



**Wallace H. Coulter Department of  
Biomedical Engineering**



**EMORY**  
UNIVERSITY

# Master of Science in Biomedical Innovation and Development – Advanced Therapeutics

## Student Handbook

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James T. Laney School of Graduate Students

Emory University

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# 2025-2026 Student Handbook

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Handbook URL: <https://bme.gatech.edu/bme/msbid-handbook>

This Handbook is the authoritative document of the Master of Science in Biomedical Innovation and Development-Advanced Therapeutics (MSBID-AT) policies for students, faculty, and staff. It covers topics such as degree program requirements, standards of academic performance and conduct, grievance procedures, guidelines for graduation, and various Emory University policies and regulations. In addition to the MSBID-AT policies contained in this Handbook, students, faculty, and staff are subject to applicable university-wide policies included in the Laney Graduate School (LGS) Handbook and additional university documents, which can be found on the LGS [Policies and Student Progress](#) website.

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## **Part I: MSBID-AT Program Overview**

The Master of Science in Biomedical Innovation and Development – Advanced Therapeutics (MSBID-AT) program trains the next generation of leaders in the translation of advanced therapeutics from benchtop to bedside. Specifically, the program provides training and professional development for emerging industry leaders in the fields of cell therapy, gene therapy, tissue engineering and regenerative medicine.

The program includes a specialized sequence of required courses over 12 consecutive months and a two-term team project. The curriculum covers all necessary topics concerning advanced therapies conception, development, and commercialization. In this manner, the students appreciate the interaction and interrelationships of the diverse roles and functions within the industry such that they will be prepared to add value in their specific roles in the industry. The aka MSBID-AT team project mimics and involves the real-life process of selecting an underserved disease or unmet clinical need, proposing a solution, building a business case, and addressing reimbursement and regulatory paths, while considering ethical issues, with the final deliverable being the writing and presentation of the business report and product development plan. Instructional delivery methods include lectures, problem-based learning, and project-based learning methods. Unique topics in the curriculum include cell processing, quality control, scale-up, ethical, regulatory, medical-legal, marketing, reimbursement, and commercialization aspects to create reliable, stable, and safe and effective advanced therapeutic products.

### **1.1 Program Leadership and Contact Information**

#### **Program Director:**

Carolyn Yeago, Ph.D. ([cyeago@emory.edu](mailto:cyeago@emory.edu)) Health Science Research Building II, N144

#### **Program Administrators:**

Chloe Shay ([chloe.shay@emory.edu](mailto:chloe.shay@emory.edu)) Health Science Research Building I, W204

Maita Diaz ([maita.m.diaz@emory.edu](mailto:maita.m.diaz@emory.edu)) Health Science Research Building I, W206

### **1.2 Program Learning Goals**

- i. Design strategies for operation considering aspects of clinical trials and operations, clinical and commercial scale manufacturing and regulatory and quality affairs.
- ii. Determine, through a market and scientific analysis, unmet clinical needs and underserved diseases that can lead to the development or application of advanced therapeutics.
- iii. Formulate to use industry standard methods, techniques and processes for preclinical product and process development for a new advanced therapeutic agent or product.
- iv. Apply best practices in project management, corporate communication and organization in the Biotech industry.
- v. Evaluate and facilitate strategies for effective clinical communication of new advanced therapeutic strategies within industry and to the public.
- vi. Evaluate best practices for corporate marketing, intellectual property strategy, other legal consideration, financing and reimbursement.
- vii. Determine, justify and document an advanced therapeutic approach to address an unmet clinical need by presenting the scientific, logistical, market analysis, testing and commercial manufacturing considerations, regulatory pathway, intellectual property analysis and financing and reimbursement strategy.

## **Part II: MSBID-AT Admission**

### **2.1 Requirements**

All successful applicants must have earned an undergraduate Bachelor's degree from an accredited four-year college or university before beginning the program. Students currently enrolled in undergraduate coursework who anticipate graduating by the time the MSBID-AT program begins may apply. The target audience would have a science, technology, engineering, or math (STEM) undergraduate degree or graduate degree. Diverse student training backgrounds are welcome in the program. Examples of background training that students may have for entering this program include engineering, medicine, nursing, physiotherapy, or public health. Students do not need an engineering degree to apply.

