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Preface

We are delighted that you have chosen to join the Masters program Engineering and Technology Innovation Management (ETIM). This interdisciplinary degree is offered by Carnegie Mellon's College of Engineering; the program is housed in the Department of Engineering and Public Policy (EPP). We want to help make your stay here as enjoyable and productive as we can.

This handbook is designed to assist you with the ins and outs of graduate studies in ETIM. While it is specific to your academic experience in the department, there are several other resources and offices graduate students are encouraged to consult during their tenure at Carnegie Mellon University. Information about The Word (Carnegie Mellon's online student handbook,) the Office of the Assistant Vice Provost for Graduate Education, the Office of the Dean of Student Affairs, the policies of the College of Engineering, and others are included in the Appendixes of this handbook.

If you encounter specific situations or problems that are not covered in the handbook, please do not hesitate to see one of us; we may be able to help you find a solution.

Jimmy Williams Karen Fleischman
Julie Mull Christine Sundry

ETIM Mission & Degrees Offered

The Engineering and Technology Innovation Management MS program undertakes educating professionals who have strong technical backgrounds to lead value creation by leveraging engineering and technology innovations. Opportunities in industry, consulting, and even the public sector increasingly require an understanding of the principles of innovation management coupled with enhanced technical knowledge.

ETIM is a program offered by the College of Engineering. It is housed in the Department of Engineering and Public Policy and features significant collaboration across the University, including the Heinz College of Information Systems and Public Policy, and the Tepper School of Business.

The ETIM program is designed to be completed in one year (two semesters) of full time commitment, to run January to December. The schedule provides time for a summer internship experience to contribute hands-on educational value. Part time students can
complete the requirements over a longer period.

Other ETIM program offerings include the ETIM Dual Degree program (a four semester plus internship program in which graduating students receive both an ETIM MS and an MS in one of six engineering program concentrations offered by Carnegie Mellon University.

Engineering and Technology Innovation Management (ETIM) is an interdisciplinary professional masters program offered by Carnegie Mellon's College of Engineering. This booklet is a compilation of facts, policy, guidance, and organizational details useful to a graduate student in ETIM. The first part deals with academic affairs, and the second with general administrative and policy matters. This handbook is also available as a pdf on the ETIM Canvas site.

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:

- Academic Integrity Website: [www.cmu.edu/academic-integrity](http://www.cmu.edu/academic-integrity)
- University Policies Website: [www.cmu.edu/policies/](http://www.cmu.edu/policies/)
- Graduate Education Website: [http://www.cmu.edu/graduate/policies/index.html](http://www.cmu.edu/graduate/policies/index.html)
- For the College of Engineering Policy on grades, see: [https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html](https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html)

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.

The Statement of Assurance can also be found on-line at:

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.

The Carnegie Mellon Code can also be found on-line at: www.cmu.edu/student-affairs/theword/code/
Relevant Departmental and University Contacts

Department Personnel

ETIM Contacts

Karen Fleischman, ETIM Associate Director. Location: Hamburg Hall A206E, x5626, karenk@andrew.cmu.edu.

Courtney Francis, EPP/ETIM Media Coordinator. Location: Baker Hall 129, x8-5570, cfl2@andrew.cmu.edu.

Julie Mull, ETIM MS Academic Coordinator. Location: Hamburg Hall A206C, x8-1420, jmull@andrew.cmu.edu. Julie will be the one you want to see for issues pertaining to basic office maintenance (such as if the lights go out in your office, the printers or air conditioning stops working, etc.); incoming mail; reservations for the conference rooms and equipment; and handles administrative details for admissions, communications, purchasing and expense reports.

Christine Beth Sundry, ETIM Career Advisor. (742) 493-5050, christine.sundry@cmu.edu.

Jimmy Williams, ETIM Executive Director and Distinguished Service Professor. Location: Hamburg Hall A206A, x8-8370, jimmyw@andrew.cmu.edu.

EPP Department Contacts

Lorrie Cranor, Associate Department Head (Engineering and Public Policy,) FORE Systems Professor, Computer Science and Engineering & Public Policy, Director, CyLab Usable Privacy and Security Laboratory, Co-director, MSIT-Privacy Engineering masters program. Location: CIC 2207, x 7534, lorrie@cs.cmu.edu.

Samantha Cryster, Administrative Coordinator, CEDM / Faculty Support Administrator, EPP. Location: Baker Hall 129, x8-5929, scrytser@andrew.cmu.edu.

Vicki Finney, EPP Graduate Program Administrator. Location: Baker Hall 129J, x8-1462, vcki@cmu.edu

Deborah Kuntz, EPP Program Coordinator. Location: Baker Hall 126, 412/268-3303, deborahk@andrew.cmu.edu. Debbie provides administrative support for both the EPP doctoral and undergraduate programs.
Adam Loucks, EPP Administrative Coordinator. Location: Baker Hall 129, x8-2670, aloucks@andrew.cmu.edu. Adam can be found at the EPP front desk, managing departmental issues including Hamburg Hall A204 and Baker Hall printer/copier issues, EPP conference room reservations, and facility maintenance issues in Baker, Hamburg, and Wean. Adam also makes conference room reservations by email.

Peter Luetkehans, EPP Department Administrator and Business Financial Manager. Location: Baker Hall 129L, x8-5486, pluetkeh@andrew.cmu.edu.

Kimberly Martin, Financial Administrator. Location: Baker Hall 129, x81703, kamartin@andrew.cmu.edu. Kimberly Martin manages department keys.

Deanna Matthews, Associate Teaching Professor and Associate Department Head for Undergraduate Affairs. Location: Baker Hall 126C, 412/268-7889, dhm@cmu.edu.

Debbie Scappatura, Administrative Assistant. Location: Baker Hall 126C, x8-2432, debbie@ece.cmu.edu.

Doug Sicker, EPP Department Head. Location: Baker Hall 129H, x8-2838, sicker@cmu.edu.

Patti Steranchak, Assistant to the EPP Department Head. Location: Baker Hall 129H, x8-1085, patti@cmu.edu.

College of Engineering (Carnegie Institute of Technology, CIT) Contacts

CIT Dean’s Office, Scaife Hall 110. Web: http://www.engineering.cmu.edu/

Jonathan Cagan, Interim Dean, CIT. Location: Scaife Hall 110, 412/268-2478, cagan@cmu.edu. (Assistant: Sue Haslett, 412/268-6196, sh2s@cit.cmu.edu.)

