Integrated Innovation Institute
2015-2016 Graduate Student Handbook

Pittsburgh & Silicon Valley Campuses

Master of Integrated Innovation for Products & Services
Master of Integrated Innovation for Products & Services – Advanced Degree

Master of Science in Software Management

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Welcome to the Integrated Innovation Institute!

On behalf of Institute faculty and staff, we wish to welcome you to your master’s degree program of the Integrated Innovation Institute. We expect your experience at Carnegie Mellon University will be both productive and rewarding, and we look forward to getting to know you and to working with you.

This handbook is intended to supplement University information found in the Carnegie Mellon Graduate Student Handbook. Please review both handbooks as soon as you have the opportunity to become familiar with institute and university policies. If you have any questions, please reach out to us directly or your primary campus contact.

Again, welcome aboard, and best wishes for a successful year.

Jonathan Cagan
George Tallman and Florence Barrett Ladd Professor in Engineering
Department of Mechanical Engineering
Director of Innovation and Entrepreneurship, College of Engineering
Co-Director, Integrated Innovation Institute

Eric Anderson
Associate Professor School of Design
Associate Dean of the College of Fine Arts
Co-Director, Integrated Innovation Institute

Peter Boatwright
Carnegie Bosch Professor of Marketing, Tepper School of Business
Co-Director, Integrated Innovation Institute
Carnegie Mellon University

While this handbook is specific to your academic experience at the Integrated Innovation Institute, there are several other resources and offices graduate students are encouraged to consult during their tenure at Carnegie Mellon University. Information about The Word, the student handbook, the Office of the Assistant Vice Provost for Graduate Education, the Office of the Dean of Student Affairs and others are included in Appendix A of this handbook.
Background Statement
The Integrated Innovation Institute is a joint initiative of the College of Engineering, the College of Fine Arts (CFA) and the Tepper School of Business. The Institute is built on primary disciplines in product and service innovation covering functional performance (engineering), human interface (design), and economic value (business). The Institute focuses on education and research in innovation methods and practice. It is unique among top educational institutions in that it unites the three disciplines to cross train students to become elite innovators, which enhances the effectiveness of thinking and generating results.

The Integrated Innovation Institute has homes at two of the Carnegie Mellon campuses (Pittsburgh and Silicon Valley). Its offerings include professional master’s degree programs, executive education, and applied research including industry consortia.

To engage and stimulate executives, the Integrated Innovation Institute offers multiple Executive Education programs. The Institute also offers unique corporate innovation activities that pair industry teams with Institute faculty and students to explore new market exploration and product concept projects.

Pittsburgh Campus
The Pittsburgh campus degrees focus on the creation of products, services and interactive experiences to define new product opportunities that exceed user value expectations.

- Master of Integrated Innovation for Products & Services – 9 months
- Master of Integrated Innovation for Products & Services – Advanced Study -16 months

Silicon Valley Campus
The Silicon Valley campus degrees focus on the innovation and entrepreneurship of software systems and management of those processes – from people and projects to portfolios and program.

- Master of Science in Software Management – 12 months
- Master of Science in Software Management – 16 months
- Master of Science in Software Management – Part-Time Program

Mission Statement
The Integrated Innovation Institute combines the strengths of engineering, design and business to cross train students so they can become elite innovators, enhancing the innovation process and generating impact.

Degrees Offered
Pittsburgh Campus
The Master of Integrated Innovation for Products & Services can be completed full-time in 9-months or part-time over two years. The part time option is available for students in the Pittsburgh region with a flexible work schedule. Residency is required in Pittsburgh to complete this degree.

The Master of Integrated Innovation for Products & Services – Advanced Study is a 16-month full-time degree. Students complete the core MII-PS degree during the first nine months and then expand their study with a required summer internship and additional fall term semester focusing on a master’s essay paper. Residency is required in Pittsburgh to complete this degree.

Silicon Valley Campus
The Master of Science in Software Management can be completed full time in one year (12 or 16 month option). There is also a part time option available that can be completed in two years. In each option, student are expected to be enrolled in the fall, spring and summer semesters, with the exception of the 16-month full time option which is extended to allow for a summer internship requiring enrollment in a 3-unit course.

Graduate Student Handbook
As a student in the Integrated Innovation Institute, you are expected to adhere to all policies set forth in this handbook. Additional resources for College of Engineering and University policies are available on web sites listed at the end of this handbook.

Within this handbook, you will find information on registration and degree requirements, academic regulations, graduate assistantships, and general policies on conduct and stewardship expected of institute members.

University Policies & Expectations
It is the responsibility of each member of the Carnegie Mellon community to be familiar with university policies and guidelines. In addition to this departmental graduate student handbook, the following resources are available to assist you in understanding community expectations:

- The Word/Student Handbook
- Academic Integrity Website
- University Policies Website
- Graduate Education Website

Please see Appendix A for additional information about The Word and University resources.

Carnegie Mellon University Statement of Assurance
Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, handicap or disability, age, sexual orientation, gender identity, religion, creed, ancestry, belief, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws or executive orders.

Inquiries concerning the application of and compliance with this statement should be directed to the vice president for campus affairs, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-2056.

Obtain general information about Carnegie Mellon University by calling 412-268-2000. The Statement of Assurance can also be found online.

The Carnegie Mellon Code
Students at Carnegie Mellon, because they are members of an academic community dedicated to the achievement of excellence, are expected to meet the highest standards of personal, ethical and moral conduct possible.

These standards require personal integrity, a commitment to honesty without compromise, as well as truth without equivocation and a willingness to place the good of the community above the good of the self. Obligations, once undertaken, must be met, commitments kept.

As members of the Carnegie Mellon community, individuals are expected to uphold the standards of the community in addition to holding others accountable for said standards. It is rare that the life of a student in an academic community can be so private that it will not affect the community as a whole or that the above standards do not apply.

The discovery, advancement and communication of knowledge are not possible without a commitment to these standards. Creativity cannot exist without acknowledgment of the creativity of others. New knowledge cannot be developed without credit for prior knowledge. Without the ability to trust that these principles will be observed, an academic community cannot exist.

The commitment of its faculty, staff and students to these standards contributes to the high respect in which the Carnegie Mellon degree is held. Students must not destroy that respect by their failure to meet these standards. Students who cannot meet them should voluntarily withdraw from the university. Please review the Carnegie Mellon Code of Conduct here.

Student Consumer Information
Student Consumer Information - All institutions that participate in federal student financial aid programs (e.g., Pell grants, federal student loans, Federal Work-Study) are required by the federal government to make student consumer information available to enrolled and prospective students.

Carnegie Mellon University is accredited by the Middle States Commission on Higher Education. Additional information about Carnegie Mellon University's accreditation and state authorizations can be review here.
Structure of the Integrated Innovation Institute

The Integrated Innovation Institute is supported by the College of Engineering, the College Fine Arts and the Tepper School of Business. Each parent school provides various levels of support to Integrated Innovation and our graduate students.

College of Engineering - https://engineering.cmu.edu
Dean: James H. Garrett Jr., Thomas Lord Professor of Civil and Environmental Engineering

College of Fine Arts - http://cfa.cmu.edu
Dean: Dan J. Martin, Stanley & Marcia Gumberg Dean

Tepper School of Business - http://tepper.cmu.edu
Dean: Robert M. Dammon, Ph.D., Professor of Financial Economics

Integrated Innovation Institute
Directors & Founders

Eric Anderson, Associate Dean, College of Fine Arts, Associate Professor of Industrial Design, School of Design
Email: ea@andrew.cmu.edu

Peter Boatwright, Carnegie Bosch Professor of Marketing, Tepper School of Business
Email: pbhb@andrew.cmu.edu

Jonathan Cagan, George Tallman and Florence Barrett Ladd Professor in Engineering, Mechanical Engineering, College of Engineering
Email: cagan@cmu.edu

Staff

Pittsburgh

Emma Zink, Associate Director, Integrated Innovation Institute
Email: emmazink@andrew.cmu.edu - Phone: 412-268-6808

Allison Hodsdon, Manager of Marketing, Alumni & Employer Relations
Email: allisonh@andrew.cmu.edu - Phone: 412-268-8672

Amy Korb, Business Administrator
Silicon Valley

Gladys Mercier, Director of Software Management Program
Email: gladys.mercier@sv.cmu.edu - Phone: 650-335-2820

Mary Christine Zeise, Director of Admissions & Alumni Relations, Software Management Program
Email: chris.zeise@sv.cmu.edu - Phone: 650-335-2810

Affiliated Colleagues

Donna Sturgess, Chief Marketing Officer, College of Engineering
Executive in Residence, Integrated Innovation Institute
Email: sturgess@andrew.cmu.edu

Shaina Tsupros, Associate Director & Career Consultant for College of Engineering Master’s Students – Pittsburgh Campus
Email: stsupros@andrew.cmu.edu

Marcie Foy, Associate Director & Career Consultant for College of Engineering Master’s Students – Pittsburgh Campus
Email: mfoy@andrew.cmu.edu

Sari Smith

Lauren Hildesheim

Faculty

For a complete list of Integrated Innovation Institute Faculty, please visit our directory.

