## DEPARTMENT OF MOLECULAR MICROBIOLOGY AND IMMUNOLOGY

<table>
<thead>
<tr>
<th>Name</th>
<th>Office</th>
<th>Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Peter Agre</td>
<td>E5146</td>
<td>7-8743</td>
</tr>
<tr>
<td>Dr. Gundula Bosch</td>
<td>E5139</td>
<td>5-3475</td>
</tr>
<tr>
<td>Dr. Jay Bream</td>
<td>E5624</td>
<td>2-2511</td>
</tr>
<tr>
<td>Dr. Arturo Casadevall</td>
<td>E5132</td>
<td>5-3457</td>
</tr>
<tr>
<td>Dr. Isabelle Coppens</td>
<td>E5648</td>
<td>7-1589</td>
</tr>
<tr>
<td>Dr. Kimberly Davis</td>
<td>E2628</td>
<td>7-7589</td>
</tr>
<tr>
<td>Dr. George Dimopoulos</td>
<td>E3630</td>
<td>7-0128</td>
</tr>
<tr>
<td>Dr. Diane E. Griffin</td>
<td>E5636</td>
<td>5-3459</td>
</tr>
<tr>
<td>Dr. Anne Hamacher-Brady</td>
<td>E2626</td>
<td>4-2635</td>
</tr>
<tr>
<td>Dr. J. Marie Hardwick</td>
<td>E5140</td>
<td>5-2716</td>
</tr>
<tr>
<td>Dr. Marcelo Jacobs-Lorena</td>
<td>E4632</td>
<td>7-0839</td>
</tr>
<tr>
<td>Dr. Gary W. Ketner</td>
<td>E5138</td>
<td>5-3776</td>
</tr>
<tr>
<td>Dr. Sabra L. Klein</td>
<td>E5634</td>
<td>5-8898</td>
</tr>
<tr>
<td>Dr. Joseph Margolick</td>
<td>E5153</td>
<td>5-1436</td>
</tr>
<tr>
<td>Dr. Richard B. Markham</td>
<td>E5150</td>
<td>5-9601</td>
</tr>
<tr>
<td>Dr. Conor McMeniman</td>
<td>E5644</td>
<td>7-8764</td>
</tr>
<tr>
<td>Dr. Janet Markle</td>
<td>E5148</td>
<td>7-3418</td>
</tr>
<tr>
<td>Dr. Monica Mugnier</td>
<td>E3632</td>
<td>4-4894</td>
</tr>
<tr>
<td>Dr. Douglas Norris</td>
<td>E3628</td>
<td>4-2710</td>
</tr>
<tr>
<td>Dr. Andy Pekosz</td>
<td>E5636</td>
<td>2-9306</td>
</tr>
<tr>
<td>Dr. Fernando Pineda</td>
<td>E3626</td>
<td>7-3673</td>
</tr>
<tr>
<td>Dr. Sean Prigge</td>
<td>E4628</td>
<td>7-4822</td>
</tr>
<tr>
<td>Dr. Alan L. Scott</td>
<td>E5152</td>
<td>5-3430</td>
</tr>
<tr>
<td>Dr. Clive J. Shiff</td>
<td>E5142</td>
<td>5-1263</td>
</tr>
<tr>
<td>Dr. Photini Sinnis</td>
<td>E4626</td>
<td>2-6918</td>
</tr>
<tr>
<td>Dr. Prakash Srinivasan</td>
<td>E5628</td>
<td>7-3097</td>
</tr>
<tr>
<td>Dr. Monique Stins</td>
<td>E4135</td>
<td>2-3377</td>
</tr>
<tr>
<td>Dr. David Sullivan</td>
<td>W4606</td>
<td>2-2522</td>
</tr>
<tr>
<td>Dr. Fidel Zavala</td>
<td>E4630</td>
<td>7-1769</td>
</tr>
<tr>
<td>Dr. Ying Zhang</td>
<td>E2037</td>
<td>4-2975</td>
</tr>
</tbody>
</table>

**MMI Offices**

E5008/E5132  4-4232/5-3457

This Guidebook, which supplements the School's *2018-19 Student Handbook*, is intended to summarize most of the School and Departmental requirements for your degree program. In addition, other practical information is included for your convenience.

The academic advisor assigned to you will assist you in the decision-making process during the initial phase of your studies.
TABLE OF CONTENTS

LOCATIONS AND PHONE NUMBERS OF FULL-TIME TEACHING FACULTY  inside front cover

INTRODUCTION ..................................................................................................................................... 3

STRUCTURE OF THE DEPARTMENT .................................................................................................. 3
  Graduate Program Committee ....................................................................................................... 4
  Curriculum Committee .................................................................................................................. 4
  Graduate Ombudsman .................................................................................................................... 4
  Committee on Admissions and Financial Support ................................................................. 4
  Facilities Committee ...................................................................................................................... 4
  Appointments and Promotions Committee .................................................................................. 4

REQUIREMENTS FOR FULL-TIME ScM and MHS DEGREE CANDIDATES ........................................ 5
  Educational Objectives .................................................................................................................. 5
  MHS/ScM program transfer ......................................................................................................... 5
  Degree Requirements .................................................................................................................... 5
  Residency ...................................................................................................................................... 6
  Academic Program ...................................................................................................................... 6
  Required and Suggested Courses ............................................................................................... 7-10
  Additional Course Information .................................................................................................... 10
  Departmental Seminars & Research Forum ............................................................................... 10
  Laboratory Rotations .................................................................................................................. 11
  ScM Comprehensive Exam ......................................................................................................... 13

MHS THESIS AND TIMETABLE FOR REQUIREMENTS FOR FULL-TIME
MASTER OF HEALTH SCIENCE DEGREE CANDIDATES .............................................................. 12-13

ScM THESIS AND TIMETABLE FOR REQUIREMENTS FOR FULL-TIME
MASTER OF SCIENCE DEGREE CANDIDATES ........................................................................... 13-14

ADDITIONAL DEPARTMENTAL AND SCHOOL INFORMATION .................................................. 17
  Administrative Personnel ............................................................................................................ 17
  Computer Accounts .................................................................................................................... 17
  Financial Aid ............................................................................................................................... 18
  MMI Fifth Floor Conference Rooms ....................................................................................... 18
  MMI Fifth Floor Student Computer Rooms ......................................................................... 18
  Departmental Mailboxes ............................................................................................................ 18
  Photocopying and Fax Facilities .............................................................................................. 18
  Student Grievances/Ombudsman ............................................................................................... 19-20

MMI STANDING COMMITTEES FOR 2018-19 (w/revisions September, 2018) ....... inside back cover
INTRODUCTION

The goal of the training programs in this Department is to provide a solid foundation in the biomedical sciences for a small group of carefully selected graduate and postgraduate students interested in addressing outstanding issues underlying infectious and immunologic diseases of public health importance. It aims to equip students with a diversity of disciplinary concepts and methodological tools to solve specific disease-related problems. This holistic approach requires a common core of knowledge of the population, clinical, cellular and molecular aspects of disease.