Health and Safety:

University Police. Open 24-hours. Location: 300 South Craig Street, Suite, 199 (Filmore Street Entrance), Emergency number : x8-2323, Non-emergency: x8-6232. Web: http://www.cmu.edu/police

Counseling and Psychological Services. Location: Morewood Gardens, E-Tower, 2nd floor, x8-2922 (both emergencies and non-emergencies). Web: https://www.cmu.edu/counseling/
Student Health Services. Location: Morewood Gardens E-Tower, x8-2157. Web: https://www.cmu.edu/health-services/

Computing:

Computer Help (EPP's ECE service: for EPP cluster issues or connections to departmental printers). help@its.epp.cmu.edu

Computing Services (Andrew: for Carnegie Mellon account issues or personal computer issues). advisor@andrew.cmu.edu. For various locations and phone contacts: http://www.cmu.edu/computing/index.html

HUB:

The HUB. Location: Warner Hall 19 basement, x8-8186. CIT HUB Liaison is Melissa Skasik, skasik@andrew.cmu.edu. Web address: http://www.cmu.edu/hub

John Papinchak, University Registrar. Location: Warner Hall 220, x8-7404

International Student Concerns:

Intercultural Communications Center. Location: University Center, x8-4979, eslhelp@andrew.cmu.edu. Web: http://www.cmu.edu/icc/

Office of International Education. Location: Posner Hall, First Floor, x8-5231. oie@andrew.cmu.edu

Alison Day, Assistant Director, Foreign Student/scholar Advisor, International Education. Location: GSIA 148D, x8-5231, alisond@andrew.cmu.edu. Web address: https://www.cmu.edu/oie/

Jordan Albert Febbraro, Assistant Director, Foreign Student & Scholar Advisor International Education. Location: GSIA 148E, x8-5231, jfebrar@andrew.cmu.edu. Web address: https://www.cmu.edu/oie/

Vice Provost for Education and Student Affairs:

Amy Burkert, Vice Provost for Education. Location: GSIA 354, x8-5865, ak11@andrew.cmu.edu, Web: http://www.cmu.edu/graduate/
**Gina Casalegno**, Vice President for Student Affairs and Dean of Students. Location: President’s Office, Warner Hall 301, x8-2075

**Shernell Smith**, Associate Director for the Center for Student Diversity & Housefellow and College Liaison for EPP. Location: Cohon University Center LL75, x8-2150, mssmith@andrew.cmu.edu. Web: https://www.cmu.edu/student-diversity/index.html

**Suzanne Laurich-McIntyre**, Carnegie Mellon Assistant Vice Provost, Graduate Education. Location: Posner Hall 246, x8-7307, slaurichmcintyre@cmu.edu. Web: https://www.cmu.edu/graduate/programs-services/
1. EPP Background information

The ETIM program is housed in the Carnegie Mellon's Department of Engineering and Public Policy (EPP). The main office for EPP is in Baker Hall, room 129. ETIM MS students may use the EPP office facilities, and also share workspaces in EPP's Hamburg Hall and Wean Hall offices, along with EPP PhD and undergraduate students.

2. Academic Affairs

This section describes the general academic framework of the ETIM program and your orientation to it. The official procedures regarding registration and enrollment are discussed later in Section 3.

The rules and procedures put forth in this booklet are current as of the date on this document.

2.1. Getting Started

Students are required to discuss their curriculum choices with the ETIM Executive Director and Associate Director prior to Spring and Fall semester registrations. An ETIM Curriculum Planning and Progress guide (CP&P) can be used to clarify goals and to frame choices and decisions (see Section 2.7).

The ETIM program coursework balances a central core with the flexibility to address individual interests. Students in ETIM are expected to take an active role in shaping their programs. This includes selecting courses and securing an internship to meet the ETIM requirements and to address their personal goals.

2.2. Advising

The ETIM Associate Director is the official advisor for all students entering the program. Working with the Associate Director on course selection is important to ensure that requirements for the ETIM degree are fulfilled. Students are also encouraged to work with the ETIM Executive Director or another faculty member for advising on specific technical interests.

Course selection is made in consultation with the ETIM advisor with input from other faculty members as appropriate. In selecting electives, the student and advisor should keep in mind that it is advisable to choose electives that can define a "core area of specialization" for the student.

2.3. Course Work

Core courses for ETIM include The Strategy and Management of Technological
Innovation (19-682), Managerial and Engineering Economics (19-681), and a Product/Process Innovation project course: Quantitative Entrepreneurship (19-670), Lean Product Development (19-697), or other project course approved by the ETIM Executive Director or Associate Director.

The required Innovation Management in Practice seminar courses (Spring: 19-680; Fall: 19-684) feature industry practitioners and challenge ETIM students to synthesize insights from a variety of perspectives.

ETIM strives to balance academic and practitioner perspectives. A required summer internship practicum (19-695) is included to provide hands-on experience in ETIM.

Beyond the initial Process/ Product Innovation project course requirement, other project courses may serve as technical electives. Electives, chosen in conjunction with ETIM's advisor, enable students to tailor the program to their interests in technology innovation management and engineering. Technical elective courses are chosen from the offerings of the College of Engineering (CIT), School of Computer Science (SCS) or Mellon College of Science (MCS), and may include project courses. Innovation management electives are most frequently selected from Engineering and Public Policy (EPP), Heinz College, or Tepper School of Business.

Put together, the ETIM program elements equip students to drive value creation from technical innovation based on their understanding of both specific technical issues as well as innovation management fundamentals.

Candidates for the ETIM MS degree must complete a minimum of 96 academic units beyond their undergraduate degree. At least 84 units must be graduate-level courses (course numbers XX-600 or above). ETIM students may use up to 12 units of undergraduate coursework towards the ETIM degree. Undergraduate coursework must be at the 300-level and above. The mandatory summer internship does not contribute units towards the 96 academic units required to graduate. The minimum GPA required for graduation is 3.0, and a grade of C (2.0) or better is required for any course to count toward graduation.

a) Full-time option – The MS degree program is a full-time program in which students complete two full-time semesters (minimum 36 units per semester).

b) Part-time option – Part-time MS enrollment is an option available for students, such as students who would like to pursue an MS degree while maintaining external employment. Note that immigration regulations do not allow Carnegie Mellon University to issue F1 visa documents for the part-time MS program.

The curriculum has flexibility, but the following four elements of the one year Engineering and Technology Innovation Management MS program must be satisfied:
I. Required Core Courses (48 units)

a. 19-681 Managerial and Engineering Economics

b. 19-682 Strategy and Management of Technological Innovation

c. An approved product/process innovation project course

d. 19-680 and 19-684 Seminar courses on Innovation Management in Practice

II. Technical Electives (24 Minimum units)

Chosen according to student’s background, preparation, and area of technical interest from the College of Engineering, SCS (School of Computer Science) or MCS (Mellon College of Science).

