtaining goods and services

and also advises when direct billing and centrally billed to Emory should be used for certain commodities. View chart here: <https://www.finance.emory.edu/home/Procure%20and%20Pay/purchasingmethodswlinks.2.2015.pdf>

9.4.3 COMPUTER EQUIPMENT AND IT PURCHASES (GEORGIA TECH)

All supplies, materials and equipment, regardless of value, purchased through the institute are the property of the relevant state, federal government, or private grant agency used to purchase the material (<http://www.policylibrary.gatech.edu/business-finance/disposal-property>).

In accordance with Institute policy, the Department strongly encourages using Buzzmart to process computer equipment and IT purchases (Account Code: 714130).

1. Computer equipment costing \geq \$3,000 is inventory controlled. These inventoried items will be tagged and the physical location tracked/maintained in the Institute's Asset Management system.
2. IT items costing \leq \$3,000 (e.g. iPad, Laptop) do not require a GT tag. However, an Equipment Loan Agreement is required when these items are being used off campus. A Wireless Device Authorization Form is also required for all Institute funded wireless device and service purchases.

Procedure

1. **For ALL IT items and computer equipment purchases.** Contact the BME IT Department (support@bme.gatech.edu) for guidance and assistance.
2. **Use Buzzmart for computer equipment purchases having a value of \$3,000 or greater.** The Institute will notify the department's Property Control coordinator of these purchases that require tagging and tracking.
3. **The Department strongly encourages using Buzzmart for purchasing IT items (e.g. iPad, laptop) having a value of \$3,000 or less.** Before the item is released to purchaser, the *Equipment Loan Agreement* MUST be completed and submitted to the department's Property Control coordinator (frontdesk@bme.gatech.edu) for approval by the Department Head.

Wireless Device and Service Purchases. Contact frontdesk@bme.gatech.edu for assistance.

In no instance should Institute-owned equipment be carried off campus prior to establishing an approved Equipment Loan Agreement and/or Wireless Device Authorization in the case of wireless devices/service.

9.5 TRAVEL

9.5.1 GEORGIA TECH

Travel Authorization Request (TAR): Each employee travelling on official Institute business and entitled to reimbursement for expenses incurred is required to generate a TAR via the **Travel & Expense Reimbursement System**, accessible via Techworks (techworks.gatech.edu), and receive proper authorization from the department head (or their designated official) prior to the onset of the travel. In instances where creation of the TAR prior to the travel is impractical or even impossible, email communications, notes of phone conversations, etc., between the traveler and the

individual authorizing the travel, may be printed and attached to a paper TAR as evidence of prior authorization to travel. In situations where no charges to the Institute are involved, but the purpose of the trip is official business or Institute-related, a TAR must be generated and approved using an estimated expenses \$.01 and “No Cost To Georgia Tech” clearly noted in the “Detailed Trip Description” of the TAR.

The TAR for international travel includes an “International Questionnaire” that the traveler must complete. If any answers are “yes,” the travel request is electronically routed to the Office of Legal Affairs (OLA) for review. OLA will collect additional information from the traveler if necessary. Compliance with federal laws related to export controls and embargoes require that all faculty and staff planning international travel and international collaborations need to be aware of these regulations. Travelers must ensure that any information that will be discussed or any items that accompany the traveler are either not controlled, or if controlled, that proper licenses are in place. More information regarding export controls and how they relate to employee travel can be found at: <http://researchintegrity.gatech.edu/export-control>.

Travel Expense Statement (TES): Requests for reimbursement are also submitted via the online **Travel & Expense Reimbursement System**. All requests for reimbursement (i.e. travel, business purchases with personal funds, etc.) should include original receipts (except meals). Each faculty administrative contact is familiar with regulations and procedures. Visit <http://www.procurement.gatech.edu/travel> for additional details.