STRUCTURE OF THE DEPARTMENT

The administration of the Department is the task of the Chair, Dr. Arturo Casadevall, who has the overall responsibility for the educational and research programs in the Department. Major policies of the Department are adopted at monthly meetings of the full-time faculty. A representative of the Departmental student body attends the faculty meetings. A number of committees comprising intramural and extramural faculty carry out much of the business of the Department. The chair appoints the committees annually and membership rotates among the faculty. Each committee is responsible for some aspect of the Department's activities. In many instances, a student representative, voted for or volunteering at a meeting of the Departmental Student Association, participates on these committees.

1. Graduate Program Committee. The overall responsibility for setting policy with respect to Departmental graduate students is vested in the Graduate Program Committee (GPC). The committee, with Dr. Sabra Klein currently serving as Chair, monitors the program of each graduate student, reviews the progress of each student on a semi-annual basis, and assures the maintenance of appropriate academic standards. The Graduate Program Committee meets on a regular basis and reports monthly at the Departmental faculty meeting, so that the entire faculty is kept informed of all policies and any specific problems that have occurred. The Graduate Program Committee
   a. is responsible for the review and evaluation of the graduate program;
   b. is responsible for monitoring and evaluating satisfactory academic progress of each student;
   c. develops general policies for the graduate program; for example, recommends requirements for intramural and extramural;
   d. develops requirements for student advisement, coursework, and the comprehensive written examination;
   e. handles requests from students for exemptions from Departmental requirements.
   f. deals with policies regarding other aspects of student life in the Department.
   g. approves new courses and changes to existing courses.

Student Communication with the Graduate Program Committee: Because many of the matters that come before the Graduate Program Committee involve individual students and therefore are confidential, the GPC does not include a student member. However, the GPC welcomes comments, questions, and concerns from the departmental students. Students can communicate with the GPC in several ways.

   • Students may request that either the Student Coordinator present issues to the committee.
   • The President of the Graduate Student Organization, acting as representative of the students, may request a meeting with the GPC to discuss a specific matter of concern to students.
   • A student may request that the Departmental Ombud present an issue to the committee
   • Students may ask any departmental faculty member (for example their advisor, the departmental chair, or the chair of the GPC) to address the GPC on an issue or concern.
2. **Curriculum Committee.** The Curriculum Committee, chaired by Dr. Alan Scott, in collaboration with the Graduate Program Committee, oversees the structure and content of the Departmental curriculum. In this capacity, the Curriculum Committee reviews content and organization and proposes new courses.

3. **Graduate Student Ombud.** Selected by the students each year from among members of the Departmental faculty, the Ombud functions as a neutral party who can present options and devise solutions for those laboratory/workplace issues that cannot be resolved through direct communication with colleagues or advisor. (See Ombud section below for additional details)

4. **Committee on Admissions.** This committee is charged with the responsibility of selecting the best-qualified students for admittance to the Department. Chair: Dr. Alan Scott. The Committee on Admissions:
   - develops general requirements for admission to the Department and, in consultation with the Chair, decides the number of students to be admitted;
   - evaluates student applications as degree candidates or for regular and special student status;
   - reviews requests from students for transfer to another degree program or to or from another Department;
   - develops, with the concurrence of the Graduate Program Committee, a program of courses for regular special students who plan to apply for acceptance into a degree program in the Department;

5. **Facilities Committee.** The Facilities Committee, chaired by Dr. Alan Scott, supervises the operation and maintenance of commonly shared resources. The Facilities Committee
   - monitors and administers common-use equipment and facilities;
   - monitors common-use space, which includes cold rooms, warm rooms, and areas where common-use equipment items are located;
   - serves in an advisory capacity to the Department Chair on space needs.

6. **Appointments and Promotions Committee.** This Committee, composed of full-time faculty at the level of Associate Professor and Professor ranks, advises the Department Chair on faculty promotion and tenure decisions and new appointments to the faculty.

7. **Graduate Student Organization.** All MMI graduate students are members of the MMI Graduate Student Organization (GSO). The GSO generally meets at the annual departmental retreat to elect officers, and can meet at other times as often as the student’s desire. Apart from the annual retreat meeting, GSO meetings and activities are organized by the students. Officers elected by the GSO who bear specific official responsibilities are a President, a faculty liaison who attends faculty meetings, a representative to the School’s Student Assembly, and Student Admissions Coordinators. Additional officers (Social Chair, Treasurer, etc.) can be chosen by the GSO if it wishes. In the past, activities sponsored by the GSO have included charity events, fundraisers, bowling parties, student birthday celebrations, etc.

**Policies** - The Department of Molecular Microbiology and Immunology follows the University's Policy Statements on Nondiscrimination of Students, Privacy Rights of Students, Alcohol Abuse and Drug-Free Workplace, Award of Degrees, Smoking, and Sexual Harassment as specified in the catalog.
FULL-TIME MASTERS DEGREES IN MOLECULAR MICROBIOLOGY AND IMMUNOLOGY

The Department provides the Master of Health Science (MHS) program for students who wish to gain a greater depth of knowledge in molecular microbiology, immunology, and infectious diseases or in tropical public health, but who do not wish to commit to longer-term research training programs. MHS training is provided through coursework, special studies with faculty members, and participation in other Departmental activities. An elective opportunity to gain experience with basic molecular biological laboratory techniques is also available. The Department offers the Master of Science (ScM) program for students who wish to obtain, in addition to coursework, rigorous training in laboratory research. The ScM program includes most elements of the MHS program combined with an additional laboratory component. Successful completion of a Departmental Comprehensive Exam is required of all ScM students.