Locations

**Pittsburgh**
Carnegie Mellon University
Integrated Innovation Institute
4612 Forbes Avenue
Pittsburgh, PA 15213
Phone: 412-268-6808

**Silicon Valley**
Carnegie Mellon University
NASA Research Park
Building 23
Moffett Field, CA 94035-0001
Phone: 650-335-2810
Integrated Innovation Institute Policies/Resources – All Campuses

Statute of Limitations for Master's Degree Studies
All units required for a master's degree in the College of Engineering, whether earned in residence or transferred from another institution, must be recorded on the transcript within six years of the date on which the student enrolled in the program. This statutory period can be extended by the college's Associate Dean for Graduate and Faculty Affairs for special circumstances that do not make it possible for the student to complete the requirements within the statutory period. Any request for a waiver of the statute of limitations for master's degree studies must be approved by the head of the department or program offering the master's degree, and by the college's Associate Dean for Graduate and Faculty Affairs. The waiver request must explain the exceptional circumstances that warrant an extension. For cases in which a waiver is granted, the waiver will cover specific courses and will specify a time period for completion of the program. See more at the College of Engineering website.

Residency Requirements
All full-time degrees require residency at their campus of origin. While some courses are taught via distance learning, a complete degree cannot be attained without residency. NOTE: Part time students in the MS in Software Management program are exempt from the residency requirement.

Double Counting Courses
No course that has been counted toward another degree can be counted toward fulfilling course requirements in graduate programs, unless explicitly authorized for a particular program as set forth in the specified requirements for the program, or by the department head(s) of the primary department(s) of the graduate student. See more at the College of Engineering website.

Policy on Course Drops & Withdrawals
Graduate students may drop a course on-line on or before the deadline published in the official university calendar. This deadline is two weeks after mid-semester grades are due. The deadline to drop a half-semester mini course is the last day of the fourth week of the mini course. When a course is dropped by the deadlines, the course is removed entirely and disappears from a student's academic record. After the official university deadline to drop, graduate students may withdraw from a course on-line on or before the last day of classes, excluding final examinations. The deadline to withdraw from a half-semester mini course is the last class day of the mini course. When a College of Engineering graduate student withdraws from a course between the official university deadline to drop a course and the last day of classes, a “W” (Withdrawal) is assigned as a grade, which appears on the student's academic record. This “W” grade does not affect a student's QPA. A graduate student can petition the Integrated Innovation Institute Directors to remove a W grade from their transcript if there are
extenuating circumstances.

See more at the College of Engineering Policies website.

Make-Up Exams
All make-up exams are at the discretion of faculty members for the Integrated Innovation Institute. Please review all course syllabi for individual course policies and exceptions.

Policy on Auditing Courses
Please review Carnegie Mellon's audit policy.

Schedule of Classes
Students can review the Schedule of Classes.

Note on Course Numbers
Each Carnegie Mellon course number begins with a two-digit prefix, which designates the department offering the course (49-xxx courses are offered by the Integrated Innovation Institute).

Although each department maintains its own course numbering practices, typically the first digit after the prefix indicates the class level: xx-1xx courses are freshmen-level, xx-2xx courses are sophomore level, etc. xx-6xx courses may be either undergraduate senior-level or graduate-level, depending on the department. xx-7xx courses and higher are graduate-level.

Schedule of Classes Legend: http://www.cmu.edu/hub/legend.html

Integrated Innovation Institute – Grades & Grading Policy
The general grading policy is described on the university grading policy page. The following are specific policies for graduate grading from the College of Engineering.

Project work may be given an S (Satisfactory) grade on a semester-by-semester basis, but a letter grade (A, A-, B+, B, B-, C+, C, C-, D+, D, or R) must be given in the final semester for a multi-semester project. The units with an S grade are counted toward degree requirements but are not included in computing the average grade.

Course work or graduate project units with a grade of C- or lower are not acceptable toward graduate degree requirements.

Retaking a Course
If students do not pass a core course, they must either retake the course or take a different course that will fulfill the requirement. Retaking a course would also be necessary if students do not meet the GPA requirement.
All grades are recorded on the transcript and factored into the cumulative GPA computation; however, only the new grade is factored into the required core GPA computation if the course is a required core course.

**Transfer Courses**
Integrated Innovation Institute does not accept transfer credit for courses completed at CMU or at any other institutions for any master’s degree.

**Residency Requirements**
Both existing degrees require residency at the primary campus, Pittsburgh or Silicon Valley. While some courses are taught via distance learning, a complete degree cannot be attained without residency. *NOTE: Part time students in the MS in Software Management program are exempt from the residency requirement.*

**Academic Conflict or Grievances**
Graduate students are expected to discuss any concerns or grievances initially with members of their academic departments, including their academic advisor and Department Head, as appropriate. If a student wishes, the Associate Dean for Academic Affairs of the College of Engineering is available for consultation. All such discussions will be considered confidential at the request of the student.

If resolution of an academic grievance or concern cannot be obtained within their academic departments, graduate students may file a formal appeal of academic actions to the Associate Dean for Academic Affairs of the college. In accordance with the Carnegie Mellon Student Handbook, such appeals will ordinarily be heard and decided by the CIT (Engineering) College Council.

Written materials and findings of such appeal processes are considered confidential for all parties involved.

If this process cannot reach a resolution, an appeal may be made to the Provost at the request of either the student or the college.

**Graduate Student Appeal and Grievance Procedures - University Processes**
Graduate students will find the Summary of Graduate Student Appeal and Grievance Procedures on the Graduate Education Resource. This document summarizes processes available to graduate students who seek review of academic and non-academic issues.

Graduate students are expected to seek informal resolution of all concerns within the applicable department, unit or program before invoking formal processes. When an informal resolution cannot be reached, however, a graduate student who seeks further review of the matter is to follow the formal procedures outlined here.
These appeal and grievance procedures shall apply to students in all graduate programs of the University. Students should refer to the department specific information in this handbook for department and college information about the administration and academic policies of the program. Additionally, students may confer with the graduate student ombudsman, Suzie Laurich-McIntyre, slaurichmcintyre@cmu.edu, on issues of process or other concerns as they navigate conflicts.

“Grandfather” Policy - New Policies
When policies are changed it is because the department believes the new rules offer an improvement; any such changes will be discussed at a meeting with the graduate students. However, students currently enrolled whose degree program is affected by a change in policy may choose to be governed by the older policy that was in place at the time of their matriculation. In case degree requirements are changed and certain courses are no longer offered, the department will try to find some compromise that allows those students to satisfy the original requirements.

Academic Calendar & Class Attendance

Academic Calendar
The Integrated Innovation Institute releases the Calendar of Events for their master’s degrees at Graduate Student Orientation each fall term. Integrated Innovation tries to respect scheduled holiday breaks and special events within Carnegie Mellon University Academic Calendar, but reserves the rights to adjust the Academic Calendar to impact the specific needs of the Integrated Innovation Institute. All required participation and attendance dates will be announced at beginning of each semester.

Class Attendance
Students are expected to attend all classes outlined in a course syllabus as part of their Integrated Innovation Institute degree. All absences must be approved and arranged with the course professor on an individual basis. Please note that the Integrated Innovation Institute does not support excessive course absences for job interviewing and networking events. Excessive course absences may influence a student’s ability to pass a course and/or complete their degree.
Policy on Press & Media Relations

To assure consistency in all communications and to maximize external visibility to target audiences the Integrated Innovation staff works together to coordinate key messages and activities involving publicity.

The Executive in Residence, Donna Sturgess, is the point-of-contact between news media and the Integrated Innovation Institute community, including faculty, students, administrators and staff. The Integrated Innovation staff and directors can assist with strategic planning for publicity, interview preparation, and (depending on the specific project or issue) may assist in developing news stories or multi-media for the Integrated Innovation website and social media channels.