Timely Submission of Travel Expense Statements: Travel expense reports must be filed within 45 calendar days of the last day of travel. Travel reports filed after this time **require** that a late travel justification memo signed by the traveler and the department chair be submitted with the travel documentation. ***The signature of the department head may not be delegated in this case.*** Reimbursement requests that are not supported with a reasonable justification for late submission beyond 60 days may be reported as taxable income on the employee's W-2, as per IRS regulation. For the purpose of calculation of late submission by more than 60 days, periods that include official Institute holidays will exclude those days. For more information, see the GT Travel Policy: <http://www.policylibrary.gatech.edu/travel>

Direct Bill Hotel Reservation Process

- Contact one of the [Hotels Accepting Direct Billing](http://www.procurement.gatech.edu/sites/default/documents/HotelsAcceptingDirectBilling.pdf) to determine availability: <http://www.procurement.gatech.edu/sites/default/documents/HotelsAcceptingDirectBilling.pdf>
- Create a requisition in Buzzmart using the “**Confirming Order Only**” Form. (*Provide the Visitor’s Name, Business Purpose and Dates of Visit*)
- Complete the [Hotel Reservation Form](#) and include the approved purchase order number from Buzzmart. Send form to the hotel to finalize the reservation.
- If hotel contracts are required, route contracts requiring signature to procurementhelp@business.gatech.edu and upload the contract as an attachment for the purchase order request.
- If steps are completed successfully, the hotel will bill Georgia Tech accounts payable directly.

Direct Bill Airfare Process: The traveler must establish a Concur profile by completing the [Concur Travel Access Form](#) for authorization of direct billing and access to Concur’s online booking tool. Travel administrators must also have a Concur profile to serve as an assistant to coordinate travel plans for another employee in Concur.

- Single-trip direct billing authorizations of airfare are available for official visitors and employees by using the [Request for Single-Trip Direct Billing Form](#).
- Employees who travel frequently must use the [Employee Recurring-Travel Direct Billing of Airfare Request Form](#). This form is submitted only once and reservations are possible through Concur; as well as through a Travel Inc. agent.
 - Instructions for completing these forms and the process are included on the forms and must be followed closely.
 - NOTE special instructions for international travelers.

Payments

Hotels should submit unpaid invoices directly to accounts payable. If invoices are sent to the department then the approved purchase order should be written on the invoice and emailed to apinvoices@gatech.edu.

9.5.2 EMORY UNIVERSITY

The Emory Travel site is designed for all Emory University business-related travel. Faculty, staff and students traveling on Emory University business and using Emory University funds are expected to adhere to Emory's Travel Policies: <https://www.finance.emory.edu/home/travel/index.html>

It is required (as of April 1, 2010) that Emory's three travel agencies are to be utilized for airfare purchases for faculty, staff and students. **If Emory's travel agencies are not utilized, Emory University will not pay for nor reimburse this expense.** Please see the Air Travel Policy Memo at: https://www.finance.emory.edu/home/travel/air_travel/travel%20policy%20and%20isos.admin.council.evp.pdf. *(Please note that for now, bookings on southwest.com are an exception to the mandate.)*

DIRECT BILLING: Direct billing to smarttypes (previously smartkeys) is still available as a payment option. However, for Emory faculty and staff, the Visa Corporate Card is the ideal way to pay for all your expenses, especially your airfare. To see more information about this card and to apply, please click on the link below.

EMORY'S VISA CORPORATE CARD: Emory's Visa Corporate Card is Emory's preferred payment method for travel-related charges, such as hotel, airfare, and rental car costs as well as local business meals. See https://www.finance.emory.edu/home/Procure%20and%20Pay/Credit%20Cards%20at%20Emory/index_procure_pay_Corporate%20Card.html

9.6 CATERING

9.6.1 GEORGIA TECH POLICY AND PROCEDURE

The procurement of food/catering services must be an approved expense, subject to the State of Georgia and Georgia Tech Policies.