Educational Objectives Key educational objectives for MHS and ScM students include: 1) develop knowledge through coursework in the areas of immunology and microbiology; 2) develop skills for the critical evaluation of scientific literature; 3) develop literature-based analytical and research skills; and 4) develop the ability to communicate scientific information orally and in writing. Additional educational objectives for ScM students include development of laboratory and analytical skills required to effectively conduct laboratory research.

MHS-ScM Program transfer MHS students who excel in the program and wish to add a research component to their training may apply for transfer to the MMI ScM program. ScM students whose goals change, similarly can transfer to the MHS program. The integrated MMI Master’s program is intended to facilitate transfer between ScM and MHS degree programs; the program requirements are have a high degree of overlap for the first two academic terms. However, the programs diverge significantly in the third term and a decision on degree program, therefore, must be made before that time. At the time of application for transfer from the MHS to the ScM program, students are strongly encouraged to have identified into which laborator(ies) they wish to rotate and to have confirmed that those laborator(ies) would be amenable to taking on an ScM student.

Masters students who wish to transfer programs should inform the Student Coordinator in writing by the first week in December of their first year. Applications for transfer to the ScM program are evaluated by the departmental Admissions Committee on the same basis as incoming ScM applications and a completed School application form must be available for review. In general, the Departmental copy of the student's original MHS application (held by the Student Coordinator) can be used. However, the student should confirm that the information contained on the application is still current, and may wish to modify the thesis to reflect the new goals of his/her proposed training program. Additional references may also be added. Note that because this application is submitted directly to MMI and not the School, no application fee is required. ScM students who wish to transfer to the MHS program may do so without review.

Applicants for the MHS to ScM transfer will be informed of the Admission Committee's decision before the beginning of third term. Because there is no guarantee that an application will be successful, students should continue to follow the MHS academic program (below) until they have received a final decision.
DEGREE REQUIREMENTS

There are several requirements for the completion of degree programs: those set by the school, those set by the department, and those set by the thesis advisor (for ScM students). The degree requirements for all programs, established by the School are contained in Policy and Procedure Memoranda available at https://my.jhsphs.edu/Resources/PoliciesProcedures/ppm/Pages/default.aspx. You will need to log in with your JHSPH e-mail user name and password to have access to these pages.

The Departmental requirements for Molecular Microbiology and Immunology (MMI) are explained in this Student Guidebook. A student's thesis advisor generally will set requirements regarding the preparation for, and completion of, the thesis or dissertation project. A brief summary with an approximate timetable of the requirements of the school and of the department is included at the end of this section.

Residency

MHS: Minimum duration is one academic year (9 months) in full-time residence (enrollment for 12 or more credits per term). Most students complete their degrees in 9 months, however, the period may be extended for up to 24 months.

ScM: Minimum duration is two academic years in full-time residence, including the Summer Term between the first and second years. Completion, including program-specific requirements such as a thesis or dissertation is required within four calendar years of matriculation. Most students complete their degrees in two years.

ACADEMIC PROGRAM

Academic Advisor. Each new student is assigned an MMI faculty member as his/her academic advisor. The academic advisor will assist the student in the selection of appropriate courses for the first year, act as the student's source of information concerning school and departmental policies and procedures, and help the student with problems he/she may encounter. A student who wishes to change his/her assigned academic advisor should contact the Student Coordinator, who will consult the GPC.

In addition, the MHS Committee, which is composed of several MMI faculty members, with Richard Markham currently serving as Chair, will meet with MHS students as a group soon after the orientation. During each quarter, MHS students as a group will meet for a series of required lunch-time meetings with the MHS Committee members to detail requirements for the degree, establish benchmarks for Thesis preparation, review progress and address general questions.

MHS Thesis Mentors. The academic advisor usually will act as the MHS Thesis mentor. However, after consultation with the academic advisor, an MHS student may seek other faculty with specific interests and expertise to supervise MHS Thesis preparation. The assigned MHS advisor should remain as one of the two readers for the thesis. Students who wish to use faculty other than the assigned academic advisor as their MHS Thesis mentor will note this on the MHS Thesis Readers form that is submitted to the Student Coordinator.

ScM Thesis Advisors. Selection of a thesis advisor takes place after completion of the required laboratory rotation (see below). After consultation with the prospective thesis advisor, the student should submit a completed Thesis Advisor Selection Form (available on the departmental web site or from the Student
Coordinator), signed by the prospective advisor, to the departmental Student Coordinator for approval by the Department Chair. Requests for extra time to identify a thesis advisor must be submitted to the GPC. When appointed, thesis advisors become the student's Academic Advisor.

Approval of thesis advisor selection will take into account the interests of the student and the faculty and the availability of resources in the faculty member's laboratory (e.g., funds, space, faculty time). Every effort will be made to accommodate a student's request to work with a specific faculty member for his/her thesis research. The Department, however, cannot guarantee that a student will be able to work in the laboratory that he/she selects as a first choice. In the event that a student's first choice cannot be met, an alternative will be arranged in consultation with the student.

With the specific approval of the GPC, ScM students may conduct thesis research in laboratories outside of MMI (for example, in departments other than MMI or in the School of Medicine). Requests to conduct thesis research outside the department will be noted on a Thesis Advisor Form that includes acknowledgement from the proposed extra-departmental thesis advisor that MMI will provide no financial support for the student, a detailed research topic and timetable, and an agreement by a member of the MMI faculty to act as co-advisor. (Field work conducted off-campus under the direction of an MMI faculty member does not need to be approved by the GPC.)

Coursework. Masters students must register for 22 credits each quarter. These credits include didactic courses, special studies, thesis research, seminars, etc. While a minimum of 64 credits are required by the School for a Master's degree, due to this Departmental requirement MMI Masters students will exceed that number at the time of graduation. Course requirements and suggestions are summarized in the accompanying table.

In core courses, Master’s students must receive a ‘C’ or higher. A student who earns a grade below that threshold in a course listed as a core requirement must, at the next opportunity, make a second attempt to complete the core course by repeating the same course or by completing another course that has been approved by the GPC Chair. A grade below the threshold on the second attempt may be grounds for dismissal and must be reported to the School’s Committee on Academic Standards. To remain in good academic standing, masters students must maintain a minimum grade point average of 2.75. If a student’s GPA falls below the requirement, the student will be placed on academic probation. School policy states that a Master’s student cannot graduate with a GPA lower than 2.75.
# Master's Curriculum

Listed below are courses required of all Masters students, as well as a selection of courses that other students have found useful. As per the CEPH requirement, all Master’s students must take a course in epidemiology (see Note 7).