If any student, staff or faculty member of the Integrated Innovation Institute is contacted by a media representative, they are required to immediately inform Donna Sturgess or an Integrated Innovation Institute Co-Director. Persons are not required to answer any questions from journalists without first seeking counsel from the Integrated Innovation Institute staff and directors.

Persons interested in publicizing a program, project, event, or other activity affiliated with the Integrated Innovation Institute should contact Donna Sturgess. She can provide counsel to coordinate publicity efforts internally (internal news channels, magazine,) or externally (press releases, podcasts, web video, press releases, etc.).

Photo and Video Release
Students at the Integrated Innovation Institute will be asked to sign a photo and video release form at Graduate Student Orientation each year. Student photos and videos may be used in internal and external communications regarding the Integrated Innovation Institute.

Integrated Innovation Institute Logos & Brands
Requests for the Integrated Innovation Institute Style Guide and Logo can be submitted to Emma Zink, zink@cmu.edu.

Intellectual Property Policy
Students enrolled at the Integrated Innovation Institute are expected to adhere to the Intellectual Property guidelines as set forth by the university.

During Graduate Student Orientation, Integrated Innovation students will sign the Intellectual
Academic Integrity

Please review the University expectations on Academic Integrity.

Integrated Innovation Institute Expectations on Academic Integrity

Students at Carnegie Mellon are engaged in intellectual activity consistent with the highest standards of the academy. The relationship between students and instructors and their shared commitment to overarching standards of respect, honor and transparency determine the integrity of our community of scholars. The actions of our students, faculty and staff are a representation of our university community and of the professional and personal communities that we lead. Therefore, a deep and abiding commitment to academic integrity is fundamental to a Carnegie Mellon education. Honesty and good faith, clarity in the communication of core values, professional conduct of work, mutual trust and respect, and fairness and exemplary behavior represent the expectations for ethical behavior for all members of the Carnegie Mellon community.

Policy Statement

In any manner of presentation, it is the responsibility of each student to produce her/his own original academic work. Collaboration or assistance on academic work to be graded is not permitted unless explicitly authorized by the course instructor(s). Students may utilize the assistance provided by Academic Development, the Global Communication Center, and the Academic Resource Center (CMU-Q) unless specifically prohibited by the course instructor(s). Any additional sources of collaboration or assistance must be specifically authorized by the course instructor(s).

In all academic work to be graded, the citation of all sources is required. When collaboration or assistance is permitted by the course instructor(s) or when a student utilizes the services provided by Academic Development, the Global Communication Center, and the Academic Resource Center (CMU-Q), the acknowledgement of any collaboration or assistance is likewise required. This citation and acknowledgement must be incorporated into the work submitted and not separately or at a later point in time. Failure to do so is dishonest and is subject to disciplinary action.

Instructors have a duty to communicate their expectations including those specific to collaboration, assistance, citation and acknowledgement within each course. Students likewise have a duty to ensure that they understand and abide by the standards that apply in any course or academic activity. In the absence of such understanding, it is the student’s responsibility to seek additional information and clarification.

Policy Violations
Cheating occurs when a student avails her/himself of an unfair or disallowed advantage, which includes but is not limited to:

1. Theft of or unauthorized access to an exam, answer key or other graded work from previous course offerings.
2. Use of an alternate, stand-in or proxy during an examination.
3. Copying from the examination or work of another person or source.
4. Submission or use of falsified data.
5. Using false statements to obtain additional time or other accommodation.
6. Falsification of academic credentials.

Plagiarism is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded. Examples of referenced sources include but are not limited to:

1. Text, either written or spoken, quoted directly or paraphrased.
2. Graphic elements.
3. Passages of music, existing either as sound or as notation.
5. Scientific data.
6. Concepts or material derived from the work, published or unpublished, of another person.

Unauthorized assistance refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another individual, published or unpublished written sources, and electronic sources. Examples of unauthorized assistance include but are not limited to:

1. Collaboration on any assignment beyond the standards authorized by this policy statement and the course instructor(s).
2. Submission of work completed or edited in whole or in part by another person.
3. Supplying or communicating unauthorized information or materials, including graded work and answer keys from previous course offerings, in any way to another student.
4. Use of unauthorized information or materials, including graded work and answer keys from previous course offerings.
5. Use of unauthorized devices.
6. Submission for credit of previously completed graded work in a second course without first obtaining permission from the instructor(s) of the second course. In the case of concurrent courses, permission to submit the same work for credit in two courses must be obtained from the instructors of both courses.

The complete policy can be found at on the University’s Policy Website.
Procedures and Penalties
When a concerning event occurs, the faculty investigates and determines if a violation has been committed. Most likely, the faculty will request a meeting with the student to present his or her concern. If the faculty decides that a violation occurred, he or she will inform the student’s program head, department head (if different), dean, dean of college that the course is offered in, dean of student affairs and the provost and include the course level penalty that he or she has the authority to impose (up to and including failure in the course). In addition, the Integrated Innovation Institute has the authority to impose penalties at the department level.

Upon the first academic integrity violation, in addition to the course-level action imposed by the instructor, Integrated Innovation students who commit an academic integrity violation will be placed on academic probation for the remainder of their academic program and will be subject to the following penalties:

- will have any scholarships and/or financial awards awarded by the Integrated Innovation Institute rescinded immediately including those received in previous semesters
- cannot be selected to receive awards, fellowships or scholarships for the duration of your program
- may not formally represent Integrated Innovation Institute as an officer or other position in a student club or campus organization for the duration of your program.

If a second violation occurs, the Integrated Innovation Institute has the authority to permanently drop the offending student from the Integrated Innovation Institute.

In order to keep this process just, students have the right to request an appeal to the provost’s office. The specific process to do so will be included in the student’s academic integrity violation letter.

In accordance with the university’s policy, a student who violates the academic integrity policy will not be permitted to drop the course in which the offense occurred in order to avoid penalty. If a student attempts to drop the course, he or she will be re-enrolled.
Leave of Absence or Withdrawal from Integrated Innovation Institute

Review the University’s policy on Student Leave.

Definitions:
- Leave of Absence - leaving the University temporarily, with the firm and stated intention of returning.
- Withdrawal - leaving the University with no intention of returning.

Contacts to discuss University departure plan:
- Pittsburgh: Emma Zink, zink@cmu.edu
- Silicon Valley: Chris Zeise, chris.zeise@sv.cmu.edu

Graduate students should discuss their plans to leave the University with the corresponding contact for their program. Together, graduate students, staff and Institute directors will help to develop a plan for departure and potential return to the Integrated Innovation Institute.

International students will need to notify the Office of International Education at oie@andrew.cmu.edu of their departure from the University. OIE will evaluate how a graduate students’ departure will impact their visa status with the University.

If taking a Leave of Absence from the Integrated Innovation Institute, return plans should be discussed and noted in the student’s academic file. Please note the Statues of Limitation for a master’s degree.

Forms for Departure/Return:
- Leave of Absence
- Withdrawal
- Return from Leave of Absence
Integrated Innovation Institute
Required Internship Approval Process

An internship is required for all students completing the MII-PS Advanced Study degree and the MS in Software Management -16 month degree. All students must complete the Internship Approval form for departmental approval.

After the internship is approved, students will be registered for summer internship units in their SIO account.

**International Students**

Please continue with the following steps for CPT work authorization during the summer term.

Curricular Practical Training (CPT) Application Process

For an F-1 international student, the appropriate work authorization is Curricular Practical Training (CPT).

STEP 1: Explore career services resources for internship opportunities in your local area; interview; and secure a job offer. Meet with your academic advisor or CPDC Career Consultant for additional support and advice.

NOTE: All offer letters MUST include the following information: a) whether the position is full time or part time; b) start and end dates – these MUST align with the summer academic term; c) physical address of location you will work. The offer letter must include a description of the work you will be hired to perform and the name & contact information of your immediate supervisor.

STEP 2: Submit the two-page CPT form, with the first page completed, to your department administrator (Emma Zink for MII-PS Advanced Study; Chris Zeise for MS-SM). You and your employer should select a start date that allows a minimum of 4-6 business days for processing paperwork. The end date may not go beyond the end of the summer term.

STEP 3: During the spring semester, attend a CPT application session with OIE (virtual sessions will be provided to Silicon Valley students). You are required to bring your completed CPT application to this session.

STEP 4: International students should pick up the new CPT I-20 (with work authorization) from your department (Emma Zink for MII-PS, and Sari Smith for MS-SM). International students may NOT start working until they receive their new CPT I-20 with work authorization.