### **2.1 Application Process**

All applicants must complete Emory University's online application and comply with the requirements established by the Laney Graduate School, including all application materials that must be submitted online. Further information about the application process and the online application is available through the Laney Graduate School website at: <http://www.gs.emory.edu/admissions/application.html>

Application materials consist of a Transcript, Resume, Personal Statement, and three (3) Letters of Recommendation.

#### **2.1.1 Personal Statement**

Applicants are encouraged to pay careful attention to their personal statement. This statement should include:

- a. A brief intellectual autobiography describing the formation of your academic goals.
- b. A description of your specific goals related to obtaining a Master of Science in Biomedical Innovation and Development – Advanced Therapeutics: what do you hope to achieve with this degree: Personal fulfillment? Industry goals? Commercialization interests? Leadership roles? etc.
- c. An explanation of how your past experience, academic training, or industry experience has prepared you to pursue graduate work in advanced therapeutics.
- d. Evidence of leadership endeavors that you have been involved in.
- e. A description of advanced therapeutics research or industry and the extent to which you were independently involved in the projects you mention.

#### **2.1.2 GRE Scores**

GRE or other testing scores are not required or considered.

#### **2.1.3 TOEFL and IELTS Scores**

Applicants for whom English is not the primary language must submit TOEFL or IELTS scores from within the previous 5 years. Emory accepts the TOEFL and IELTS Exams for English Proficiency Testing. The minimum scores accepted for the MSBID-AT program are:

- TOEFL – 100, with minimum section scores of 19 or higher on each skill area
- IELTS – Overall score of 7, with minimum section scores for reading 6.5, listening 6.5, speaking 6.5, and writing 5.5

#### **2.1.4 Letters of Recommendation**

Careful attention should be given to selecting individuals to ask for letters of recommendation. These letter writers should be very familiar with you as a person, your strengths and weaknesses, be able to comment on your academic ability, your leadership potential, your character and professional skills. They should be made aware that you are applying for a graduate training program that emphasizes the business aspects of Advanced Therapeutics and that it is not a traditional research or coursework master's program. It would be particularly helpful to ask letter writers from industry internships or other positions in which you have demonstrated potential and interest in the area of advanced therapeutics.

#### **2.2 Application Deadline**

Priority deadline for applications is December 15, and all applications are due by January 15 for Fall enrollment. Applications submitted after February 15 will be considered on a rolling basis if space is still available.

#### **2.3 Admissions Committee**

The application review and admission decisions will be performed and managed by the MSBID-AT Admissions committee, made up of the MSBID-AT Program Director and members of the Coulter Department faculty. The MSBID-AT Admissions Committee is responsible for establishing minimum entering standards (e.g. GPA, etc.) for incoming students. In addition, the Admissions Committee will implement changes to the application as warranted.

#### **2.4 Admission Deferments**

Students admitted to the MSBID-AT program may defer enrollment for one academic year. Per the rules of the Laney Graduate School, however, deferment cannot be extended past one year.

### **Part III: Curriculum of the MSBID-AT Program**

#### **3.1 Degree Requirements**

The MSBID-AT is a full time, residential Master's degree program comprised of a 1 year, on-campus curriculum in a unified cohort setting starting in the fall term. The curriculum consists of a set sequence of 30 credit hours required to cover all necessary topics concerning advanced therapeutics conception, development and commercialization. Instructional delivery methods include lectures, problem-based learning, and project-based learning methods. There are no additional technical electives or research hours associated with this program and they are beyond the focused scope of this program. Courses are in person only. There is no distance learning.

#### **3.2 Curriculum**

The curriculum for the MSBID-AT consists of the following sequence of required courses:

Course Name	Credit Hours
<b>Fall Term (11 credit hours total for Fall Semester)</b>	
BMID 500: Understanding the Global Therapeutics Market	2 credit hours
BMID 501: Introduction to Emerging Technologies in Advanced Therapeutics	2 credit hours
BMID 502: Preclinical Product and Process Development	3 credit hours