**SUMMER:**

**Introduction to Online Learning:** [https://courseplus.jhu.edu/core/index.cfm/go/course.home/cid/90/](https://courseplus.jhu.edu/core/index.cfm/go/course.home/cid/90/) (non-credit)

**TERM 1:**

**Required:**

- 260.623 Fundamental Virology (See Note 2) (4 units)
- 260.822 Seminars in Research in Molecular Microbiology and Immunology (1 unit)
- 260.821 Research Forum Molecular Microbiology and Immunology (1 unit)
- 260.852 Molecular Biology Literature (See Note 4) (2 units)
- 550.860 Academic and Research Ethics (See Note 3) (non-credit)
- 260.840 Special Studies (See Note 5) (2-6 units)

**Suggested, but not required:**

- 260.700 (R3) How Do We Know? Theory and Practice of Science (3 units)
- 260.707 (R3) Evidence-Based Teaching in the Biomedical and Health Sciences: Foundations (3 units)
- 140.611 Statistical Reasoning in Public Health I (3 units)
- 180.609 Principles of Environmental Health I (4 units)
- 550.630 Public Health Biology (3 units)
- 220.601 Introduction to International Health (4 units)
- 120.600 Biochemistry – an Introductory Course I (See Note 6) (5 units)
- 120.602 Introduction to Molecular Biology (See Note 6) (4 units)
- 260.636 Evolution of Infectious Disease (3 units)

**TERM 2:**

**Required:**

- 260.631 Immunology, Infection, and Disease (See Note 1) (3 units)
- 260.635 Biology of Parasitism (See Note 2) (5 units)
- 260.615 Critically Reviewing the Scientific Literature (See Note 8) *(MHS only)* (2 units)
- 260.822 Seminars in Research in Molecular Microbiology and Immunology (1 unit)
- 260.821 Research Forum in Molecular Microbiology and Immunology (1 unit)
- 260.851 Laboratory Rotation *(ScM students only)* (8 units)
- 260.854 Current Literature in Microbial Immunity (See Note 4) (1 unit)
- 550.865 Public Health Perspectives on Doctoral Research (See Note 3) (2 units)
- 260.840 Special Studies (See Note 5) (2-8 units)

**Suggested, but not required:**
260.708 (R3) Evidence-Based Teaching in the Biomedical and Health Sciences:
Practice (3 units)
260.710 (R3) Communication Practice for Health Science Professionals (3 units)
140.612 Statistical Reasoning in Public Health II (3 units)
120.601 Biochemistry – an Introductory Course I (5 units)
180.610 Principles of Environmental Health II (4 units)
340.627 Epidemiology of Infectious Diseases (4 units)
223.662 Vaccine Development and Application (3 units)
380.642 Child Health and Development (3 units)
183.631 Fundamentals of Human Physiology (4 units)

TERM 3:

Required:
260.627 Pathogenesis of Bacterial Infections (See Note 2) (4 units)
260.650 Vector Biology and Vector-Borne Diseases (See Note 2) (3 units)
260.822 Seminars in Research in Molecular Microbiology and Immunology (1 unit)
260.821 Research Forum in Molecular Microbiology and Immunology (1 unit)
260.851 Laboratory Rotation 2 or thesis research (ScM students only) (up to 8 units)
260.855 Literature Course- Pandemics of the 20th Century (See Note 4) (1 unit)
260.840 Special Studies (MHS only - Thesis preparation) (See Note 5) (8-10 units)

Suggested, but not required:
260.700 (R3) How Do We Know? Theory and Practice of Science (3 units)
260.704 (R3) Critical Dissection of the Scientific Literature (3 units)
260.613 Techniques in Molecular Biology (3 units)
(Taken during winter intercession – See notes, below.)
180.640 Molecular Epidemiology and Biomarkers in Public Health (4 units)
260.624 Advanced Virology (3 units)
260.656 Malariology (4 units)
260.700 (R3) The Theory and Practice of Science (3 units)
223.681 Biological Basis of Vaccine Development (3 units)
340.612 Epidemiologic Basis for Tuberculosis Control (2 units)
340.654 Epidemiologic and Natural History of Human Viral Infections (6 units)
140.615 Statistics for Laboratory Scientists I (4 units)
309.730 Patient Safety and Medical Errors (3 units)
120.621 Molecular Endocrinology (4 units)

TERM 4:

Required:
260.822 Seminars in Research in Molecular Microbiology and Immunology (1 unit)
260.821 Research Forum in Molecular Microbiology and Immunology (1 unit)
260.657 Vector Biology and Disease Ecology Literature (See Note 4) (1 unit)
260.840 Special Studies (MHS only - Thesis preparation) (See Note 5) (10-12 units)
260.820 Thesis research (ScM students only) (varies)

Suggested, but not required:
260.601 Vector-Borne Disease Control (3 units)
Note 1. The required Immunology course for Masters students is Immunology, Infection, and Disease (260.631, 2nd term). Masters students with a strong immunology and/or cell biology background may take the more demanding Principles of Immunology I (260.611, 1st term) and II (260.612, 2nd term), but only with permission from the instructor and in consultation with their academic advisor.

Note 2. Only two of the following four core courses are required, 260.623 Fundamental Virology, 260.627 Pathogenesis of Bacterial Infections, 260.650 Vector Biology and 260.635 Biology of Parasitism.

Note 3. As a School wide requirement, all students must take Academic and Research Ethics in the first term of their enrollment (550.860.82) and Public Health Perspectives on Doctoral Research (offered once per year, in 2nd term: 550.865.81.) Master’s students on training grants must take: 550.600.01 in the 1st term (1 unit) or 306.665 Research Ethics and Integrity (3rd term, 3 units).

Note 4. Only one literature course is required. Selection made in consultation with the academic advisor.

Note 5. Special studies credit hours are to be used for thesis preparation. During each term, this will entail attending a 1 credit course entitled “MHS Thesis Research in MMI” and meeting with your academic advisor to discuss how to approach thesis preparation, writing and presentation.

Note 6. Students with little or no Molecular Biology or Biochemistry background are strongly encouraged to take one or both of these courses, offered by the Department of Biochemistry and Molecular Biology.