Accepting an offer is a commitment to the employer, just as they have made a commitment to you. Reneging on an offer could have dire implications and be seen as an ethical violation and even worse potentially a legal violation as well. CMU policy on employment offers.
Pre-completion Optional Practical Training (OPT)

Find additional details on the [OIE – Pre-Completion OPT Application](OIE-Pre-CompletionOPTApplication)

- Students carrying a full load of courses may be permitted to take on the additional employment (work) of pre-completion OPT based on prior academic performance.

- It is the student’s responsibility to maintain academic performance to successfully fulfill degree requirements.

- If student is also carrying course overload, the advisor may choose to decline pre-completion OPT based on prior academic performance.

- Keep in mind that applications for pre-completion OPT may take up to 90 days to be processed (also pre-completion OPT can only be authorized if a student has completed two consecutive semesters enrolled full time)

- Please meet with your OIE advisor for additional questions or eligibility for Pre-completion OPT.
Graduation Certification Process and Degree Title

Degree Titles offered from the Integrated Innovation Institute:

**Master of Integrated Innovation for Products & Services**

Certification Process
- Awarded from the Pittsburgh Campuses
- May Graduation Certification Only
- The Associate Director processes degree audits in May after final grades are posted. Institute Co-Director review and sign all degree audits before processing.

**Master of Integrated Innovation for Products & Services – Advanced Study**

Certification Process
- Awarded from the Pittsburgh Campus
- December Graduation Certification Only
- The Associate Director processes degree audits in December after final grades are posted. Institute Co-Director review and sign all degree audits before processing.

**Master of Science in Software Management**

Certification Process
- Awarded from the Silicon Valley Campus
- August & December Graduation Certification Only; 12-month MS completes in August; 16-month MS completes in December.
- Chris Zeise processes the degree audits in August & December after final grades are posted. The Program Director review and sign all degree audits before processing.
Financial Resources

Tuition & Fees
Breakdown of tuition & fees for all campuses and degrees can be found at the following website: www.cmu.edu/integrated-innovation/admissions/cost.html

Integrated Innovation Institute – Financial Support
All degrees at the Integrated Innovation Institute are referred to as self-funded or student-funded degrees.

University Financial Aid Information - http://www.cmu.edu/finaid/
Integrated Innovation students should consult the graduate student financial aid information found on The HUB website: http://www.cmu.edu/finaid/graduate/index.html. Students will find the Graduate Financial Aid Guide, information about funding options and how to apply for financial aid and other helpful links.

Emergency Loans
The Office of the Dean of Student Affairs (Warner Hall, 3rd floor, x8-2075) offers short-term emergency loans for supplies, medication, food or other unexpected circumstances. The loans are interest-free and for short periods of time (not longer than a month).

Outside Employment
Full-time students are not encouraged to consider employed outside of the university during the academic year due to the demanding academic expectations of our degrees. Please see the policy on Internships for Software Management students on page 14. International students must contact the Office of International Education regarding ability to hold employment.

Travel/Conference Funding
Integrated Innovation students can apply for the conference-funding lottery provided by GSA and the Provost's Office for students. Students may apply for funding individual or in a group to attend a conference, whether as a participant or as a presenter. The Office of the Assistant Vice Provost for Graduate Education manages the process. Students can find more information about the application process and deadlines at: www.cmu.edu/graduate.
Integrated Innovation Institute - Purchasing and Reimbursement Policies:

There are two methods of purchasing:

- Expense Reimbursements
- Purchasing Request

Purchasing Procedure: Students must receive approval before purchasing goods, services, and equipment using University funds, including restricted accounts and research grants and contracts.

**Expense Reimbursements**

Since the University is a tax-exempt institution, under no circumstances will sales tax be reimbursed. For business expenses, tax will not be reimbursed under any circumstance, except for non-travel business meals. To avoid paying tax, see if an Integrated Innovation staff member can purchase the item for you with a University-provided Tartan Credit Card.

Some sponsored courses through the Integrated Innovation Institute allow students to purchase materials for their course-related projects and prototyping.

* Classes will announce if projects are eligible for reimbursement.
* Students must fill out and submit a Reimbursement Form, along with the receipts within 30 days of the purchase. All receipts must have proof of purchase indicated.

All purchases made by the student must be processed within 90 days, or the purchases may be taxable.

**Purchasing Requests**

Students must give the Integrated Innovation Institute buyer 48 business hours when requesting the purchase of an item. A Purchasing Request form should be submitted with these requests.

**A Note About Sales Tax**

Keep in mind that there are certain states where CMU is not exempt from sales tax. If a state is not listed below, Carnegie Mellon is either not exempt from the applicable sales tax or the state does not impose a sales tax.

Colorado, Connecticut, D.C., Florida, Illinois, Kansas, Maine, Maryland, Massachusetts,
Michigan, Minnesota, Missouri, New Jersey, New York, Ohio, Pennsylvania, Tennessee, Texas, Utah, Virginia, West Virginia

**Working with External Vendors or Independent Contractors**

All requests to work with an external vendor or independent contractor for services must be submitted for approval, before any payment or transactions are guaranteed. University Contracts must review all contracts between Carnegie Mellon students, staff and faculty. Without prior approval from University Contracts, the Integrated Innovation Institute can withhold payment or reimbursement for services.
University Resources

The HUB

The HUB is Carnegie Mellon’s one-stop student service center. The staff in The HUB provide services related to enrollment, including billing and payments, financial aid, course registration and scheduling, transcript and verification requests, diplomas, grades, ID Cards and more. The HUB assists currently enrolled students, parents/guardians of currently enrolled students, faculty, staff and departments with all of the above.

Student Information Online (SIO)

SIO is a secure site where you can find important, personalized information, including E-Bills and student account information, financial aid status/eligibility, grades and QPA, and course schedule.

Within SIO, you can register for classes and make modifications to course schedules, update contact information, enroll in Online Banking, authorize friends and family to receive your E-Bill, request verifications, and much more. To begin using SIO, log on with your Andrew User ID and password. When you first log in, be sure to update your information under the My Info tab.

Enrollment Verification

Enrollment Services is the only University office that can provide an official letter of enrollment, official transcript and enrollment verification. Enrollment verification can be requested online through The HUB.

Carnegie Mellon Blackboard - A Course Management Tool

Blackboard is a course management tool for faculty to communicate with students, distribute course documents, assignments and other resources.

Box File Storage and Collaboration at Carnegie Mellon

Box is an enterprise-level file storage and basic collaboration service. It provides an easy-to-use and protected way for you to consolidate your files into 1TB of personal online storage. You can upload and manage your content using a browser or supported app from any web-enabled device. For collaborating you can grant Box users, from anywhere, role-based permissions to your content, and associate tasks and comments with your files.
**Assistance for Individuals with Disabilities**

The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical and programmatic campus access to all events and information within the Carnegie Mellon community. We work to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Sections 503 and 504 of the Rehabilitation Act of 1973. Students who would like to receive accommodations must submit a [Voluntary Disclosure of Disability Form](mailto:access@andrew.cmu.edu) to begin the interactive accommodation process.

For more information please see [review the Office of Disability Resource website](mailto:access@andrew.cmu.edu). Students with disabilities are encouraged to self-identify with Equal Opportunity Services by contacting Larry Powell, 412-268-2013, [lpowell@andrew.cmu.edu](mailto:lpowell@andrew.cmu.edu) to access the services available at the university and initiate a request for accommodations.

**Safeguarding Educational Equity**

**Policy Against Sexual Harassment and Sexual Assault**

Sexual harassment and sexual assault are prohibited by CMU, as is retaliation for having brought forward a concern or allegation in good faith. The policy can be viewed in its entirety [here](#). If you believe you have been the victim of sexual harassment or sexual assault, you are encouraged to make contact with any of the following resources:

- Sexual Harassment Advisors, found in appendix A of the Policy Against Sexual Harassment and Sexual Assault;
- Survivor Support Network, found in appendix B of the Policy Against Sexual Harassment and Sexual Assault;
- Sexual Harassment Process and Title IX Coordinators, found in section II of the Policy Against Sexual Harassment and Sexual Assault;
- University Police, 412-268-2323
- University Health Services, 412-268-2157
- Counseling & Psychological Services, 412-268-2922

**Maternity Accommodation Protocol**

Students whose anticipated delivery date is during the course of the semester may consider taking time away from their coursework and/or research responsibilities. All female students who give birth to a child while engaged in coursework or research are eligible to take either a short-term absence or formal leave of absence. Students in coursework should consider
either working with their course instructor to receive incomplete grades, or elect to drop to part-time status or to take a semester leave of absence. Students engaged in research must work with their faculty to develop plans for the research for the time they are away.