BMID 503: Global Clinical Strategy and Clinical Operations	2 credit hours
BMID 504: Medical Ethics, Medical Affairs, and Communications	2 credit hours
<b>Spring Term (10 credit hours total for Spring Semester)</b>	
BMID 505: Clinical and Commercial Scale Manufacturing Strategies	3 credit hours
BMID 506: Regulatory and Quality Affairs	3 credit hours
BMID 507: Project Management, Corporate Communication, and Organization in the Biotech Industry	2 credit hours
BMID 508: MBID-AT – Team Project I	2 credit hours
<b>Summer Term (9 credit hours total for Summer Semester)</b>	
BMID 509: Corporate Marketing, Intellectual Property and Legal Considerations	3 credit hours
BMID 510: Financing and Reimbursement in the Biotech Space	3 credit hours
BMID 511: MBID-AT – Team Project II	3 credit hours
<b>Total Credit Hours</b>	<b>30 credit hours</b>

### 3.3 Required Course Brief Descriptions

The following courses have been approved by the Laney Graduate School as required for all students in the MSBID-AT program. Their course descriptions are as follows:

#### **BMID 500: Understanding the Global Therapeutics Market:**

This is the introductory course for the program. In this course, students will study the breadth of the biotech industry, its structure, markets, specialties, ethical considerations and commercial opportunities. They will be exposed to the initial process of developing a new product which starts with uncovering unmet clinical needs.

#### **BMID 501: Introduction to Emerging Technologies in Advanced Therapeutics**

This course is an introduction to evolving new advanced therapeutic technologies and covers some of the emerging technologies in the evolving therapeutic space. These include cell therapies, gene therapies, stem cells, genome editing, CRISPR technology, tissue engineering, and combination therapies. The course will also help the student describe the process of selection of an appropriate new therapeutic product for a given unmet clinical need.

#### **BMID 502: Preclinical Product and Process Development**

This course is an introduction to industry standard methods, techniques and processes for preclinical product and process development for a new therapeutic agent or product. The industry has a well-established process by which desired product attributes meet specific endpoints and are developed. Oftentimes, new processes must be developed for the manufacture of these new modalities of treatment. The students will be exposed to these and other related concepts in new product design and manufacture.

#### **BMID 503: Global Clinical Strategy and Clinical Operations**

This course examines the process and ethical considerations that provide for the safe and humane clinical testing of new therapies in clinical setting with human subjects. It covers topics such as clinical trial design and trial management and operations. Students will gain understanding of the requirements, differences and transitions between Phase I, II, III, and IV trials.

**BMID 504: Medical Ethics, Medical Affairs, and Communications**

This course reviews the background and history of medical ethics in the conduct of human clinical research and uses that knowledge as a backdrop to understand the regulatory and ethical requirements surrounding medical communications. The course also reviews the ethical process of communicating clinical research to the broader clinical community and explores the process of marketing, selling, and clinical communications as a whole.

**BMID 505: Clinical and Commercial Scale Manufacturing Strategies**

This course explores the different techniques and processes available to manufacture advanced therapeutic products. It is important to recognize that there are different types of cell, gene, and other advanced therapies that face very different manufacturing challenges. Additionally, biologically based and combination advanced therapies face their own processing requirements. Clinical trial design and ultimate commercial distribution goals of a new therapy are two of the guideposts that determine a manufacturing strategy for a new therapy. These topics are explored in this course.

**BMID 506: Regulatory and Quality Affairs**

This course provides an overview of both regulatory and quality aspects of the advanced therapies industry. This course allows the student to develop an understanding of the pathways necessary for proper quality and regulatory compliance. The course covers key topics such as the role of the patient in the overall regulatory strategy for a new product, the concept of quality and risk management tools and techniques in the process of the development of new products, and the components of a quality management system.

**BMID 507: Project Management, Corporate Communication, and Organization in the Biotech Industry**

Successful development and introduction of a new therapeutic agent requires solid mastery of project management and communications skills. This course reviews basic project management skills, team leadership skills, and best practices in corporate communication and the ethical considerations therein. Additionally, students will be introduced to a traditional organizational hierarchy in the biotech industry.

**BMID 508: Team Project I**

This course is the first of a two-part series, Team Project I and Team Project II. The second project course will build on the work of the first course. The MBID-Advanced Therapeutics team project classes will mimic and involve the real-life process of selecting an underserved disease or unmet clinical need (or cycle of care), propose a solution, build a business case, and address reimbursement and regulatory paths. The final deliverable being the writing and presentation of a Business Report and Product Development Plan. Team Project Course I covers items such as defining the unmet clinical need, mapping the regulatory landscape, and building the required product specifications. In this two-course series, the groups will do everything through this process except develop a hands-on construct. The training through this curriculum provides work on real-life concepts, real-life experience, an integrated project, and teamwork.