- Catering purchases <\$200 are subject to Building Manager approval. Any licensed food service provider may be used including the caterers listed in [Georgia Tech's Catering Provider Policy](#)*
- Catering purchases >\$200: For events held on Georgia Tech campus, only the approved, licensed caterers under contract with Georgia Tech may be used.

- For catering in the Student Center/Commons, only Georgia Tech Catering may be used.

The procedure for placing catering orders is as follows. Contact the caterer to negotiate event details and obtain a quote for: 1) all (e.g. venue, food) event costs, EXCLUDING alcohol AND sales tax. Costs for 2) alcohol (including sales tax) must be invoiced separately. Pcards can be used for deposits <\$1,000. In more detail:

1. Caterer Invoice:
 - a. Create a requisition in Buzzmart using the “Confirming Order Only” Form generating a purchase order number. *Be sure to include event name and dates.*
 - b. Upload completed [Food/Group Meal Event Documentation](#) Form.
 - c. Upload contract for signature. **IMPORTANT:** Add comments that indicate that Procurement’s signature is required.
2. Alcohol invoice (include sales tax):
 - a. Approval to serve alcohol **must** be obtained at least 14 days prior to event. Request approval at: <http://forms.budgets.gatech.edu/view.php?id=12912>
 - b. If prior approval was not obtained, request approval by emailing alcohol-requests@gatech.edu.

More information is available at [Catering Providers Policy](#)

9.6.2 EMORY UNIVERSITY CATERING SERVICE GUIDELINES AND OPTIONS

Emory University catering service guidelines are available at: https://www.finance.emory.edu/home/Procure%20and%20Pay/buying%20in%20the%20Emory%20Market-place%2020151/index_procure_pay_cateringatemory.html. A list of Emory University catering options can be found at: <http://www.emory.edu/dining/Catering.php>

9.7 RECIPROCAL PARKING ARRANGEMENT

Benefits-eligible employees of the Coulter Department who purchase annual parking privileges through the Institution of hire can request parking privileges at the sister Institution at no cost. To qualify for these reciprocal parking privileges, one of the following criteria must be met.

- Be employed as a faculty or staff member in *The Wallace H. Coulter Department of Biomedical Engineering at Georgia Tech and Emory University (BME)*.
- Be enrolled in the MD/PhD program earning the Ph.D. in Biomedical Engineering or Bioengineering with BME as the home department.
- Be enrolled as a graduate student in the Biomedical Engineering (Joint) Ph.D. Program.
- Be enrolled in the Bioengineering Program and have BME as the home department and work with an Emory faculty advisor on the Emory campus. (NOTE: This agreement does not extend to all students enrolled in the Bioengineering Program).

9.7.1 PARKING PERMIT PROCESS

Students: Prior to the start of each semester the Academic Advisors provide the Department with the complete list of current students eligible for the reciprocal parking privileges. Students should then present the current year’s annual parking permit/hangtag to the reciprocating Institution’s Parking Office where reciprocal parking privileges are wanted. In some instances (e.g. first time

registration) there may be paperwork that needs to be completed.

Faculty/Staff: There are two options for eligible permit holders to receive their permits.

1. Once the Parking Offices sends notification that permits are available, the current year's parking permit should be presented to the institutional Parking Office where reciprocal parking privileges are wanted; or
2. At a later time in the renewal cycle, parking permits will be made available for pickup from the BME GT main office (BME 2127). In this case, you will receive an email notification from the Department when the permits are available for pick up.

9.8 OFFICE FURNITURE (GEORGIA TECH)

Administrative offices have been established with a furniture standard that is uniform and specific to the décor throughout the individual buildings. Each office is, typically, furnished with a desk and hutch, two or more bookcases and/or vertical file cabinets, credenza/lateral file cabinet, office chair and one/two visitor seats.