Students are encouraged to consult with relevant university faculty and staff as soon as possible as they begin making plans regarding time away. Students must contact the Office of the Dean of Student Affairs to register for Maternity Accommodations. Students will complete an information form and meet with a member of the Dean's Office staff to determine resources and procedures appropriate for the individual student. Planning for the student's discussion with her academic contact(s) (advisor, associate dean, etc.) will be reviewed during this meeting.
Pittsburgh Campus

Student Facilities & Resources

Locker Assignments: All students will be assigned a locker at Graduate Student Orientation to store personal items and project materials throughout the year.

Receiving Mail on Campus: If you are ordering materials for a class related project or assignment, items can be shipped to the Pittsburgh address listed above.

University Computer Clusters: Computer clusters are available throughout campus.

Printing/Copying – Integrated Innovation Institute: Students will have access to limited black & white printing at 311 South Craig Street. Students interested in printing professional-grade or higher quality color prints should consider the School of Design's Reese Lab, other resources on campus or use FedEx Kinkos on campus.

Telephone Usage: Phones at 4612 Forbes Avenue & 311 S. Craig Street are equipped for local phone calls only.

Use of Video Conferencing: 4612 Forbes Avenue is equipped with video conferencing equipment for class and Integrated Innovation project based usage. To reserve the video conferencing space, email integrated-innovation@andrew.cmu.edu at least 48 hours before the event. Instructions for using the video conferencing equipment are located at 4612 Forbes Avenue.

Use of Beam, Remote Presence Device: The Integrated Innovation Institute has a Beam, Remote Presence Device, to assist with distance learning and team projects. Courses interacting with the Beam will provide details within the course syllabus. Students interested in using the Beam outside of class must contact Emma Zink for prior approval.

Student Work Space: Students have access to 4612 Forbes Avenue and 311 South Craig Street, 24 hours/7 days a week with their Andrew ID Card. Only students connected to the Integrated Innovation Institute are permitted in the building. If students invite a guest to the building, they are responsible for escorting the guest throughout the space.

During the week, 4612 Forbes Avenue is primarily a teaching/classroom facility. Outside of class hours, students can use the space as a “hot-desk” for short projects, prototyping or meetings. Friday evening thru Sunday evening, students can work and meet for extended hours at 4612 Forbes Avenue. As a “hot-desk” space, any whiteboard or tabletop could be
cleaned for a class or meeting with limited noticed. Students must label any project work and take pictures of any whiteboard materials they wish to save. Physical materials are not expected to be stored there without prior approval.

311 South Craig Street is a dedicated space with team meeting rooms, tabletop prototyping* and a student lounge for MII-PS students.

*Students considering larger prototyping projects should discuss the project scope with Emma Zink before proceeding at 4612 Forbes Avenue or 311 South Craig Street. If needed, additional arrangements for larger prototyping projects can be reviewed on a case-by-case basis.

Facilities Management: Please report any damages, repairs, security concerns for the facilities to Emma Zink or Amy Korb.

Both buildings are cleaned nightly by the University's FMS Services. In support of the efforts from University Services, students must clean up project materials and properly store supplies each day.

Graduate Student Organizations:

Graduate Student Assembly (GSA): Each year a MII-PS graduate student representative is elected from the class to participate in GSA meetings and host GSA events for MII-PS students. All dates and spending for GSA events be approved at least two weeks in advance by Emma Zink. Events including alcohol must be approved 4 weeks in advance to secure an Event Social Host.

Master's Degree Attainment

Master of Integrated Innovation for Products & Services—(9 months)
Master of Integrated Innovation for Products & Services – Advanced Study (16 months)

Full-time vs. Part-time Status
Students registered below 36 units are considered part-time status. Students can only complete the MII-PS Advanced Study degree as a part-time status with extenuating circumstances.

Registration Process and Procedures
Students work closely with Emma Zink to confirm registration for the fall and spring term. Fall term registration is completed during the summer prior to entering the program. Spring term registration is completed during mid-November 2015.

Students are automatically registered for the required courses in the MII-PS Advanced Study
degree, prior to the start of their degree.

**Academic Advising**
Students receive various levels of academic support through the Integrated Innovation Institute. The primary advisor for the MII-PS and MII-PS Advanced Study degrees is Emma Zink. Students can receive advice regarding courses and career development from the Institute Co-Directors or other Institute support staff as well.

**Student Support**
Emma Zink is available to assist Integrated Innovation students with difficult academic or personal situations where a confidential sounding board and/or an intermediary can be helpful. Examples of situations where students are encouraged to seek advice or assistance include:

- Difficulty in communications with an advisor or faculty member, particularly when those difficulties may lead to leaving the program
- Conflict with other group members that is difficult to resolve within the group
- Issues related to diversity or the departmental climate for those in groups who are historically underrepresented in science
- Personal concerns that interfere significantly with the ability to make timely progress in research or program requirements. These might be due to health, family or financial challenges.

If additional help is desirable, the student would be asked before sharing information with other parties.

**Waiver Policy**
To petition a required core course waiver for the MII-PS program, students must show significant evidence that they have completed a similar course. Significant evidence might include a course syllabus, thesis or published article on the course topic. On a rare occasion, course faculty members may interview students to evaluate their knowledge. Integrated Innovation Institute directors have the final decision and review of all core course petitions.
Master of Integrated Innovation for Products & Services – 9-month
Curriculum of Study

**Fall Term – 60 units**

**Two of Three Fundamentals Courses (based on undergraduate degree)**
- 49-700 - Engineering Design Fundamentals – 6 units
- 49-701 - Industrial Design Fundamentals – 6 units
- 49-702 - Business Fundamentals – 6 units

**One of the Following Entrepreneurship Courses**
- 49-802 - Innovation & Entrepreneurship I – 6 units
- 49-800/49-801 – Commercializing IP & Enterprise Innovation – 24 units (Two Course Sequence)

**All of the Following Required Courses:**
- 49-703 - Career Planning for Integrated Innovators – 6 units
- 49-704 - Integrated Innovation Seminar & Workshop Series – 0 units (Pass/Fail)
- 49-710 - Visual Processes – 6 units or 49-711 – Advanced Visual Process 6 units
- 49-712 - User Research Methods – 6 units
- 49-730 - Design for Manufacture – 6 units
- 49-731 - Design for the Environment – 6 units
- 49-740 - Integrated Product Development Methods – 6 units

**Spring Term – 48 units**

- 49-713 - Designing for the Internet of Things – 6 units
- 49-720 - Product and Brand Management – 6 units
- 49-741 - Integrated Product Development Capstone – 12 units
- 49-801 – Enterprise Innovation – 12 units
- 49-804 - The Leadership Challenge – 6 units

Students can complete 24 units of approved elective credit within the MII-PS degree.*

**Elective Courses – (based on required selection courses)**
Recommended Elective lists will be distributed as need per semester.

If selecting a new elective course, students must complete the elective pre-approval form for Directors Review prior to registration.

Please note elective offerings change every semester and each academic year.
Placement in recommended electives is not guaranteed.

Students need to complete at least 24 units of elective during their MIIP-PS degree.

**MIIPS 9-Month Degree – Total Units**

Students must complete a minimum of 96 units and successfully complete all core-required courses to be eligible for graduation. The average grade of 96 units applied to the degree shall be at least a B.