**BMID 509: Corporate Marketing, Intellectual Property and Legal Considerations**

This course provides an introduction to front and back end marketing processes, as well as an introduction to intellectual property and corporate law in their role in product development in the biotech industry. Students will be exposed to careers in these fields and opportunities for scientists to take a larger role in professional marketing efforts vis-à-vis traditional product development activities.



### **BMID 510: Financing and Reimbursement in the Biotech Space**

This course exposes students to the importance of the reimbursement environment and process in the development of successful next generation advanced therapies. This understanding is critical in the successful launch of a new product. Topics covered in this course include the importance of a reimbursement strategy as it affects the product development strategy and an understanding of the general US product reimbursement environment. Additionally, the students will be exposed to standard financial analysis tools that will allow them to explain the process of determining the financial value of a new product in the biotech space.

### **BMID 511: Team Project II**

This course is the capstone course for the program and will build on the work done in the Team Project I course as well as many of the other courses in this program. The MBID-Advanced Therapeutics team project will mimic and involve the real-life process of selecting an underserved disease or unmet clinical need (or cycle of care), propose a solution, build a business case, and address reimbursement and regulatory paths, with the final deliverable being the writing and presentation of a Business Report and Product Development Plan. The groups will do everything through this process except develop a hands-on construct. The training through this curriculum will provide work on real life concepts, real-life experience, an integrated project, and team work. This section of the team project will propose a solution that satisfies all of the initial project scope work done in the previous Team Project I course. This course will involve students ultimately preparing a business plan with requisite components and will allow the students to experience developing and writing about an unmet clinical need as well as developing a proposed solution.

### **3.4 Academic Advising and Professional Development**

MSBID-AT students are highly encouraged to attend an academic advising session with designated MSBID-AT faculty or staff (including the Program Director and course instructors) to review their progress in completing requirements for graduation and desired concentrations. While not required, academic advising is a useful tool for ensuring that students are on track in meeting these requirements. Ultimately, however, it is the student's responsibility to make sure they fulfill the program requirements. During program Orientation, students work to identify their own goals for the program and are led through exercises to develop achievement plans for those goals. MSBID-AT students are encouraged to meet with the Program Director and Course Instructors to review their development plans and progress throughout the course of the program. While students are not held to accomplishing all of their identified goals as an assessment expectation of the program, students are encouraged to utilize this tool to further their own development. MSBID-AT students are encouraged to take advantage of other resources and opportunities provided by the LGS and other Emory units to fine-tune their job search strategy, polish their application materials, practice networking and interviewing, and acquire critical career-relevant skills.

## **Part IV: MSBID-AT Standards of Performance**

### **4.1 Grading System**

All courses taken for the MSBID-AT degree follow the Laney Graduate School standard; please see Section 6.2 of the Laney Graduate School Handbook for information about the grading system.

A	Superior Work	4.0
A-	Above Average Work	3.7

B+		3.3
B	Satisfactory	3.0
B-		2.7
C	Marginal	2.0
F	Failing	0.0
S	Satisfactory	N/A
U	Unsatisfactory	N/A
W	Withdrawal without penalty	N/A
WF	Withdrawal while failing	0.0
WU	Withdrawal while performing unsatisfactorily	N/A
P	In progress	N/A
I	Incomplete	N/A
AUD	Audit	N/A

Instructors of courses for students in the MSBID-AT program shall adhere to the following interpretations of the grading system:

Superior work (A) for MSBID-AT students includes work that is extremely well argued and thorough. It not only presents and defends a proposal, but it also considers and answers objections to the central argument. There is clear evidence of critical reflection. Course assignments are complete and appropriately cited.

Above average work (A-, B+) for MSBID-AT students includes work that is extremely well argued and thorough. There is a clear thesis and solid premises to defend the position articulated. There is evidence of critical reflection. Course assignments are complete and appropriately cited.

Satisfactory work (B, B-) for MSBID-AT students includes work that contains a reasonable argument. There is a clear thesis that is defended by appealing to relevant research in the area. The author makes a few errors in basic writing conventions, including organization. Course assignments are appropriately referenced and supported.