Refer to Appendix 1 for the department codes for technical electives.

III. Electives in Technology Innovation Management (24 Minimum units)

A minimum of 24 units of innovation management courses that may include available courses from the Tepper School of Business or the Heinz College of Information Systems and Public Policy as well as courses from Engineering and Public Policy (EPP) department. Innovation Management electives are determined by the students own area of interest and may include the topical areas of Analyst, Consulting, Entrepreneurship, Product Management, and R & D Management.

IV. Course work that can count as either technical or innovation management electives

A number of the graduate courses in EPP are excellent choices for ETIM students. ETIM and EPP courses are both identified by the introductory number “19” in the course number (e.g., 19-XXX). Courses from EPP have the flexibility to count as either a technical or an innovation management elective.

V. Summer internship practicum in engineering and technology innovation management

2.4. Canvas

Students should note that most instructors use Canvas web service corresponding
to their courses. Carnegie Mellon's Canvas page can be found at: https://www.cmu.edu/canvas/

In addition, ETIM staff maintains the ETIM MS Program course on Canvas to reach students with important program & career related information. It's also a forum for incoming students to become acquainted with the program, and for current students to interact with their class. The site includes:

- Announcements
- Academic Calendar
- Career & Internships
- ETIM and CMU Course Information
- ETIM
- Discussion Space
- New Student Information

For the ETIM program, items of importance/interest will be posted directly on the site. As Carnegie Mellon graduate students, you are expected to keep track of such information related to your program, and respond to requests for Canvas submissions appropriately.

ETIM's Career Advisor also utilizes the program Canvas site for providing professional development materials as needed.

To keep track of Canvas postings and requests, students are encouraged to register to receive email notifications from Canvas when new items are posted.

To register, after logging into Canvas...

On the left side bar click the "Account" tab, select "Notifications" and you will see your "Notification Preferences" Dashboard. Select the type of notification type, "Notify me right away," "Send daily summary," "Send weekly summary," or "Do not send me Anything." Make sure to select "Notify me right away" for announcements.

Your registered course should provide you with appropriate Canvas access if the instructor chooses to use Canvas for his or her course. Contact the instructor first if you are not able to access Canvas for a particular course, or if additional technical support is needed, email: canvas-help@andrew.cmu.edu or call: 412-268-9090.

2.5. Academic Standards and Graduation Requirements

I. Course and Minimum QPA
All courses that are counted towards the 96-unit ETIM course requirement for graduation must be taken for credit with a letter grade assigned. Any courses taken as audit or with pass/fail grading cannot be counted towards the 96-unit degree requirement. For each course taken, the policies and procedures of the instructor,
the department, and college in which the course is offered must be followed by ETIM students. The grade will be that assigned by the course professor / instructor. The decision to use plus or minus grading is at the discretion of each course instructor. Mid-semester grades are optional, and Final Grades are posted online to SIO at the end of each semester.

Carnegie Mellon graduate students are graded on a letter grade scale, which can optionally include plus or minus designations at the discretion of the course instructor. The letter grades assigned should be interpreted as follows:
A -- Excellent; student work exceeds expectations
B -- Good; student work is acceptable for an ETIM student
C -- Marginal; student work is not up to ETIM program standards
D -- Unacceptable work for an ETIM student, does not count towards the degree

All ETIM students must maintain a minimum QPA of 3.0 or above in all courses that count towards the ETIM degree to remain in good academic standing and satisfy the requirements of the Master's Degree. Students with QPAs lower than 3.0 at the end of a semester are notified by the ETIM Program Advisor that they are on academic probation and must increase their QPA during the next academic semester. No course with a grade C- or lower will be counted toward the Master's Degree requirements.

When calculating the QPA to meet graduation requirements, the average grade of the 96 units that meet the ETIM degree requirements shall be at least B (3.0.) If a student has taken more than 96 total units, then the student may choose any 96 units of the first 120 units attempted to compute the grade average, providing that the selected 96 units meet all ETIM degree requirements.

Students must also maintain an overall minimum QPA of 3.0 or above in all ETIM required courses. Further, if a grade of C- or lower is earned in any ETIM required course, the student will be immediately placed on academic probation and must retake an approved equivalent course and pass with a grade of C or better prior to graduation.

For University Policy on grades, see:  

For the College of Engineering Policy on grades, see:  
https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html

II. Academic Probation
At the end of each semester, after grades have been posted, the academic performance of each student is reviewed. Courses that negatively affect the core QPA cannot be moved from the core requirement unless another completed course can replace the course with the lower grade. The QPA for academic review is computed based on the guidelines for graduation requirements.
Any student with a cumulative QPA in the ETIM core courses of less than 3.0, or with an overall cumulative QPA of less than 3.0 in all courses that count towards the ETIM degree, is immediately placed on academic probation. Initially, the student will receive written and electronic notification of their placement on academic probation, including the terms and timeframe to remove probation. The student may be subject to the following penalties:

- Cannot be selected to receive scholarship, travel/conference funding, etc.
- May have scholarship funding rescinded.
- May not formally represent the ETIM as an officer or other positions in a student club or campus organization.

A student on academic probation will automatically be removed from probation at the end of the subsequent enrolled semester if their cumulative and core QPA calculations improve to the required 3.0 standard. If an ETIM student has a cumulative QPA in core courses lower than 3.0 or an overall cumulative QPA lower than 3.0 in all courses that count towards the ETIM degree, during the initial or subsequent semester, the student may be permanently dropped from the ETIM program and will not graduate. If this occurs, ETIM students can follow the College of Engineering's grievance procedures as follows:

ETIM graduate students are expected to discuss any concerns or grievances initially with members of their academic departments, including the ETIM Executive Director, and Department Head, as appropriate. If a student wishes, the Associate Dean for Graduate and Faculty Affairs of the College of Engineering is available for consultation. All such discussions will be considered confidential at the request of a 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 Graduate and Faculty Affairs of the College of Engineering. In accordance with the Carnegie Mellon Student Handbook, such appeals will ordinarily be heard and decided by the Engineering College Council. Written materials and findings of such appeal processes are considered confidential for all parties involved.

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

Unless the decision is overturned, the student is not entitled to a refund of tuition or student fees.

**III. Graduation Requirements and Statute of Limitations**

It is the responsibility of each student to ensure that she or he has completed all the necessary coursework for graduation. The ETIM Executive Director and Associate Director are available to advise students during the semester, but only the student can be held responsible for failure to meet graduation requirements. Note that the ETIM curriculum and graduation requirements may be revised from
time to time. However, the requirements in effect at the time of a student's matriculation will dictate the graduation requirements that he or she must follow.