Note 7. All academic masters and doctoral degree candidates are required to take at least 3 credits of coursework in epidemiology. New this year, there will be a 3-credit online course offered fourth term entitled ‘Epidemiology—The Basics’ that should be taken by all Master’s students. Once this course is approved by CAS, a course number will be assigned. Note: Other courses that would fulfill the Epidemiology requirement are: 340.721 Epidemiologic Inference in Public Health (either section, offered in 1st and 3rd terms) and 340.751 Epidemiologic Methods 1 (offered in 1st term.)

Note 8. 260.615 is required of all MHS students, in preparation for writing their MHS Thesis.

Additional course requirements for MHS students:
The School requires MHS students to complete at least 5 credits in formal courses outside of their own department. All 5 credits must be taken for a grade (Pass/Fail is not acceptable).

Additional course requirements for ScM Students:
The School requires ScM students to complete 12 credits in formal courses outside of their own department, at least 6 of which are within the Bloomberg School of Public Health. These courses must be taken during the first year. All 12 credits must be taken for a grade (Pass/Fail is not acceptable).

Required for all MMI graduate students:
260.822 Seminars in Research in MMI (all terms 2nd year) (1 unit)
260.821 Research Forum in MMI (all terms 2nd year) (1 unit)
260.820 Thesis Research - ScM: after completion of 1st rotation and all terms 2nd year (credits TBA)
Additional Course Information. Many university-wide courses can be used to fulfill specific requirements. Consult the catalogs of the various university divisions available for viewing in the Office of the Registrar.

1. Bloomberg School of Public Health catalog -- see interdepartmental programs.
2. School of Medicine catalog.
3. School of Arts and Sciences (Homewood Campus) catalog.

Winter and Summer Institute courses: Tuition for these courses is charged separately by the registrar, and is not covered by tuition paid during the academic year. An exception to this rule is a course offered specifically for MHS students interested in gaining some experience with laboratory techniques in molecular biology, Techniques in Molecular Biology--260.613. This course will be offered during the last week of the winter institute, but the final examination for the course will occur at the beginning of the third term, allowing the course to be registered as a third term course without additional tuition.

Certificate Programs. There are several certificate programs offered by the School in specific areas of public health that have fewer course requirements than do formal degree programs. Certificate programs are focused academic training programs designed to appeal to students seeking targeted education in a specific area of public health. Educational objectives, admissions requirements, courses of study, and other information is provided for each certificate program and can be found at http://www.jhsphe.edu/academics/certificate-programs/

Departmental Seminars. A weekly Departmental Seminar is held at 12:00 pm on Thursdays during the academic year and all students are required to attend.

Research Forum is held at 12:00 pm on Mondays and all students are required to attend.

Journal Clubs. Students are encouraged to participate in Journal Clubs in Microbial Immunology, Molecular Parasitology, Programmed Cell Death, Vector Biology and Virology, which are scheduled at various times throughout the week.

Laboratory Rotations (ScM). ScM students must conduct at least one laboratory rotation before formal selection of a Thesis Advisor. The required rotation should be performed in the first rotation period and students should register for 260.851, Laboratory Rotation, in the second term. If desired, a second rotation may be performed; register again for 260.851 in the third term. See the table below for rotation period dates. Rotation periods in a series of laboratories broaden a student's knowledge of laboratory techniques and skills, expose him/her to a variety of research areas, help him/her to select a laboratory for thesis research, provide the student an opportunity for interaction with several faculty members, and develop his/her ability to carry out a research project. Faculty from outside MMI are eligible to supervise ScM students. During a laboratory rotation, a student is given a specific research problem of limited scope as his/her rotation exercise. This provides close interaction with the faculty member who supervises the rotation. It is not expected that a student necessarily complete the assigned project. At the end of the laboratory rotation term, the student will give a short oral presentation of his/her research project at the Research Forum in Molecular Microbiology and Immunology (see below). The rotation supervisor will submit a written evaluation of the student's performance to the Student Coordinator and will assign a grade of Pass or Fail. The form is available here: https://my.jhsphe.edu/sites/MMI/academic-forms/default.aspx Failing grades will be given for not having spent sufficient time in the laboratory or for an unsatisfactory performance in the laboratory.

The selection of laboratory or laboratories for rotation(s) is the responsibility of the student. Students (with the assistance of their academic advisor) should identify potential laboratories for their rotations and consult with the faculty members in charge of these laboratories to arrange a rotation for a particular period. To
assist students in identifying the research interests of the faculty, each faculty member has prepared a short summary of his/her ongoing projects which can be found on their official school web pages: http://www.jhsph.edu/departments/w-harry-feinstone-department-of-molecular-microbiology-and-immunology/faculty/

<table>
<thead>
<tr>
<th>Rotation Period</th>
<th>Dates</th>
<th>Register in term</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>11/12/18 - 1/18/19</td>
<td>2</td>
</tr>
<tr>
<td>Second</td>
<td>1/22/19 – 3/15/19</td>
<td>3</td>
</tr>
</tbody>
</table>

**2018-2019 MMI Laboratory Rotation Schedule**

**ScM students must present reports after each laboratory rotation during weekly Departmental Research Forum. Rotation reports are 20 minutes.** Presentation dates are assigned by the Student Coordinator; rotation reports generally will be scheduled 1 to 3 weeks of the completion of the rotation.

In preparing a rotation report, students should keep in mind that it is most important to provide sufficient background and a sufficiently good explanation of the experimental rationale to make the rotation project and its objectives understandable by a diverse audience. As noted above, it is not required that students successfully complete their assigned rotation project, and many rotation reports cannot include firm conclusions. This is not a shortcoming if the presentation is clear, intelligible, and presents good analyses of any difficulties encountered. **Once a laboratory is chosen, ScM students should register for thesis research credits in subsequent terms.**

**MHS Thesis**

The student will select the topic for the thesis in consultation with his/her academic advisor or another faculty member. The thesis will typically involve a critical review of the scientific literature on a substantive public health issue. The faculty will hold a series of meetings during the first term to outline the expectations for the thesis including focus, scope, thesis structure, and the criteria by which the thesis will be evaluated.

**Important graduation requirement.** Your MHS Thesis needs to be submitted to the Student Coordinator, via email/PDF for binding, for our department library. Guidelines for formatting the thesis can be found here: http://www.library.jhu.edu/library-services/electronic-theses-dissertations/formatting-guidelines-checklist/

Thesis writing/editing assistance is offered at both campuses.