#### **4.2 Incomplete Work**

An "I" notation (incomplete) is appropriate when a student, due to illness or some other unexpected circumstance, fails to complete all requirements for a course. If the work is not completed by the end of the following term, the Director of Graduate Studies will change the grade from I to F.

To change the grade from an F, the instructor must make a request to the Director of Graduate Studies, citing compelling reasons for the grade change. Such approval will only be granted for truly exceptional circumstances. If the change is approved, the Director of Graduate Studies will then present a proposal to the Graduate School for the grade change. Only the Graduate School can change the grade of F.

### **4.3 Academic Standing**

To maintain good standing, MSBID-AT students are required to maintain a grade point average of at least 2.7. A grade of C (2.0) may be accepted for no more than one course; receipt of two grades of C or any grade below C is not acceptable for graduate credit and may result in dismissal from the program.

In alignment with the Laney Graduate School Handbook, Section 6.3, unsatisfactory academic performance in the MSBID-AT Program is defined as any one of the following:

- A GPA in any term less than 2.7
- A cumulative GPA of less than 2.7
- Receipt of a grade of F or U in any course
- Receipt of 2 or more incompletes in a semester

Unsatisfactory academic performance will require a meeting with the Program Director to determine both the reasons for the performance and to create a plan of remediation.

A student whose academic performance is deemed unsatisfactory will be placed on probation for one term, consistent with the policy of Laney Graduate School. During the probationary term, the student must receive no failing grades, must clear all incompletes, and must attain a cumulative GPA of at least 2.7. Any student who fails to meet these conditions will be terminated from the program unless the Program Director provides written justification for the student's continuation and the Director of Graduate Studies grants approval.

Note: any student who merits a third consecutive probationary semester will be automatically terminated by the Graduate School.

## **Part V: MSBID-AT Enrollment and Financial Obligations**

### **5.1 Enrollment**

Students are expected to be continuously enrolled in the MSBID-AT program. This means that students must enroll for at least one credit hour every fall, spring and summer term after starting the program.

Students may take up to two leaves of absence from the program. Each leave of absence can be for up to one year. To do so, a student must complete the process outlined on the website of Laney Graduate School. Note that a leave of absence requires approval from the Director of Graduate Studies. Consistent with the policy of Laney Graduate School, students who fail to apply for a leave of absence and who do not take course work for consecutive semesters must apply for readmission at least 30 days before the semester in which they wish to re-register. See the Laney Graduate School Handbook for more details.

### **5.2 Tuition and Fees**

Students are responsible for all tuition and fees as determined by Laney Graduate School. Note that failure to register in a timely fashion may result in late fees being assessed. Additionally, failure to drop classes in a timely fashion, or withdrawing for a semester, may also result in the forfeiture of tuition and fees.

## **Part VI: Honor, Conduct, and Grievance Policies**

### **6.1 Honor Code**

Students pursuing the MSBID-AT are students of Laney Graduate School. As such, they are subject to the Honor Code of Laney Graduate School, which can be found in Article III: Honor, Conduct, and Grievance, Part I: LGS Honor Code in the Laney Graduate Student Handbook. Please pay special attention to Section 2: The Use of Sources in Writing Research Papers, Theses, and Dissertations in the Laney Graduate School of Emory University. Students will be held accountable for violations of this policy.

Note that if a student takes a course in another school, the student is still subject to the Honor Code of Laney Graduate School, as that is the school in which the student has been awarded admission. Therefore, any Honor Code violations will be subjected to the process and sanctions listed in the Laney Graduate School Handbook, regardless of the origin of the course in which the violation occurred.

### **6.2 Code of Conduct**

Students pursuing the MSBID-Therapeutics are students of Laney Graduate School. As such, they are subject to the Code of Conduct specified by the Laney Graduate School, which can be found here in Article III: Honor, Conduct, and Grievance, Part II: LGS Conduct Code.

### **6.3 Grievance Procedures**

#### **6.3.1 Grade Appeals**

Students who believe that an assigned grade is incorrect should first discuss the assignment of the grade with the instructor. Students who do not think the problem has been or may be resolved in this manner should address their concern to the Program Director, who will seek to resolve the matter with the instructor and the student. Then the Director of Graduate Studies will approve the grade change.

Consistent with the principles of academic freedom, responsibility for evaluation of a student's work rests with the course instructor. However, instructors are expected to conform to the system of grading outlined at the beginning of this section of the handbook and to articulate precisely the basis for evaluation of student work in the course syllabus at the start of the semester.