Office chairs are provided by the Department and costs are capped at \$500. Faculty may use Startup funds or discretionary funds available to them: 1) to cover the costs that exceed \$500 for a new office chair, 2) to purchase office furniture beyond what is provided by the Department, and 3) for expenses the department incurs to move existing office furniture to off-campus storage.

9.9 INTERNAL RESOURCES

9.9.1 GEORGIA TECH

Department Operations Support. For assistance with matters pertaining to office assignments, keys, building access, requests for supplies from department inventory, cart reservations, general lab housekeeping inquiries, etc., contact frontdesk@bme.gatech.edu.

IT Support. To request all computer/software-related support and guidance, contact help@bme.gatech.edu

Building Services. To report cleaning (e.g. vacuuming, trash emptied) related matters. <https://www.bme.gatech.edu/bme/form-building-services>

Facilities Services. To report facilities-related (e.g. temperature, bulb blown) matters. <https://www.bme.gatech.edu/bme/form-facilities>

9.9.2 EMORY UNIVERSITY

Emory University

For Operations, Building and Facilities Support Services, please speak with your assigned Administrative Support personnel.

9.10 COMPUTER FACILITIES AND USAGE

9.10.1 PURPOSE AND USE OF ACCOUNTS

The BME computing facilities are provided for the use of BME students, faculty, and staff in support of the programs of the Department. All students, faculty, and staff are responsible for seeing that these computing facilities are used in a conscientious, ethical, and lawful manner.

- Computer facilities and accounts are owned by the Institute and are to be used for Institute-related activities only. Computer accounts are to be used only for the purpose for which they are assigned and are not to be used for commercial purposes or non-Institute related activities.
- Programs and files are confidential unless they have explicitly been made available to other users. Computer Support personnel may access others' files when necessary for the maintenance of the computing systems. When performing maintenance, every effort is made to ensure the privacy of a user's files.
- Electronic communications facilities (such as email) are considered a privilege. Fraudulent, harassing, or unlawful messages and/or materials are not to be sent or stored.
- No one should deliberately attempt to degrade the performance of a computer system or to deprive authorized users of resources or access to any of the computer systems.
- Loopholes in computer security systems or knowledge of a password must not be used to damage computer systems, obtain extra resources, take resources from another user, obtain access to or change another user's files, gain access to systems, or use systems for which proper authorization has not been given. Users are prohibited from making any attempt to intercept or decode passwords or other access control information, or from making such information available to anyone.
- Computer software protected by copyright is not to be copied using Department facilities or used, except as permitted by law or by contract with the owner of the copyright. Software subject to licensing must be properly licensed and all license provisions (installation, use, copying, number of simultaneous users, etc.) must be strictly followed.
- Academic and research faculty are expected to provide regular updates for their "official" BME faculty profile and to maintain a current World Wide Web home page listing appropriate professional activities and responsibilities, such as current classes and ongoing research initiatives.

In summary, users may not harass or threaten other users; attempt to steal passwords, files, or other user/system information; or attempt to crash, violate the integrity of, or adversely affect the activities of any computer system. When a process is consuming excessive system resources and objectionably degrading system response, its priority may be altered without notice. If violations of these guidelines occur, the account may be disabled to protect the security and operation of the department's computer systems.

These policies will be enforced by the Coulter Department's Lead Systems Analyst. Every attempt will be made to notify the affected student, staff, or faculty member prior to disabling an account. Appeals may be made in writing to the Coulter Department's Chair.

9.10.2 STORAGE

BME maintains shared data storage separately at both Emory and Georgia Tech. Access is auto-

matically allocated to each Faculty research group. Group membership for staff, undergrad, graduate and postdocs should be coordinated with CSG and Primary Faculty with respective Emory or Georgia Tech BME CSG.

9.10.3 ACCOUNT DURATION

Student accounts will be active for the duration of official enrollment at the Institute. After a student, staff, or faculty member leaves BME permanently, any accounts assigned to that person will be removed.