- JHMI: Editing Referral Service: http://www.hopkinsmedicine.org/fac_development/researchers/publishing.html#ERS
- JHU: Writing Center: http://krieger.jhu.edu/writingcenter/about/

**Readers and Deadlines for MHS Thesis Completion.** In most cases, the student’s assigned academic advisor will serve as the primary reader. However, a student with interests outside the academic advisor’s area of expertise, may, in consultation with the academic advisor, select an alternative primary reader. This new primary reader must have a primary appointment in MMI. When this adjustment is made, the assigned academic advisor defaults to the secondary reader.

The MHS student and primary reader are required to have regular meetings to review progress and to ensure that the benchmarks and deadlines listed in the following table are meet. The responsibilities of the
primary reader includes guidance on the crafting of the hypothesis to be tested, guidance on the focus and scope of the thesis, as well as editorial and technical critiques to aid in this learning experience. When the primary reader is satisfied with the quality of the thesis draft, the student will submit the final draft of the MHS Thesis to the secondary reader whose responsibility is to evaluate the thesis manuscript for scientific validity, approach, and intelligibility.

It is ultimately the student’s responsibility to meet the benchmarks and deadlines listed below. Any student who fails to meet the April or May deadlines will be removed from the May graduation list automatically.

<table>
<thead>
<tr>
<th>Important Dates for MHS Thesis 2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 12, 2018</td>
</tr>
<tr>
<td>October 26, 2018</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>November 30, 2018</td>
</tr>
<tr>
<td>November 30, 2018</td>
</tr>
<tr>
<td>January 18, 2019</td>
</tr>
<tr>
<td>February 22, 2019</td>
</tr>
<tr>
<td>March 1, 2019</td>
</tr>
<tr>
<td>March 20, 2019</td>
</tr>
<tr>
<td><strong>April 5, 2019</strong></td>
</tr>
<tr>
<td><strong>April 19, 2019</strong></td>
</tr>
<tr>
<td><strong>April 24, 2019</strong> (or earlier)</td>
</tr>
<tr>
<td><strong>April 26, 2019</strong> (or earlier)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>May 20, 2019 (Monday)</td>
</tr>
</tbody>
</table>

**MHS Forum Presentation.** As part of the requirements of the MHS degree, each student must present their Thesis orally in the special MHS Forum held in the fourth term, schedule details pending. All MHS students are required to attend the MHS Forum for the entire time.

**Sc.M. Comprehensive Examination.** The Departmental Sc.M. Comprehensive Examination constitutes a comprehensive inquiry into the student's grasp of the subject matter underlying disciplines underlying Departmental research. The exam tests the student's understanding of scientific principles and methods, as well as his substantive knowledge of major subjects and related areas. At approximately mid-year, ScM students are furnished with a list of about forty questions from which the comprehensive exam will be drawn. Students are encouraged to consider possible essay answers to these questions as they complete their first-year coursework. The exam will be administered at the end of the fourth term (**Thursday, May 23, 2019**) and will consist of two questions each from five different subject areas (Virology, Bacteriology, Vector Biology, Parasitology, and Immunology). Students must pick one of the immunology questions and two other questions from two of the remaining topic areas. The exam is closed book and 3 hours in length. Student responses to the three exam questions are graded independently. Failing marks on two or more of the questions results in retaking the exam. Students who fail only one exam question must answer both questions in that topic area.
ScM Thesis

The ScM thesis is the culminating product of a student’s ScM studies and provides a permanent record of a student’s intellectual contribution to the field. Unlike published papers that might result from the same work, the thesis both requires and provides opportunity for the student to creatively place his or her work in the broadest possible context, explore implications, and speculate on where the future of the field lies. Preparation of a thesis requires the greatest care both in thought and execution.

Most students find that writing a thesis requires much more time and effort than expected. For that reason, students are encouraged to write as they go, rather than wait for the final few weeks of their graduate careers. Students are also encouraged to work closely with their advisors on thesis organization, scope, and content. To facilitate these recommendations, the Department requires that a student follow the timetable below:

**Preparation** Requirements for ScM theses, including instructions for the selection of thesis readers, details on the format of the final version of the thesis, procedures for thesis submission and approval, and deadlines, are available from the Registrar's office and online at:

- [https://my.jhsph.edu/Offices/StudentAffairs/RecordsRegistration/MastersCandidateInformation/Pages/default.aspx](https://my.jhsph.edu/Offices/StudentAffairs/RecordsRegistration/MastersCandidateInformation/Pages/default.aspx)
- [https://my.jhsph.edu/Resources/PoliciesProcedures/ppm/PolicyProcedureMemoranda/Academic_Programs_10_Master_of_Science_Degree_071417.pdf](https://my.jhsph.edu/Resources/PoliciesProcedures/ppm/PolicyProcedureMemoranda/Academic_Programs_10_Master_of_Science_Degree_071417.pdf)
- [http://guides.library.jhu.edu/etd](http://guides.library.jhu.edu/etd)

**Thesis presentation** As part of the requirements of the ScM degree, each student must defend his/her completed thesis orally late in the fourth term. The ScM thesis presentations will be on Friday, May 17, 2019.

**ScM thesis submission deadlines:**

- 2/8/19 (or earlier) – Deadline for submitting the Thesis Readers and Final Examination form to the registrar
- 2/8/19 (or earlier) – Students should meet with the student coordinator to go over transcripts and make sure all other degree requirements have been met.
- 3/8/19 – 1st draft of thesis is due to thesis advisor
- 3/29/19 – Final draft of thesis is due to the secondary reader.
- 4/26/19 – Deadline for submitting final copies of ScM thesis and all readers’ letters to the registrar.

**Academic Performance and Academic Probation.** Master’s students are required to maintain a 2.75 grade point average or better. Students who do not satisfy this and other academic requirements will be placed on Academic Probation by the Graduate Program Committee. Formal notification of Academic Probation generally will be accompanied by conditions that the student must fulfill in order to be returned to good academic standing. Students who fail to meet those conditions may be dismissed from the program. Students cannot graduate with a GPA lower than 2.75

**Academic Ethics and Responsible Conduct of Research.** MMI requires students to adhere rigorously to the School's standards for Academic Ethics and Responsible Conduct of Research in all activities. Violations of these standards are ground for dismissal from the program. Policies are detailed in Policy and Procedures Memoranda (PPMs) "Students 01 Academic Ethics” and (for research, including student research) "Faculty 07 Scientific Misconduct". PPMs can be accessed at: [https://my.jhsph.edu/Resources/PoliciesProcedures/Pages/default.aspx](https://my.jhsph.edu/Resources/PoliciesProcedures/Pages/default.aspx)
A lecture introducing students to these topics will be presented during the first term. Time and location will be announced by the Student Coordinator. **Attendance is required.** Each student is also required to complete the online module on Academic and Research Ethics in their first term of enrollment (Academic and Research Ethics 550.860.82)

**Criteria for dismissal from the Masters Programs.** Students may be dismissed from the MMI Masters program for reasons that include (but are not limited to) failure to satisfy conditions specified for removal from academic probation, failure to maintain an adequate GPA, failure of the Departmental Comprehensive Examination, failure to make satisfactory progress in thesis research, violations of academic or professional ethics, and failure to adhere to School and Departmental time limitations.