#### **6.3.2 All Other Grievances**

Students who wish to outline a grievance or disagreement should follow the procedure below. If the grievance relates to a particular course, the student should attempt to address the issue with the faculty member teaching that course. If the grievance relates to a broader issue than a particular course, or if the issue cannot be resolved adequately by addressing it with the faculty member in question, then the student may present the grievance to the BME Graduate Program Committee.

To file a formal complaint, the student is required to submit a written statement to the BME Graduate Program Committee. This statement must clearly and concisely identify the charge to be considered; describe fully the nature of the complaint, the evidence available in support of the charge, and all circumstances surrounding the events in question; and describe previous efforts to resolve the difficulty. This written statement and any supporting documentation may be shared with others deemed appropriate by the BME Graduate Program Committee.

Upon receipt of the formal complaint, the BME Graduate Program Committee may request additional information from or about the student and statements from other parties. After the BME Graduate

Program Committee has had an opportunity to review the information, they will meet with the student and/or other parties involved. Such meetings are for informational purposes only. No party may be represented by another, or accompanied by a representative, except on the express invitation of the BME Graduate Program Committee. The BME Graduate Program Committee will meet again after the fact-finding process has been completed and sufficient information has been acquired.

On the basis of this information, including the meeting with the student, the BME Graduate Program Committee will decide the legitimacy of the grievance and inform the Director of Graduate Studies. The Director of Graduate Studies and the BME Graduate Program Committee will determine further actions together, and the Director of Graduate Studies will inform the student of these decisions.

Student appeals beyond the MSBID-Advanced Therapeutics program should be addressed to Laney Graduate School, pursuant to the Laney Graduate School Handbook Article III, Part IV: LGS Grievance Procedure.”

If the Director of Graduate Studies is the subject of the grievance, the BME Department Chair will convene the BME Graduate Program Committee without the participation of the Director of Graduate Studies. The Committee will follow the same procedures outlined above and provide their findings and recommendation to the LGS Committee on Grievances and follow the LGS grievance procedure.

## **Part VII: Commonly Used University Policies**

LGS expects every student and member of our Emory community to know the policies provided or cited in this handbook. Therefore, all students should revisit the handbook and any linked policies as frequently as needed to familiarize themselves or check for updates to these policies. While some policies are linked below for ease of use, students are responsible for compliance with all LGS and Emory University policies, which are located in a central policy library at the following web address: <https://policies.emory.edu/>.

### **7.1 Emory Email Communication Policy**

Email is the primary medium for official communication with students at Emory University. The University assigns each registered student an official Emory email address. All university communications sent via email will be sent to this address. Students are expected to maintain their accounts and check their email regularly so that new mail will be appropriately received and read. Certain communications may be time critical.

### **7.2 Student Technology Recommendations**

Emory requires all students to own or have access to a computer that meets minimum hardware and software requirements as required by their school and degree program and works on the Emory network.

Starting with a computer that meets these minimum requirements will enable students to have a functional computer while pursuing their graduate degree. Emory Academic Technology Services recommends minimum computer specifications to avoid technical issues while accessing and submitting online course materials and collaborating in Canvas and Zoom. Additional considerations should be made if you are enrolled in a class/program requiring Data Analysis and the use of large data sets. Visit Student Technology Support, the IT help desk, for additional support.

### **7.3 Useful Links to Additional Emory Policies**

#### **Equal Opportunity and Discriminatory Harassment Policy:**

<https://emory.ellucid.com/documents/view/16834/?security=d3b7518a869d72e6d5b0c965c987b3c9053079b3>

#### **Sexual Misconduct Policy (Title IX):**

<https://emory.ellucid.com/documents/view/16836/?security=4f94881ac0ddcbae11c4a4115a74ae7de40de24b>

#### **Alcohol and Drug Abuse Policy:**

<https://emory.ellucid.com/documents/view/19654/?security=413e09c3fee6a98f74d0b5aabd5220b74d932e48>

#### **Information Technology Conditions of Use:**

<https://emory.ellucid.com/documents/view/17569>

#### **Respect for Open Expression Policy:**

<https://emory.ellucid.com/documents/view/19648?security=c6f36f9de43a2cd25fc99614d09384f649a313cf>