At least 24 units of the total must be used toward at least two electives relevant to the product development process and be approved by an advisor. At least 84 units of the total 96 units must be used toward graduate level courses.
Master of Integrated Innovation for Products & Services – Advanced Study

Curriculum of Study

**Fall Term #1 – 60 units**

Two of Three Fundamentals Courses (based on undergraduate degree)
- 49-700 - Engineering Design Fundamentals – 6 units
- 49-701 - Industrial Design Fundamentals – 6 units
- 49-702 - Business Fundamentals – 6 units

One of the Following Entrepreneurship Courses
- 49-802 - Innovation & Entrepreneurship I – 6 units
- 49-800/49-801 – Commercializing IP & Enterprise Innovation – 24 units (Two Course Sequence)

All of the Following Required Courses:
- 49-703 - Career Planning for Integrated Innovators – 6 units
- 49-704 - Integrated Innovation Seminar & Workshop Series – 0 units (Pass/Fail)
- 49-710 - Visual Processes – 6 units or 49-711 - Advanced Visual Process 6 units
- 49-712 - User Research Methods – 6 units
- 49-730 - Design for Manufacture – 6 units
- 49-731 - Design for the Environment – 6 units
- 49-740 - Integrated Product Development Methods – 6 units

Up to 6 units of pre-approved elective courses*

**Spring Term – 48 units**

- 49-713 - Designing for the Internet of Things – 6 units
- 49-720 - Product and Brand Management – 6 units
- 49-741 - Integrated Product Development Capstone – 12 units
- 49-804 - The Leadership Challenge – 6 units

Up to 18 units of pre-approved elective courses*

**Summer Term – 3 units**

- 49-747 - Integrated Innovation Institute Internship/Practica – 3 units

**Fall Term #2 – 36 units**

- 49-748 – Integrated innovation Institute Master’s Essay – 12 units

Up to 24 units of pre-approved elective courses*
*Elective Courses – (based on required selection courses)
Recommended Elective lists will be distributed as need per semester.

If selecting a new elective course, students must complete the elective pre-approval form for Directors Review prior to registration.

Please note elective offerings change every semester and each academic year. Placement in recommended electives is not guaranteed.

Students need to complete at least 48 elective units during their MII-PS Advanced Study degree.

**MIIPS Advanced Study Degree – Total Units**
Students must complete a minimum of 141 units and successfully complete all core-required courses to be eligible for graduation. The average grade of 141 units applied to the degree shall be at least B. At least 129 units of the total 141 units must be used toward graduate level courses. Pass/fail grades are only permitted for 49-703 as course requirements in the MII-PS Advanced Study degree.
Silicon Valley Campus

Student Facilities & Resources

Room assignments: All students will be provided with a key for shared student spaces in Building 19 at Graduate Student Orientation.

Receiving Mail on Campus: If you are ordering materials for a class related project or assignment, items can be shipped to the Carnegie Mellon University, Silicon Valley at the address listed above.

Printing/Copying: Integrated Innovation Institute @CMU-SV: Students can use the printer/copy machine(s) located in the common space in Building 19. Printing and copying with this machine is designed for course projects and daily issues. Students interested in printing professional-grade or higher quality prints should look for additional resources such as FedEx Kinkos near campus in Mountain View.

Telephone Usage: Phones at the Integrated Innovation Institute @CMU-SV are equipped for local phone calls only.

Use of Video Conferencing: Rooms in both Buildings 19 & 23 are equipped with video conferencing equipment for class and team meetings. To reserve rooms with video conferencing capability, check the google calendar for availability and schedule an appointment. Instructions for using the video conferencing equipment are located in each room. Questions about IT/AV issues should be sent to: Help Center, help@sv.cmu.edu.

Student Work Space: Students have access to buildings 19 & 23, 24 hours/7 days a week with their Andrew ID Card. Only students connected to CMU-SV are permitted in the building. If students invite a guest to the building, they are responsible for escorting the guest throughout the space.

During the week, many of the rooms in Buildings 19 & 23 are used primarily as teaching/classroom facilities. Outside of class hours, students can use the space for meetings as long as they schedule the time on the google calendar. Friday evening thru Sunday evening, students can schedule rooms to work and meet for extended hours. Any whiteboard or tabletop should be cleaned for a class or meeting with limited noticed. Students must label any project work and take pictures of any whiteboard materials they wish to save.

Facilities Management: Please report any damages, repairs, security concerns for the facilities to Stacy Marshall; Building 19, Room 1052; 650-335-2852; Facilities Help,
Both buildings are cleaned nightly by the NASA’s Flagship Services. In support of the efforts from Flagship, students must clean up project materials and properly store supplies each day.

**Graduate Student Organizations:** Students in the Integrated Innovation Institute @CMU-SV are encouraged to plan events throughout the year. There are funds available through the GSO that can be allocated for these events. Coordinating these events through the Director of Student Affairs will ensure that facilities are available and funds are allocated properly.

**Master’s Degree Attainment**

Master of Science in Software Management

**Full-time vs. Part-time Status**

- **Full-time Status**
  - Full time students must attend courses and complete the degree on campus.
  - In order to complete the required 144 units, full time students are typically enrolled for 48 units each semester; fall, spring, and summer.
  - Students may not take an overload of units in the (first) fall term.
  - Students can petition for overload, up to 60 units maximum in the spring.
  - Students (in the 16-month program option) must enroll in the 1.0 units internship course; 49-793.
  - If you are doing an internship, you may also take 12 units of coursework; you are responsible for the additional tuition costs.
  - Capstone - you must be enrolled (can enroll for 3 units) if you want to be involved in a project while doing internship (non-internship) = 48 units...etc. electives, practicum etc,
  - Some courses may be offered in the evening.

- **Part time Status**
  - Students registered below 36 units are considered part-time status.
  - Students can complete the program part-time in two years (6 academic semesters, including summer terms).
  - Part time students take one course at a time, in the evenings. But you can take daytime if your schedule allows.

**Registration Process and Procedures**

- Students work closely with Chris Zeise to confirm registration for the fall, spring and summer terms. For incoming students, Fall term registration is completed during the summer prior to entering the program. Spring term registration is completed during the last week in November by the student.
Students are automatically registered for the core-required courses in the SM program prior to start of their degree. Students are responsible for subsequent registration semesters to complete the 144 units required for the degree.

NOTE: There are different add/drop deadlines for Mini courses vs. Full semester courses! This could impact tuition charges. It is the student’s responsibility to meet appropriate deadlines for registration.

Part time students may petition for Leave Of Absence (LOA) only if they are in "good academic standing" (2.0 gpa). At least one course must be completed with B or better before a student will be considered for LOA. See university policy on LOA (page 21 below):
University Policy
College of Engineering Policy

Academic Advising
Students receive various levels of academic support through the Integrated Innovation Institute. The primary advisor for the MS-SM degrees is Glady Mercier. Students can receive advice regarding courses and career development from the Institute Co-Directors, Chris Zeise or other Institute staff as well.

Student Support
Gladys Mercier and Chris Zeise are available to assist Integrated Innovation students with difficult academic or personal situations where a confidential sounding board and/or an intermediary can be helpful. Examples of situations where students are encouraged to seek advice or assistance include:

- Difficulty in communications with an advisor or faculty member, particularly when those difficulties may lead to leaving the program
- Conflict with other group members that is difficult to resolve within the group
- Issues related to diversity or the departmental climate for those in groups who are historically underrepresented in science
- Personal concerns that interfere significantly with the ability to make timely progress in research or program requirements. These might be due to health, family or financial challenges.

If additional help is desirable, the student would be asked before sharing information with other parties.

Waiver Policy
For some full time students who have more work experience and skills in the software industry, the option to enroll in the part time offerings may be available. Discretion for alternative enrollment is the responsibility of the Director of Software Management, Gladys Mercier.
MS-SM Full-Time - 12 month
Curriculum of Study

- 49-761 - Foundations of Software Engineering (FSE) – 12 units (Fall A&B)
- 49-752 - Product Definition & Validation (PDV) – 12 units (Fall A&B)
- 49-760 - Foundations of Software Management (FSM) – 12 units (Fall A&B)
- 49-802 - Innovation & Entrepreneurship I (I&E) – 6 units (Fall A)
- 49-803 - Innovation & Entrepreneurship II – 6 units (Fall B)
- 49-791 - Capstone – 24 units (Summer All) OR
- 49-XXX - Electives – 24 units (Summer All)

- Elective Courses – Up to 24 Units (based on required selection courses)
  
  Recommended Electives for SM

- 49-790 – Independent Study– Variable units (Pre-requisite: approval of instructor)
- 49-791 – Software Management Capstone Project – Variable units (Pre-requisite: approval of instructor)

MS-SM Full-Time - 16 months
Curriculum of Study

- 18-652 Foundations of Software Engineering (FSE) – 12 units (Fall A&B)
- 49-752 - Product Definition & Validation (PDV) – 12 units (Fall A&B)
- 49-760 - Foundations of Software Management (FSM) – 12 units (Fall A&B)
- 49-802 - Innovation & Entrepreneurship I (I&E) – 6 units (Fall A)
- 49-803 - Innovation & Entrepreneurship II – 6 units (Fall B)
- 49-762 - Software Product Strategy (SPS) – 12 units (Spring)
- 49-763 - The Business of Software – 12 units (Spring)
- 49-771 - Process and Project Management (PPM) – 12 units (Spring)
- 49-780 - Human Computer Interaction (HCI) – 6 units (Spring)
- 49-793 - Internship – 3 units (Summer All)
- 49-791 - Capstone – 24 units (Fall)
- 49-XXX - Electives* – 24 units (Fall)