**Department Retreat.** In the Fall of each academic year, the MMI faculty and students attend a retreat that includes faculty presentations and student posters on research currently be conducted in the department. The retreat provides ScM students with an important opportunity to meet faculty and discuss possible rotation and thesis projects. The retreat also provides both ScM and MHS students with the chance to meet faculty and students and learn more about research being conducted in the department. Attending the retreat, including talks and poster sessions, is expected for ScM students and optional for MHS students.

**Vacation/Holiday Policy.** Graduate student holiday and vacation schedules traditionally have been flexible to accommodate the varied demands of individual research projects. Guidelines which reflect the Department’s expectations are outlined below. These guidelines are not intended to eliminate flexibility in the scheduling of holidays and vacation, and do not replace any conditions that might be imposed by fellowships/funding agencies. These guidelines also do not restrict legitimate academic or research activities conducted off campus, such as attendance at scientific meetings and field work. Students are generally entitled to the following holidays and vacation time:

- University holidays
- Spring break
- The period between last day of 2nd term and the first day of winter intersession
- A fortnight vacation in the second and subsequent years as scheduled by arrangement with the advisor.

Graduate students are expected to be present during winter intersession and summer term or as required by their experimental protocols.

**Leave of absence.** A leave of absence (LOA) is for students who are forced to take a temporary break from their programs of study due to reasons beyond their control, such as illness, military service, financial exigency, or pressing personal reasons justifying an interruption of their graduate studies. A leave of absence is an officially recognized inactive student status that is entered on a student's academic record. LOA cannot be used by a student working on a thesis who has completed all other degree requirements. LOA is limited to one academic year except for military service.

Application for LOA must be made on a form available from Student Affairs. Please discuss any potential LOA with your mentor and the academic program administrator, who can provide you with the form.

**Parental leave.** Graduate students may request parental leave following the adoption or birth of a child. Parental leave applies to either or both parents and includes sixty calendar days of stipend/salary support and health insurance coverage. Parental leave must be requested on a Departmental Paid Leave of Absence form, available from the Student Coordinator. More detailed information is available in the JHSPH Guidebook at: [https://www.jhsph.edu/offices-and-services/student-affairs/resources/jhspghguidebook/2018_2019%20Guidebook.pdf](https://www.jhsph.edu/offices-and-services/student-affairs/resources/jhspghguidebook/2018_2019%20Guidebook.pdf)
Animal experiments and protocols; radiation licenses; pathogen, and recombinant DNA registrations. Any student who participates in animal experiments must be added to the appropriate animal protocol before beginning work. Changes to animal protocols (including addition of personnel) are the responsibility of the Principle Investigator (PI) of the protocol. Students also must complete online animal research training and must enroll in the Animal Exposure Surveillance Program prior to beginning work. If your thesis or rotation project involves animals, please discuss these matters with your advisor.

Students must also be added to radiation licenses, pathogen and recombinant DNA registrations, and human IRBs by the PI as required. In general, training in procedures is required for work with these agents. The PI will make information available to students in his lab.
ADDITIONAL DEPARTMENTAL AND SCHOOL INFORMATION

Additional Course Information. Many university-wide courses can be used to fulfill specific requirements. Consult the catalogs of the various university divisions available for viewing in the Office of the Registrar.

1. Bloomberg School of Public Health catalog -- see interdepartmental programs.
2. School of Medicine catalog.
3. School of Arts and Sciences (Homewood Campus) catalog.

Departmental Seminars. A weekly Departmental Seminar is held at 12:00 pm on Thursdays during the academic year and all students are required to attend.

Research Forum is held at 12:00 pm on Mondays and all students are required to attend.

Journal clubs: Students are encouraged to participate in Journal Clubs in Immunology, Molecular Parasitology, Programmed Cell Death, Vector Biology and Virology, which are scheduled throughout the week.

Administrative Personnel. The department’s main office is located in Room E5132. Below are staff members who serve the needs of the faculty and students.

Lisa Walborn (Room E5132) serves as the Department Administrator. Lisa directs all aspects of finances, budgets, permanent equipment, and space requirements for the department and has overall responsibility for the administration of the department and the Malaria Institute. This includes the pre- and post-award grant administration, HR/payroll, equipment and facilities.

Gail O’Connor (Room E5008) serves as Academic Program Administrator. She handles all aspects of students’ academic careers, tuition, medical and dental insurance and admissions. She attends meetings of several departmental committees concerned with students and academic programs.

Lawanda Lewis (Room E5014) serves as the Human Resources Coordinator. Lawanda handles all HR/payroll and visa issues for faculty, staff, post-docs and students.

Patricia Bazemore (Room E5001) serves as the course coordinator for Core Discussion of Scientific Literature.

Thom Hitzelberger (Room E5004) serves as Budget Specialist and is responsible for reviewing the accuracy of invoices and preparing fiscal documents required to pay vendors for goods and services. He assists in the purchasing of departmental equipment and supplies. In addition, he serves as "key operator" for the departmental photocopier and printers and also reconciles monthly budget statements.

Leonid Shats (Room E1305) has oversight of Departmental equipment. Leonid provides instruction in use of the Departmental microscopes, performs some routine maintenance, and repairs or arranges repairs of Departmental equipment. Repair requests are submitted online through the MMI web site.

Maryann Smith (Room E5132) serves as the assistant to the Department Chair. She is responsible for maintaining Dr. Casadevall’s daily schedule, arranging his appointments, meetings and travel. She coordinates course 550.865.81 Public Health Perspectives on Research. She also coordinates JHMRI/MMI events including the Department Seminars on Thursdays, the Tropical Medicine Dinner Club, Vector Encounter and the fall MMI retreat.
Kathy Spinnato (Room E5132) serves as Administrative Secretary in the Office of the Chair.