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 the student enrolled in the program. This statutory period can be extended by the College of Engineering'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 ETIM Executive Director and by the College of Engineering'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.

IV. Time Off, Voluntary Leave of Absence, or Withdrawal
Students in the ETIM program are expected to attend classes and participate in all program activities. This excludes any defined academic break periods, and the official University holidays as listed below. For the most up-to-date University calendar please refer to the HUB at [http://www.cmu.edu/hub/calendar.html](http://www.cmu.edu/hub/calendar.html).

**Leave of absence:** A student may need to take a temporary leave of absence for many reasons. Students are required to file a Leave of Absence form with the HUB, after securing the appropriate signature approvals. The leave will take effect on the date that the form is signed by the Dean of Engineering. Return from voluntary leave of absence requires program approval through a Request for Return from Leave of Absence form. Students in good standing in all courses, and on no academic action when taking a Leave of Absence, will be reinstated with the same standing as prior to the leave. Students in poor standing, or on academic probation at the time they request a Leave of Absence, must submit a written request asking for reinstatement to the program which will be evaluated by ETIM Executive Director. All requests for reinstatement must be submitted within the time limit imposed by the 6-year statute of limitations described above.

**Withdrawal:** A student may want to leave the university with no intentions of returning. A student is required to file a Withdrawal form with the HUB. A student cannot return from a Withdrawal. For more information visit the University's Student Leave and Student Return policies, [https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/](https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/).

V. Academic Integrity
Carnegie Mellon maintains the highest ethical standards, and makes continuous effort to identify and create the kind of academic environment that its members wish to enjoy. As a CMU graduate student you are an important participant in our University partnership that includes all faculty, staff, administrators,
undergraduates, and graduate students.

Thus, you are responsible for academic integrity, honesty, and fairness just as it is the responsibility of each of us.

The cornerstone of a student’s academic career is academic integrity. Students are required to become familiar with expectations and policies on cheating, plagiarism and academic disciplinary actions at Carnegie Mellon. This information is available in the Carnegie Mellon Graduate Student Handbook (http://www.cmu.edu/academic-integrity/)

Plagiarism is one specific violation of academic integrity that leads to disciplinary action or expulsion. Doug Sicker, EPP Department Head, has prepared a memo regarding proper attribution; the memo is included as an appendix (7) to this handbook. Please review it carefully.

The University of Indiana has an excellent website that provides examples and then provides a quiz to see if you understand the difference between proper and improper attribution of text. ETIM students are required to complete and pass this quiz before the end of the first week of class, and print and submit the certification given when the quiz is passed. Certifications will be collected by the ETIM staff. Certification to the Executive Director demonstrates that students have learned and understand the approved processes for text attribution and will be held responsible. You will be held responsible for this information if a conflict arises in your academics. The acknowledgement of any collaboration or assistance (by Academic Development, the Global Communication Center, Intercultural Communication Center, and the Academic Resource Center), 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.

The examples and quiz can be found at:

https://www.indiana.edu/~istd/plagiarism_test.html

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.

VI. University 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 sources expected to be referenced 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 [CMU Office of Research Integrity and Compliance website](https://www.cmu.edu/research-integrity/) describes the university's position on ethical research: “Carnegie Mellon University is responsible for the integrity of research conducted at the university. As a community of scholars, in which truth and integrity are fundamental, the university must establish procedures for the investigation of allegations of misconduct of research with due care to protect the rights of those accused, those making the allegations, and Carnegie Mellon University. Furthermore, federal regulations require the university to have explicit procedures for addressing incidents in which there are allegations of misconduct in research. Research misconduct is defined as
fabrication, falsification, or plagiarism in proposing, performing, or reviewing research, or in reporting research results...”

VII. ETIM Protocol and Penalties for Academic Integrity Violations
Violations will be handled on a case by case basis. In addition to the course-level action imposed by the instructor, students may be subject to the following penalties:
• Any scholarships provided by ETIM rescinded, including retroactive rescinding of scholarships received in previous semesters.
• Cannot be selected to receive awards, travel/conference funding, etc.
• May not formally represent the ETIM as an officer or other positions in a student club or campus organization

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 the penalty. If the student attempts to drop the course, he/she will be re-enrolled. If the student retakes the course or an equivalent course to fulfill the program requirement or prerequisite, he/she will be charged additional tuition.

Students who want to appeal an academic integrity action must state in writing to the Provost their intention to do so within one week of the penalty date in question, and then must submit their written appeal to the Provost no later than two weeks after said penalty date. Appeals must be in writing, with appropriate documentation.

In extreme cases where the first violation is particularly deplorable as determined by the ETIM Executive Director and Associate Director, a student may be permanently dropped from the ETIM program. Upon a second academic integrity violation, the student will immediately be dropped from the ETIM program.

University-wide Academic Disciplinary Protocol
Procedures for dealing with allegations of these policy violations are detailed in the university's Academic Disciplinary Action Procedures for Graduate Students: https://www.cmu.edu/student-affairs/theword/academic/graduate-academic-disciplinary-procedures.html which is published as part of The WORD student handbook. Periodic review of these procedures will be overseen by the Dean of Student Affairs or her/his designee in consultation with Faculty Senate and the relevant student governing bodies. Any amendments to these procedures are subject to the approval of Faculty Senate.

Additional guidelines and procedures for graduate students may exist at the college/department/program level, in which case they are communicated in the college/department/program graduate student handbook.

VIII. Grievance Resolution; Graduate & University Ombudsman
Graduate students are expected to discuss any concerns or grievances initially with members of their academic program, including the Executive Director, Associate Director, and/or academic advisor as appropriate. If a student wishes, the Associate Dean for Graduate and Faculty Affairs of the College of Engineering is available for consultation. All such discussions will be considered confidential provided no laws are broken and unless otherwise told by the graduate 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 Graduate and Faculty Affairs of the college. If a resolution cannot be reached by this process, an appeal may be made to the Provost at the request of either the student or the college.

A summary of the graduate student appeal and grievance procedures is available at the following link: http://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html. Within the ETIM program, students are encouraged to work with the Executive Director and Associate Director when problems arise. However, situations may arise where students need advice on some aspect of their activities or interactions with others in the ETIM program, yet may not feel it is appropriate to speak with their advisor or another member of the faculty. While close friends and family are important resources in such situations, it is also true that their scope of experience might not include working toward a Master’s degree in Engineering at Carnegie Mellon.