- Practical Training Requirement (Software Management – 16 month Students)
  
  Requirements - enroll in 49-793 Practical Training course; 1.0 units minimum

Resources to Obtain Internship
- College Career Services
- Career and Professional Development Center

International students please review all requirements regarding the Curricular Practical Training process on page XX.
MS-SM Part-Time
Curriculum of Study

1st year – Required Courses
- 49-761 - Elements of Software Management (ESM) – 12 units (Fall mini A)
- 49-770 - Metrics for Software Managers (MSW) – 12 units (Fall mini B)
- 49-771 - Process and Project Management (PPM) – 12 units (Spring mini A)
- 49-772 - Managing Software Professionals (MSP) – 12 units (Spring mini B) OR
- 49-801 - Enterprise Innovation – 24 units (Spring All)
- 49-791 - Capstone – 24 units (Summer All) OR
- 49-XXX – Electives* – 24 units (Summer All)

2nd year – Required Courses
- 49-750 - Software Product Definition (SPD) – 12 units (Fall mini A)
- 49-751 - Requirements Analysis (RA) – 12 units (Fall mini B)
- 49-780 - Human Computer Interaction (HCI) – 12 units (Spring mini A)
- 49-781 – Data Analytics – 12 units (Spring mini B)
- 49-763 – The Business of Software – 12 units (Spring mini B)
- 49-791 - Capstone – 24 units (Summer All) OR
- 49-XXX - Electives – 24 units (Summer All)

*Electives – using upper level undergraduate courses
- Students may take one (12 unit) undergraduate course as an elective if it is deemed relevant to their field of study; ie. A junior or senior level CS course may be considered. Pre-approval of the student's advisor is required before registering for such a course.

MS-SM Degree – Total Units
Students must complete a minimum of 144 units; which does not include the summer internship or other professional development course units; and successfully complete all core-require courses to be eligible for graduation. All required courses in the SM program must be completed with a B- (B minus) or better.

Good Academic Standing - you must maintain an overall GPA of 2.0 (B average) which means you cannot have a B- in every course.

Graduate Student Assistantships
Full time students in the MS in Software Management program may find opportunities to work as a graduate assistant with faculty on the Silicon Valley campus during their enrollment. Students are limited to work as a GA to 10 hours per week, when registered for the 48 unit
course load. For students in their last semester taking 36 units, there may be opportunities to work for more than 10 hours per week. However, no full time student is permitted to work over 20 hours per week at any time.

Students can find jobs listed on TartanTrak. With each job description, there will be the name(s) of the supervisor(s). Students should contact the faculty/supervisor listed with the opening for more details on how to apply.
Appendix A

Highlighted University Resources for Graduate Students and The WORD, Student Handbook

Key Offices for Graduate Student Support

Office of the Assistant Vice Provost for Graduate Education
www.cmu.edu/graduate; grad-ed@cmu.edu
The Office of the Assistant Vice Provost for Graduate Education, AVPGE, directed by Suzie Laurich-McIntyre, Ph.D., Assistant Vice Provost for Graduate Education, provides central support for graduate students in a number of roles. These include: being an ombudsperson and resource person for graduate students as an informal advisor; resolving formal and informal graduate student appeals; informing and assisting in forming policy and procedures relevant to graduate students; and working with departments on issues related to graduate students and implementation of programs in support of graduate student development.

The Office of the AVPGE often partners with the division of Student Affairs to assist graduate students with their Carnegie Mellon experience. Senior members of the student affairs staff are assigned to each college (college liaisons) and are often consulted by the Assistant Vice Provost for Graduate Education and departments on an individual basis to respond to graduate student needs.

The Office of the Assistant Vice Provost for Graduate Education (AVPGE) offers a robust schedule of professional development opportunities. Some are geared towards a specific population (master's students, PhD students at the beginning of their program, graduate students seeking tenure track positions, etc.) and others are open to all graduate students (time management, balancing, staying healthy). A full schedule of programs can be found at: http://www.cmu.edu/graduate/.

The Office of the AVPGE also coordinates several funding programs, and academically focused seminars and workshops that advise, empower and help retain all graduate students, particularly graduate students of color and women in the science and technical fields. The fundamental goals of our programs have been constant: first, to support, advise and guide individual graduate students as they work to complete their degrees; second, to contribute to the greatest degree possible to the diversification of the academy. Visit the Graduate Education website for information about:

- Conference Funding Grants
- Graduate Small Project Help (GuSH) Research Funding
Graduate Student Professional Development: seminars, workshops and resources

Graduate Women Gatherings (GWG)

Inter-university Graduate Students of Color Series (SOC)

Office of the Dean of Student Affairs
www.cmu.edu/student-affairs/index.html

The Office of the Dean provides central leadership of the metacurricular experience at Carnegie Mellon. The offices that fall under the division of Student Affairs led by Dean of Student Affairs Gina Casalegno, include:

- Career and Professional Development Center
- Counseling & Psychological Services (CAPS)
- Housing & Dining Services
- Orientation & First Year Programs (note: for undergraduate students)
- Office of International Education (OIE)
- Student Activities
- Student Life.

Graduate students will find the enrollment information for Domestic Partner Registration and Maternity Accommodations in the Office of the Dean of Student Affairs and on the website. The Office of the Dean of Student Affairs also manages the Emergency Student Loan (ESLs) process. The Emergency Student Loan service is made available through the generous gifts of alumni and friends of the university. The Emergency Student Loan is an interest-free, emergency-based loan repayable within 30 days. Loans are available to enrolled students for academic supplies, medication, food or other expenses not able to be met due to unforeseeable circumstances. The Office of the Dean of Student Affairs also provides consultation, support, resources and follow-up on questions and issues of Academic Integrity: www.cmu.edu/academic-integrity.

Assistance for Individuals with Disabilities
Students with disabilities are encouraged to self-identify with Equal Opportunity Services by contacting Larry Powell, 412-268-2013, lpowell@andrew.cmu.edu to access the services available at the university and initiate a request for accommodations.

Eberly Center for Teaching Excellence & Educational Innovation
www.cmu.edu/teaching

Support for graduate students who are or will be teaching is provided in many departments
and centrally by the Eberly Center for Teaching Excellence & Educational Innovation. The Eberly Center offers activities for current and prospective teaching assistants as well as any graduate students who wish to prepare for the teaching component of an academic career. The Center also assists departments in creating and conducting programs to meet the specific needs of students in their programs. Specific information about Eberly Center support for graduate students can be found at: [www.cmu.edu/teaching/graduatestudentsupport/index.html](http://www.cmu.edu/teaching/graduatestudentsupport/index.html).

**Carnegie Mellon Ethics Hotline**
The health, safety and well-being of the university community are top priorities at Carnegie Mellon University. CMU provides a hotline that all members of the university community should use to confidentially report suspected unethical activity relating to financial matters, academic and student life, human relations, health and campus safety or research.

Students, faculty and staff can anonymously file a report by calling 877-700-7050 or visiting [www.reportit.net](http://www.reportit.net) (user name: tartans; password: plaid). All submissions will be reported to appropriate university personnel.

The hotline is NOT an emergency service. For emergencies, call University Police at 412-268-2323.

**Graduate Student Assembly**
[www.cmu.edu/stugov/gsa/index.html](http://www.cmu.edu/stugov/gsa/index.html)
The Carnegie Mellon Student Government consists of an Executive Branch and a Legislative Branch. This is the core of traditional student government, as governed by the Student Body Constitution. The Executive Branch serves the entire student body, graduate and undergraduate, and consists of one president and four vice-presidents. The Legislative Branch for graduate students, The Graduate Student Assembly (GSA) passes legislation, allocates student activities funding, advocates for legislative action in locally and in Washington D.C. on behalf of graduate student issues and needs, and otherwise acts on behalf of all graduate student interests. GSA also contributes a significant amount of funding for conferences and research, available to graduate students through application processes. GSA also plans various social opportunities for graduate students and maintains a website of graduate student resources on and off-campus, [www.cmu.edu/stugov/gsa/resources/index.html](http://www.cmu.edu/stugov/gsa/resources/index.html). Each department has representation on GSA and receives funding directly from GSA's use of the student activities fee for departmental activities for graduate students. The department rep(s) is the main avenue of graduate student representation of and information back to the graduate students in the department.