Genevieve Williams (Room E5141) serves as Program Manager for the JHMRI. She organizes the Malaria Friday Seminars, World Malaria Day, the fall JHMRI retreat and ICEMR for Zambia and Zimbabwe.

Trish Ward (Room E5143) serves as the JHMRI Center Administrator and is also the assistant to Professor Peter Agre. She manages the JHMRI pilot grants and JHMRI fellowships.

All full-time students will be issued an email account at orientation.

Financial Aid. Masters students are not generally supported by Departmental funds. ScM students are eligible for a second-year scholarship from the School after all Departmental requirements except the thesis are fulfilled. This scholarship reduces tuition by 75%. Contact the Student Coordinator for details.

MMI Fifth Floor Conference Rooms. These rooms (E5130 and E5133/library) are available for journal club meetings, student or faculty committee meetings, special seminars, and group study sessions. There is a calendar available on line at: https://my.jhsph.edu/sites/MMI/ConfRoomSched/default.aspx (conference room scheduler).

MMI Fifth Floor Computer, room (E5003) is available to all MMI students. A computer and laser printer are available for your use.

Departmental Mailboxes. All first year students in the Department are issued mail-slots located in Room E5003. These slots are used for telephone messages, Departmental and School correspondence and announcements, as well as for any mail addressed to students in care of the Department. It is important for students to check their mailboxes frequently. Mail is distributed twice a day, once in the morning and once in the afternoon. Starting in year 2, students’ mail will be delivered to their lab’s mailbox located directly across from the department office.

Photocopying and Faxing. To use the Departmental photocopier in Room E5003, students must have their badge activated. Please see Thom Hitzelberger to have your badge activated. Only work authorized by the Department, e.g., course-related copying, may be charged. Faxing can be done in the copier. The number is 410-955-0105.

Departmental portal page (https://my.jhsph.edu/Departments/MMI/Pages/default.aspx). Academic forms, conference room scheduling, and department information are available on the portal. You will need to log in with your jhsph account ID.

Student Assistance Program (JHSAP) This program provides support to students in dealing with the pressures and problems they encounter during their academic careers. SAP services are private and confidential, in accordance with state/federal laws and University policies. There is no cost to a student for utilizing SAP services. For more information please call 443-287-7000 or visit the website at http://www.jhsap.org/

Personal information.
Please report changes in home address, phone numbers, etc. to Lawanda Lewis (if you are on payroll) and update your ISIS account with the new information.
Student Grievances – The MMI Student Ombud

The current concept of ‘Ombudsman’ is derived from a position established formally in the early 19th century in Sweden with the goal of designating a person to serve as the ‘people’s deputy’ to facilitate fair interactions between individual citizens and the government. Today, the term ‘Ombud’ or ‘Ombudsperson’ defines a person who is designated to investigate individual problems and conflicts and to mediate their solution or resolution.

Miscommunication, misunderstanding, and conflict among people are inevitable. Most laboratory/workplace issues can be resolved through a timely and frank discussion with your advisor. However, for those laboratory/workplace issues that cannot be resolved through direct communication with your advisor, it is often useful to involve a neutral party who can present options and devise solutions.

Who is the current MMI Ombud? Dr. Alan Scott currently serves as the MMI ombud.

What does the MMI Student Ombud do?
The MMI Ombud assists departmental students and postdoctoral fellows, informally and confidentially, in understanding and resolving a variety of workplace issues. Such issues may range from perceptions of unfair or discriminatory treatment to a desire to understand the formal complaint process to a concern about possible unethical or unprofessional practices.

The MMI Ombud will carefully listen to what you have to say and help you analyze your situation and evaluate options in the context of Departmental, School and University policies. The MMI Ombud may, with permission, initiate discussions with others involved in the issue and if appropriate, assist in direct communication or serve as an intermediary between parties. The MMI Ombud is also available if the student or postdoc simply needs a safe place to ‘vent’.


Confidentiality - The Ombuds will hold all communications with those seeking assistance in strict confidence, and will not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

Neutrality and Impartiality – The MMI Ombud will not take sides. The mission of the Ombuds is to listen, to understand, to explain, to discuss options, to weigh alternatives, and to point out possibilities and consequences.

Informality - Interactions with the MMI Ombud is informal and conversational. The Ombud will keep minimal records. The primary mission is to help individuals, confidentially, one at a time.

Conflict of Interest - For any case that may present a conflict for the MMI Ombud, arrangements will be made with another, non-conflicted individual, or with the School’s Deans for Students Network to manage the situation.

Who has access to the MMI Ombud?
All MMI graduate students and postdoctoral fellows have access to the MMI Ombud.
When should I contact the MMI Ombud?

- If you want or need to discuss a sensitive issue or question regarding your rights, obligations, responsibilities or roles as an MMI student/fellow.
- If you need a question answered, but don’t know whom to ask.
- If you think you may have been treated unfairly or arbitrarily.
- If you become aware of practices that you think are questionable, but don’t know whom to tell or don’t want to be involved.

What concerns can be discussed with the MMI Ombud?

- Perceived or apparent inequities in assignments or perquisites.
- Concerns about inappropriate behavior or speech, particularly as they impact study or working conditions.
- Questions about performance evaluation and retention.
- Concerns about practices risking or adversely affecting health and safety.
- Concerns about authorship or intellectual property.
- Concerns about compliance with relevant public laws/regulations, IRB protocols, IACUC protocols or University policies.

What is the process for contacting the MMI Ombud?

The student or postdoc can make initial contact with the MMI Ombud in person, by email, by phone or through a third party to schedule a meeting. There is no need to specify the reason for the meeting in the initial correspondence, just that you would like to set a time to meet.

Confidentiality

The goal of the MMI Ombud is to carefully listen to what you have to say and help you analyze your situation and evaluate options. Typically, the MMI Ombud will not take notes regarding the issues at hand (but may jot down ‘to do’ reminders). All materials used during the course of a case will kept in a locked cabinet, will not be duplicated and will be shredded or returned to you if you wish. The MMI Ombud will not acknowledge who has or who has not contacted the Ombud without express consent.

What the MMI Ombud will not do.

The MMI Ombud does not have any administrative or other type of authority within the Department, School or University. The MMI Ombud will not determine guilt or innocence, adjudicate or decide outcomes or participate in any way in a formal grievance process.