The Assistant Vice Provost for Graduate Education, Suzie Laurich-McIntyre, is the university Ombudsman for graduate students. You may contact her at 8-7307 or slaurichmcintyre@andrew.cmu.edu. The Ombudsman’s role is to provide support for graduate students under complete confidentiality (provided no laws are broken and unless otherwise told by the graduate student). The Ombudsman will assist and support graduate students to help clarify issues and suggest possible solutions to problems as well as direct students to the appropriate departmental and college processes and resources for handling.

The Office of Community Standards & Integrity
http://www.cmu.edu/student-affairs/ocsi/

The Office of Community Standards & Integrity shares work in the arena of academic integrity. The Office of Community Standards & Integrity is managing reports of academic integrity violations on behalf of the Dean of Student Affairs. OCSI partners with the academic colleges to ensure appropriate follow up with students, inclusive of first level violation meetings and convening academic review boards when appropriate. OCSI’s department will maintain all records and documentation related to violations.

While the Office of Community Standards & Integrity aims to ensure appropriate follow up when policies are violated, the office is also invested in proactive education.
2.6. Internship Practicum

All ETIM students are required to gain professional experience in an aspect of innovation management as part of their ETIM MS program. The purpose of the internship is for students to enhance the educational and professional value of their curriculum by applying knowledge from coursework and clarifying academic and career interests. The internship requirement is also an opportunity to understand the professional job market and to build personal networks. Since the internship is a requirement of the ETIM program, failure to secure an internship may result in a student being permanently dropped from the ETIM program.

Students are responsible for securing the internships. Guidance is available from the ETIM Executive Director and from the ETIM Career Advisor, who offers one-on-one advice to ETIM students, and group workshops on various topics, including how to utilize resources offered by the Carnegie Mellon Career and Professional Development Center. You will also receive updates via email from citcc@andrew.cmu.edu.

An important Career and Professional Development Center event to be aware of early on in the program is EncompassCMU (Spring) held in early February. This job fair is a prime opportunity to meet potential employers. For details on EncompassCMU and other future campus job fairs:
https://cmu.joinhandshake.com/events

To see Career and Professional Development Center updates, visit the CMU Career and Professional Development Center website:
http://www.cmu.edu/career/index.html

Please carefully review the CPDC site’s Ethical Job/Internship Search Policy:
https://www.cmu.edu/career/students_and_alumni/ethical_job_search_policy/index.html

The minimum internship duration requirement is 8 weeks, 30 hours per week. Students can and are encouraged to take longer internships when appropriate. For international students on an F-1 Visa, the internship duration is kept within the summer semester: the internship start and end dates must fall within the summer term. International students must have the appropriate work authorization in order to complete their summer internship. Information about OPT and CPT work authorizations can be found on OIE’s website. CPT dates must be authorized to align within the university academic calendar dates of each semester that it is authorized. International students should communicate these dates to employers during their interviews.
International students are required to consult with Office of International Education for eligibility before seeking an internship or signing an offer contract. To satisfy ETIM academic requirements, internships must be approved by the ETIM Career Advisor. The ETIM Internship Form (Appendix 6), and an associated offer letter, must submitted to the ETIM Career Advisor for approval before an internship begins.

There are also reporting and presentation requirements for internships, associated with ETIM course 19-684. Internship requirements are posted on the ETIM program Canvas site.

2.7. Tracking Progress and the ETIM Course Audit and Curriculum Planning and Progress Guide

An ETIM Course Audit will be used by ETIM's Academic Advisor to track each ETIM student's progress against the ETIM program requirements (see Appendix). This Course Audit will be reviewed each semester by ETIM's Academic Advisor together with each ETIM student to ensure that ETIM course requirements are being met and to enable students to document their goals and progress. It is the responsibility of each individual ETIM student to ensure that they are on progress to meet ETIM's program requirements in order to graduate on schedule. Also, it is the responsibility of each ETIM student to maintain a copy of their Course Audit as well as to review it together with ETIM's Academic Advisor if any course updates or changes are made.

It is required for you to meet with ETIM's Academic Advisor at key points during your graduate studies:

1. To plan your first ETIM (Spring) semester and discuss objectives (this meeting occurs before you arrive at CMU, often by telephone)
2. To plan your Fall course registration
3. To confirm your Fall schedule (mid-late August)

Please note that while these three meetings are required, you should feel free to make an appointment with ETIM's Academic Advisor at any time to discuss any concerns you might have regarding graduate matters.

For course planning purpose, ETIM students may use a Curriculum Planning and Progress Guide (CP&P). Appendix 2 shows the Curriculum Planning and Progress Guide that may be completed by every student and submitted to the ETIM Associate Director at key academic advising sessions during the year. Dual Degree ETIM students may also use this CP&P to briefly document progress toward their non-ETIM degree.
2.8. Degree Convocation, Commencement Events, and Diplomas

The University confers degrees three times a year—in May, August, and December. However, there is only one University-wide Commencement event, and it is held in May. Students who have graduated in August or December of the previous year, as well as those graduating in May are invited to participate in this event. It is usually held during the third Sunday in May. Before the campus-wide Commencement event, EPP will hold a Commencement Breakfast. The ETIM and the EPP department will pass along information and invitations to you as you near graduation.

ETIM graduates receiving diplomas in May will receive them at the EPP Commencement Breakfast, or graduates can opt to have them mailed to them.

Diplomas for December graduates are mailed to graduating students in mid/end of March. Students will be reminded by Enrollment Services to update their forwarding addresses in the SIO (Student Information Online) so that the University can have diplomas mailed to the correct addresses. The university will not mail December diplomas to EPP or another CMU address. However, if December graduates would like to have their diploma presented to them during the EPP Commencement Breakfast, they are encouraged to bring the diplomas to the event.

3. Registration, Enrollment, and Student Status

3.1. Registration & 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 at: https://www.cmu.edu/hub/registrar/student-records/verifications/index.html

Each semester, students must go through the process of enrollment. Enrollment consists of two parts: course registration and cashier’s office clearance. Carnegie Mellon has streamlined the process of enrollment by creating the HUB, located in the basement of Warner Hall. The HUB includes the Registrar’s Office, the Cashier’s Office, and the Student ID Center. They have a website that contains pertinent information on a variety of issues such as cross-registration, grading policies, financial aid, etc. (https://www.cmu.edu/hub/index.html). Their phone number is x8-8186. If you have any trouble at all with registering, dealing with the HUB, or any enrollment-type issues, please see the ETIM staff. They may have contacts in Enrollment Services and the HUB who will be able to get the problem resolved quickly.