9.10.4 SYSTEM/DISK USAGE

The system central processing unit (CPU) memory and disk space are all scarce commodities on any network. The private nature of most of the systems in BME makes this management even more difficult. Disk quotas for accounts on BME maintained systems will reflect an even distribution of resources for the users of the system unless other arrangements are made by the owner of the system. The owner of the system has the final word in all matters concerning disk, memory, and CPU usage.

BME maintains general use systems. Multiple large processes or multiple background processes are not to be run on the servers. All permanent accounts that need resources beyond the minimum provided by the default BME accounts must make arrangements with a system owner if they do not possess their own machine.

9.10.5 EDUCATIONAL LABS

The systems in the laboratories on the lower level of UA Whitaker Building are primarily for academic teaching purposes. The following guidelines are intended to make these resources available for other research purposes when this usage does not interfere with academic needs.

- During scheduled lab hours, the workstations are available primarily for academic users and secondarily for research users. To maintain the effectiveness of these systems, no background jobs are permitted during these hours.
- During scheduled lab hours, usage priority is given to users in the lab. Remote processes on machines will be restricted during periods of peak usage.
- Usage during non-scheduled lab hours is unrestricted except for the following: (a) users must limit background jobs to one machine, and (b) background jobs must be completed or halted before scheduled lab hours begin. Habitual abusers of this policy will be notified by the Computer Support Group lab manager.
- During term breaks (after finals week, before registration), the lab may be closed by the support staff for maintenance and upgrading of the resources. Faculty members should inform students that the lab may be unavailable during this period.

Access to licenses, which are being used for instructional purposes during the semester, will be restricted, if said licenses are under the control of the instructor.

Users violating these guidelines or others posted in the laboratory may be subject to termination of their background processes or login session.

Outside of normal lab hours, the doors to the labs will remain closed. BuzzCard access to the labs is available 24 hours a day, 7 days a week to all faculty, staff, BME students, and students enrolled in BME courses for that semester.

9.10.6 ABUSE OF ACCOUNT PRIVILEGES

Anyone flagrantly or repeatedly violating the policies set forth in this document may, in extreme cases, be subject to suspension or revocation of their account privileges.

9.10.7 DATA SECURITY

The protection of data utilized in the education, research, and business operations of the BME Department is a major concern of the Institute.

Faculty and staff must remove outdated and obsolete sensitive data files (Category III and IV as outlined in the Data Security Classification Handbook) on a continuing basis. These files can be moved to external storage (CD, DVD, USB drive) and placed in a locked drawer or file cabinet. Data files that need to remain online should be encrypted and stored on a BME file server. The BME Computer Support Group (CSG) must be notified of the location of all Category III and IV data. The CSG will arrange with the user to either move the data to an external storage device or encrypt the data on a BME file server. The CSG will then securely delete the file from the users local machine and all BME file servers.

In the event that sensitive data is sent out over e-mail to any party that was not the intended recipient(s), the event should be reported to a BME CSG immediately so an appropriate remediation plan can be set in place.

Should it be necessary to require access to a faculty or staff e-mail account because the person is unavailable and there is an immediate business function that is impaired as a result, no one from the CSG group shall be permitted to change a user's password to gain access to their e-mail account without prior approval from OIT security.

Georgia Tech's Computer and Network Usage and Security Policy (CNUSP) provides the guiding principles for use of Information Technology (IT) Resources at Georgia Tech. It is the policy of the Institute that its IT resources be used ethically and legally, in accord with applicable licenses and contracts, and according to their intended use in support of the Institute's mission. Faculty, staff, and students are expected to behave in an ethical and professional manner when using IT Resources. <http://www.policylibrary.gatech.edu/computer-and-network-usage-and-security>

9.10.8 DISCLAIMER

It is recognized that computer systems may fail and system security may be breached. The BME Department and the system support staff accept no liability for the accidental loss of data or other complications caused by machine failure or account violation.