**Intercultural Communication Center (ICC)**
[www.cmu.edu/icc/](http://www.cmu.edu/icc/)
The Intercultural Communication Center (ICC) is a support service offering both credit and non-credit classes, workshops, and individual appointments designed to equip nonnative English speakers (international students as well as international students who attended high school in the U.S.) with the skills needed to succeed in academic programs at Carnegie Mellon. In addition to developing academic literacy skills such as speaking, reading and writing, students can learn more about the culture and customs of the U.S. classroom. The ICC also helps international teaching assistants (ITAs) who are non-native English speakers develop fluency and cultural understanding to teach successfully at Carnegie Mellon and provides ITA testing, required testing indicating a nonnative speaking student has a language proficiency required before being allowed to work with undergraduates in classes, labs or individual meetings.

Office of International Education (OIE)
www.studentaffairs.cmu.edu/oie/
Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. Office of International Education (OIE) is the liaison to the University for all non-immigrant students and scholars. OIE provides many services including: advising on personal, immigration, academic, social and acculturation issues; presenting programs of interest such as international career workshops, tax workshops, and cross-cultural and immigration workshops; supporting international and cultural student groups such as the International Student Union and the International Spouses and Partners Organization; maintaining a resource library that includes information on cultural adjustment, international education and statistics on international students in the United States; posting pertinent information to students through email and the OIE website, and conducting orientation programs.

Key Offices for Academic & Research Support

Computing and Information Resources
www.cmu.edu/computing
Computing Services provides a comprehensive computing environment at Carnegie Mellon. Graduate students should seek Computing Services for information and assistance with your Andrew account, network access, computing off-campus, campus licensed software, email, calendar, mobile devices, computer security, cluster services and printing. Computing Services can be reached at it-help@cmu.edu.

The Carnegie Mellon Computing Policy establishes guidelines and expectations for the use of computing, telephone and information resources on campus. The policy is supported by a number of guidelines graduate students should know. The policy and guidelines are available at: www.cmu.edu/computing/guideline/index.html.
Research at CMU
www.cmu.edu/research/index.shtml
The primary purpose of research at the university is the advancement of knowledge in all fields in which the university is active. Research is regarded as one of the university's major contributions to society and as an essential element in education, particularly at the graduate level and in faculty development. Research activities are governed by several university policies. Guidance and more general information is found by visiting the Research at Carnegie Mellon website.

Office of Research Integrity & Compliance
www.cmu.edu/research-compliance/index.html
The Office of Research Integrity & Compliance (ORIC) is designed to support research at Carnegie Mellon University. The staff work with researchers to ensure research is conducted with integrity and in accordance with federal and Pennsylvania regulation. ORIC assists researchers with human subject research, conflicts of interest, responsible conduct of research, export controls, intellectual property rights and regulations, and institutional animal care & use. ORIC also consults on, advises about and handles allegations of research misconduct.

Key Offices for Health, Wellness & Safety

Counseling & Psychological Services
www.studentaffairs.cmu.edu/counseling
Counseling & Psychological Services (CAPS) affords the opportunity for students to talk privately about issues that are significant for them in a safe, confidential setting. Students sometimes feel confused about why they are feeling upset and perhaps confused about how to deal with it. An initial consultation with a CAPS therapist will clarify options and provide a recommendation to the appropriate mental health resource at Carnegie Mellon or the larger Pittsburgh community. CAPS services are provided at no cost. Appointments can be made in person or by telephone, 412-268-2922.

Health Services
www.cmu.edu/HealthServices/
University Health Services (UHS) is staffed by physicians, advanced practice clinicians and registered nurses who provide general medical care, allergy injections, first aid, gynecological care and contraception as well as on-site pharmaceuticals. The CMU student insurance plan covers most visit fees to see the physicians and advanced practice clinicians & nurse visits. Fees for prescription medications, laboratory tests, diagnostic procedures and referral to the emergency room or specialists are the student's responsibility and students should review the UHS website and their insurance plan for detailed information about fees. UHS also has a
registered dietician and health promotion specialists on staff to assist students in addressing nutrition, drug and alcohol and other healthy lifestyle issues. In addition to providing direct health care, UHS administers the Student Health Insurance Program. The Student Health Insurance plan offers a high level of coverage in a wide network of health care providers and hospitals. Graduate students should contact UHS to discuss options for health insurance for spouses, domestic partners and dependents. Appointments can be made by visiting UHS's website or by telephone, 412-268-2157.

University Police
http://www.cmu.edu/police/
412-268-2323 (emergency only), 412-268-6232 (non-emergency)
The University Police Department is located at 300 South Craig Street, Room 199 (entrance is on Filmore Street). The department's services include police patrols and call response, criminal investigations, shuttle and escort services, fixed officer and foot officer patrols, event security, and crime prevention and education programming. Visit the department's website for additional information about the staff, escort and shuttle, emergency phone locations, crime prevention, lost and found, finger print services, and annual statistic reports.

Shuttle and Escort Services
University Police coordinates the Shuttle Service and Escort Service provided for CMU students, faculty, and community. Full information about these services, stops, routes, tracking and schedules can be found online at: http://www.cmu.edu/police/shuttleandescort/

Carnegie Mellon University publishes an annual campus security and fire safety report describing the university's security, alcohol and drug, sexual assault, and fire safety policies and containing statistics about the number and type of crimes committed on the campus and the number and cause of fires in campus residence facilities during the preceding three years. Graduate students can obtain a copy by contacting the University Police Department at 412-268-6232. The annual security and fire safety report is also available online at www.cmu.edu/police/annualreports.

The WORD
http://www.cmu.edu/student-affairs/theword/

The WORD is Carnegie Mellon University's student on-line handbook and is considered a supplement to the department (and sometimes college) handbook. The WORD contains campus resources and opportunities, academic policy information and resources, community standards information and resources. It is designed to provide all students with the tools, guidance, and insights to help you achieve your full potential as a member of the Carnegie Mellon community. Information about the following is included in The WORD (not an
exhaustive list) and graduate students are encouraged to bookmark this site and refer to it often. University policies can also be found in full text at: http://www.cmu.edu/policies/.

Carnegie Mellon Vision, Mission
Carnegie Code
Academic Standards, Policies and Procedures
  Educational Goals
  Academic and Individual Freedom
  Statement on Academic Integrity
Standards for Academic & Creative Life
  Assistance for Individuals with Disabilities
  Master's Student Statute of Limitations
  Conduct of Classes
Copyright Policy
Cross-college & University Registration
Doctoral Student Status Policy
Evaluation & Certification of English Fluency for Instructors
Final Exams for Graduate Courses
Grading Policies
Intellectual Property Policy
Privacy Rights of Students
Research
  Human Subjects in Research
  Office of Research Integrity & Compliance
  Office of Sponsored Programs
  Policy for Handling Alleged Misconduct of Research
  Policy on Restricted Research
Student's Rights
Tax Status of Graduate Student Awards

Campus Resources & Opportunities
  Alumni Relations
  Assistance for Individuals with Disabilities
  Athletics, Physical Fitness & Recreation
  Carnegie Mellon ID Cards and Services
  Cohon University Center
  Copying, Printing & Mailing
  Division of Student Affairs
  Domestic Partner Registration
  Emergency Student Loan Program
  Gender Programs & Resources
  Health Services
  Dining Services
The HUB Student Services Center
ID Card Services
Leonard Gelfand Center
LGBTQ Resources
Multicultural and Diversity Initiatives
Opportunities for Involvement
Parking and Transportation Services
SafeWalk
Survivor Support Network
Shuttle and Escort Services
Spiritual Development
University Police
Student Activities
University Stores

Community Standards, Policies and Procedures
Alcohol and Drugs Policy
AIDS Policy
Bicycle/Wheeled Transportation Policy
Damage to Carnegie Mellon Property
Deadly Weapons
Discriminatory Harassment
Disorderly Conduct
Equal Opportunity/Affirmative Action Policy
Freedom of Expression Policy
Health Insurance Policy
Immunization Policy
Missing Student Protocol
Non-Discrimination Policy
On-Campus Emergencies
Pets
Political Activities
Recycling Policy
Riotous and Disorderly Behavior
Safety Hazards
Scheduling and Use of University Facilities
Sexual Harassment and Sexual Assault Policy
Smoking Policy
Student Accounts Receivable and Collection Policy and Procedures
Student Activities Fee
Student Enterprises
Workplace Threats and Violence Policy
Statement of Assurance

Appendix updated: June 10, 2015