To register for courses: Registration opportunities start in November for the Spring
semester and in April for the Fall semester. All graduate students should register at this time. Registration is handled online via the Student Information Online (https://www.cmu.edu/hub/sio/about.html). If you are not able to register in November or April, you do have until the tenth day of class to register each semester. However, it is not recommended that you wait that long, as classes fill quickly. If you are not enrolled by the tenth day of class, you will be administratively withdrawn by Enrollment Services and will be assessed a late fee to register. You will then need to check with the ETIM graduate program staff about being reinstated.

Appendix 4 provides an overview how to register for courses in SIO (this document uses the Fall 12 semester as an example).

Other information on registration and the links above are available from the HUB’s website: https://www.cmu.edu/hub/registrar/registration/index.html. If you have any problems, see the ETIM graduate program staff.

For those interested in registering for Tepper courses, you must register using the "Graduate Student Course Requests (other than Tepper School students)" system located on the Tepper School of Business website.

For a description of Tepper courses, please visit:

http://public.tepper.cmu.edu/WorkingSchedule/CurrentStudentWorkingSchedule.aspx

Tepper Registration Process (for non-Tepper students):
For Tepper graduate level/MBA courses (those with a "6" or higher as the third number, for example "45-807"), not all MBA courses are made available to non-MBA students.  Tepper has a multi-step process for gaining admission to their classes.

It is described at:
https://www.cmu.edu/tepper/programs/mba/curriculum/mba-course-requests/index.html

In addition to registering with the Tepper system, you will need an e-mail with the professor’s permission. This process is described at the link provided above. Please contact the professors of the courses as soon as possible, identifying yourself as an ETIM student with an interest in their class, asking for their permission. Once you have email approval from the Tepper Professor, follow the instructions from the Tepper link above to submit the approval.

The Tepper system will also send your ETIM advisor an email requesting an approval; the advisor will let you know when the notice is sent, and will respond to
any such requests.

Important: When enrollment is complete, and at midterm, it is your responsibility to check to make sure you are registered in the correct courses and correct number of units. Because ETIM students take courses from different departments and may do several course drops and additions, complications can occur. If you do encounter an error, please see the ETIM staff who can advise you on the procedure you will need to follow.

See University Policies for regulations on Adding, Late Adding or Dropping courses. Please see The HUB for forms and procedures.

A typical ETIM (and CIT) course load is 48 units per semester and ETIM students are permitted to take a maximum of 54 units per semester. Registering for more than 54 units is considered only on an exception basis and requires special permission from the ETIM Academic Advisor. All full time students must be registered for a minimum of 36 units per semester.

It is extremely important for international students on F1 visa’s to make sure they are carrying 36 units or more. Failure by an international student to carry 36 units or more can result in termination of student visa status by the U.S. Department of Homeland Security. Contact OIE with questions.

3.1.1. Summer Registration and Curricular Practical Training

The ETIM program has been designed with the expectation that the summer will be devoted to an internship to provide professional experience in lieu of coursework. Spring and Fall semester ETIM tuition does not cover summer courses.

In order to satisfy the internship requirement, all students must do the following:

1. Submit their summer internship form to the ETIM Career Advisor for approval by the deadline posted in Canvas.
2. Obtain and submit a copy of their internship offer letter to the ETIM Career advisor.
3. Be registered by the ETIM Program Staff for the ETIM course, Internship Practicum (19-695) for summer semester (Semester M). Note: Any units associated with course #19-695, do not contribute towards the minimum requirement of 96 academic units for the ETIM degree.

These steps are mandatory for all ETIM students, but they are especially important for international students, who must be legally registered for the semester to both maintain their student visa status to work in the U.S. outside of Carnegie Mellon, in order to fulfill their ETIM program requirements. International students typically complete internships under “curricular practicum training,” or CPT. To see if you are
eligible for CPT, you must check with your foreign student advisor in the Office of International Education (OIE). It is important to note that in order to qualify for CPT, the job you are applying for must be related to ETIM. If you have any questions on this procedure, see the ETIM staff.

In the summer, there are no tuition charges for the ETIM Internship course “Internship Practicum” #19695.

3.1.2. Cross-Registration

On occasion, there may be a course at another university in the Pittsburgh area that is important to you, but not offered at Carnegie Mellon. In this case, cross-registration may be possible. All full-time Carnegie Mellon graduate students have the option of taking one course at any of the ten PCHE Institutions. CMU’s policy on cross-registration can be found here: https://www.cmu.edu/hub/registrar/registration/cross/. Consult ETIM’s Academic Advisor for additional details.

3.2. Payments

3.2.1. Tuition Invoices and Updating Your Student Record

Students are responsible for paying tuition. Tuition invoices are automatically generated by Enrollment Services and are accessible electronically via Student Information Online (http://www.cmu.edu/hub/sio). Spring semester invoices are generated in December with payment due in early January; Fall semester invoices are generated in July with payment due mid-August. There will be a late fee assessed on all unpaid balances remaining after the due date for which you will be responsible.

After you have settled in, it is important that you confirm that your tuition invoices are being received. Check your student record in the SIO (Student Information Online system) to ensure that both your local and permanent mailing addresses on file are accurate. The address initially on file at Enrollment Services is the permanent address that you provided on your ETIM application form. You can make address changes in SIO by visiting the HUB’s website (http://www.cmu.edu/hub) and clicking on “Student Information Online.”

Please do not ignore any invoices that you receive from Carnegie Mellon. If Carnegie Mellon invoices do not agree with your personal records, visit the HUB promptly in order to have the matter resolved before the invoice due date.

For information on financial aid and additional information on invoicing, making payments, etc., you can refer to the graduate student financial assistance page on
the HUB’s website (https://www.cmu.edu/sfs/).

3.2.2. Fees and Additional Charges

Students are responsible for paying health insurance, a student activities fee, technology fee, and the Port Authority bus fee each year. See Section 4.3 for more information on paying health insurance.

3.3. Student Status

To remain in good academic standing in the ETIM program, students must make normal progress in completing the program’s requirements while maintaining a QPA of 3.0 or above.

3.3.1. Inadequate Progress

A student who feels “in trouble” with coursework should speak with the course professor right away. If “trouble” continues, he or she should also alert either the ETIM Executive Director or the ETIM Advisor. Do not wait until the problem becomes insurmountable. In cases of poor performance in courses, the faculty and administration of the program will work with the student to try to understand any difficulties and help the student improve performance.

If, however, inadequate performance and progress continue, the implications can be serious. If poor academic performance will affect a student’s financial obligations, the student will be notified via a letter or email. At mid-semester review, if inadequate performance and progress continue to the point where the improvement needed for successful completion of the degree appears highly unlikely, a student may be asked to leave the program. Before this occurs, the student will receive written notification with corrective actions.

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 Graduate and Faculty Affairs of the College of Engineering is available for consultation. All such discussions will be considered confidential at the request of a 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 Graduate and Faculty Affairs of the college. In accordance with the Carnegie Mellon Student Handbook, such appeals will ordinarily be heard and decided by the Engineering College Council. Written materials and findings of such appeal processes are considered confidential for all parties involved.
If a resolution cannot be reached by this process, an appeal may be made to the Provost at the request of either the student or the college.

3.3.2. Policy on Course Drop and Withdrawal by Graduate Students

See University Policies for regulations on Adding, Late Adding or Dropping courses. Please see The HUB for forms and procedures.

Students at Carnegie Mellon may drop a course by accessing on-line registration on or before the drop deadline as published in the official university calendar. Policies for graduate students vary and students should be advised to check with their individual colleges/ departments/programs for details. When a course is dropped by these deadlines, the course is removed and does not appear on the academic record.

For undergraduate and most master’s courses, the deadlines for dropping a full-semester course have moved to the sixth week of the semester, and the course withdrawal date has been moved to the 10th week of the semester.

Carnegie Mellon University instituted late-drop voucher system effective Fall 2018 for most master's students. Late-drop vouchers allow you to work with your advisor to drop a course after the standard drop deadline. You can use up to one voucher per semester to drop a course after the standard drop deadline, up to the last day of classes. You receive a limited number of vouchers aligned with your degree level and the length of your program of study: three for undergraduates during their academic career; and one for master’s students for each 12-month period of study.

**VOUCHER INSTRUCTIONS:**

1. A student wishing to drop a course after the deadline must first consult with their academic advisor. It is important to note that vouchers are not intended to be used for exceptional or extenuating circumstances; additionally, drop vouchers cannot be used to drop below full-time status (36 units).
2. After consultation, the academic advisor will initiate a drop voucher request in S3 (the student information system).
3. After the request is initiated by the advisor, the student will receive an automated email requesting that they confirm the voucher information is correct within SIO (by selecting 'Official Schedule' under the 'Registration' tab, and clicking 'Confirm Drop'). **The student will have 24 hours to confirm the drop; otherwise, the course will remain on their record.**

Late Course Withdrawals

Students wishing to withdraw from a course after the deadline must obtain approval from their academic advisor, and complete and submit a Course Withdrawal Request (pdf) form.

This “W” grade does not affect a student’s QPA. A graduate student can petition the
department head to remove a W grade from their transcript if there are extenuating circumstances.

Because ETIM students may also take courses in CMU Colleges other than the College of Engineering, please be aware that the policies and schedules differ for courses from the Heinz College and Tepper School of Business (including add/drop and withdrawal).

All academic calendars including the official university calendar, the Heinz College and Tepper School of Business calendars are posted on the ETIM Canvas site.

**3.3.3. Extended Absences from Carnegie Mellon**

A leave of absence must be requested in advance if a student intends to be away from Carnegie Mellon for an extended period (other than during the summer internship). A student who interrupts his or her program of study without an approved leave of absence may be considered to have withdrawn. Students who have withdrawn will be required to seek readmission before returning.

International students taking a leave of absence from Carnegie Mellon must contact the Office of International Education (OIE) in order to correctly address any visa issues associated with leaving the University.

**4. Student Services and Policies**

**4.1. University Computing**

By the time you arrive on campus, you will have received your Carnegie Mellon Computing user ID (also considered your Andrew ID) that will allow you access to the Andrew Network System. The University recommends that you change your password soon after your initial login. If you have not done so, please make a point to do this from the following site: https://www.cmu.edu/computing/services/security/identity-access/account/password.html

If you have any questions on computing or getting your computer set up on the Andrew Network, you should email Carnegie Mellon Computing Services at advisor@andrew.cmu.edu or call x8-help (x8-4357). Their website is: https://www.cmu.edu/computing/

The University maintains seven public computer labs known as “clusters.” You can access the Carnegie Mellon network and paid printing from these clusters.

For a map of cluster locations around campus, visit: https://www.cmu.edu/computing/services/endpoint/printing/printers-labs-map.pdf
4.2. ETIM and EPP Computing

For students with personal computers, the ETIM workspace located in Hamburg Hall A206 is equipped for students to have access to the wireless network by means of their Andrew IDs.

Please note: ECE is NOT to be contacted for a problem with your personal computer. If you have a problem with your own machine, you will need to contact Carnegie Mellon Computing Services at: advisor@andrew.cmu.edu or x8-4357.

Information related to setting up departmental printers can be found in Section 5.9 of this handbook.

4.3. Student Health Services, Insurance, and Student Fees

Carnegie Mellon Student Health Services offers a range of services, just as you'll find at any doctor's office outside of the University, but the cost is often more affordable. You'll find their contact information and office location in the University Contacts Section of Appendix 1.

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. There is a small visit fee to see the physicians and advanced practice clinicians; nurse visits are free of charge. Fees for prescription medications, laboratory tests, diagnostic procedures and referral to the emergency room or specialists are the student's responsibility. UHS also has a registered dietician and health promotion specialist on staff to assist students in addressing nutrition, drug and alcohol and other healthy lifestyle issues.

In addition to providing direct health care, University Health Services (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. It also covers most of the fees for care at Student Health Services. 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.

On their website you will find the current rates and plans available. Carnegie Mellon adheres to a "hard waiver" policy. This means that all students will automatically be charged for basic health insurance coverage at the beginning of each academic year. In order to opt out of this basic coverage, the student must download a waiver form from the University Health Website and provide proof that they have other health insurance coverage. This must be no later than January 31 and the charge will be removed. Details on this process can be found on the University Health Website:
Students are responsible for paying their health insurance by the due date noted on their electronic invoice in SIO. Students may either pay their health insurance in one lump sum by the due date or in monthly installments. If the latter, they will need to sign up for the payment plan offered through Tuition Management Services (TMS) by the due date. To sign up with TMS, visit their website [http://www.afford.com](http://www.afford.com), call 1-800-722-4867. You can also find information on TMS on the University Health Services website as well as the HUB’s website.

Currently health insurance plans for the academic year begin August 1 and run through July 31. For students planning an August graduation and wish to purchase CMU health insurance for the month of August they will need to contact University Health Services well in advance of August 1 and follow their procedures.

Carnegie Mellon health insurance plan charges are issued based on the academic year (all plans begin in August and end at the end of July the following year). Because the ETIM program runs from January to December, 7 months of your health insurance will be covered by the 2018/2019 Health Insurance plan, and 5 months by the 2019/2020 Health Insurance plan.

Student Health is able to pro-rate the health insurance for Spring 2019; you are automatically charged only 7/12 of the 2018/2019 annual plan premium. For the Fall 2019 semester, however, you will be charged for health insurance for the entire academic year (2019/2020). Students graduating in December 2019 can receive a reimbursement for Spring semester 2020’s portion of the insurance premium after you graduate if:

1) You did not use the insurance in the Fall 2019 semester, on or after August 1, 2019.
2) You complete a cancellation form when you graduate in December 2019.

The University does offer a 9 (or 10) month health insurance payment plan that can be set up through a subcontracted company called TMS (Tuition Management Services). Details found on the website cited above. For a complete explanation of Carnegie Mellon University’s health insurance policy, please visit the website cited above.

Additional questions should be directed to University Health Services at x8-2157 (off campus dial 412/268-2157), or emailed to health@andrew.cmu.edu, [www.cmu.edu/HealthServices/](http://www.cmu.edu/HealthServices/)

Students can also email shinsure@andrew.cmu.edu.

### 4.3.1. Counseling and Psychological Services
**Counseling and Psychological Services (CaPS)** addresses the mental health needs of the CMU community through a variety of services. CaPS provides a safe, confidential environment to talk about personal or academic concerns. CaPS assists students who need to connect with mental health resources in the community and support staff, faculty, and family members who have concerns about the wellbeing of a student. CaPS strives to promote students’ capacity for psychological growth and maturation through greater self-awareness and psychological insight.

All counseling center services are provided at no cost.

For an appointment, call during regular office hours. For crisis support, the phone is answered 24/7. **CaPS – 412-268-2922**

https://www.cmu.edu/counseling/

**HOURS**
The CaPS office is open:
Monday through Friday
8:30 a.m. to 5:00 p.m.

CaPS is located on the 2nd floor of Morewood Gardens, E-Tower. Enter through the red entranceway at the back of E-Tower. Take the elevator to the 2nd floor.

**4.4. Student Housing**

The Housing Office provides information for new students looking for housing off campus. Available on their website (https://www.cmu.edu/housing/) under “Community Housing” are current listings of apartments within a reasonable distance from Carnegie Mellon. Also, available are detailed maps of Pittsburgh streets, day care facilities and schools, campus furniture sales, and several booklets on the city of Pittsburgh. The Housing Office is located in Morewood Gardens.

Students can also use the ETIM Canvas site to connect with current students to post or search for housing opportunities. Specifically, the “Housing Opportunities” forum may be useful. Visit the ETIM program Canvas page, and navigate to: **New Student Info--> Finding Housing** & other postings can be found in the Discussion Boards.

When looking for home furnishings (and sometimes even available sublets or new leases) Carnegie Mellon students often look to the Facebook page “For Sale @ CMU.” On this FB page, you will find postings in which current students are selling, trading, and sometimes donating just about anything, including home furnishings, and sometimes even notices of available apartments or sublets. Request to join.

In addition, many students use internet databases as an alternative method to
finding housing and home furnishings. For more details, contact the ETIM staff.

4.5. Important Carnegie Mellon Policy Websites, University Policies & Expectations

4.5.1 The Word

In addition to the contents of this handbook, graduate students are expected to be familiar with The Word, Carnegie Mellon University Student Handbook. The Word contains additional information regarding University-wide policies, some of which are specific to graduate students, procedures, resources and opportunities. The Word can be found on-line at: http://www.cmu.edu/student-affairs/theword//.

4.5.2 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:

- Academic Integrity Website: www.cmu.edu/academic-integrity
- University Policies Website: www.cmu.edu/policies/
- Graduate Education Website: http://www.cmu.edu/graduate/policies/index.html
- The College of Engineering (CIT) policies: https://engineering.cmu.edu/education/academic-policies/graduate-policies/index.html
- For University Policy on grades, see: http://www.cmu.edu/policies/student-and-student-life/grading.html
- For the College of Engineering Policy on grades, see: https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html

The process for handling various academic and non-academic policy violations or other grievances vary from policy to policy. A Summary of Graduate Student Appeal and Grievance Procedures is available at: https://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html.

Sanctions and resolutions for policy violations depend upon specific situations, as outlined in The Word. Examples of sanctions include warnings, expulsion from the University, and withholding of a degree. www.cmu.edu/student-affairs/theword//index.html

ETIM students who commit Non-Academic Integrity Violations may also be subject to the penalties previously outlined for academic integrity violations:

- Any scholarships provided by ETIM can be rescinded, including
retroactive rescinding of scholarships received in previous semesters.

- Cannot be selected to receive awards, travel/conference funding, etc.
- May not formally represent the ETIM program as an officer or other positions in a student club or campus organization

4.5.3. Non-Academic Policies

The process for addressing alleged violations of non-academic policies and appeal procedures can be found on the University Policies website at: https://www.cmu.edu/policies/ and in The Word at: https://www.cmu.edu/student-affairs/theword//community-standards/index.html, including contact information for questions.

University Drug and Alcohol Policy

Please be aware of the university's annual alcohol and drug brochure, which is available online at https://www.cmu.edu/policies/administrative-and-governance/alcohol-and-drug-policy.html. The university takes seriously its obligation to ensure community members understand Pennsylvania law and the university's policies and expectations regarding alcohol and other drugs. Additionally, we seek to provide information on the support available for anyone in need. Please review and become familiar with both the policies and resources contained in this document. This publication was compiled as a resource by staff in the Office of the Dean of Student Affairs.

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 at: https://www.cmu.edu/policies/administrative-and-governance/sexual-harassment-and-sexual-assault.html. 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

For this policy to be meaningful, it is important that all community members
understand its contents and share our obligation to uphold these standards. Together we can help to prevent incidents of sexual harassment and sexual violence and thoughtfully respond should such incidents occur. If you have any questions or concerns, see any of the ETIM staff.

**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 course work 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.

4.6. **Intellectual Property Policy**

Students involved in projects could in some cases be involved in the development of intellectual property with commercial value. In such cases, the student may want to refer to the University policy governing intellectual property that can be found at: [http://www.cmu.edu/policies/documents/IntellProp.html](http://www.cmu.edu/policies/documents/IntellProp.html)

4.7. **Student Concerns**

If graduate students have any concerns or grievances, they are expected to discuss these concerns with members of their program or academic department. For ETIM, resources include Jimmy Williams, Karen Fleischman, Julie Mull and EPP Department Head Doug Sicker. All such discussions will be considered confidential at the request of a student.

If you encounter any problems during your Carnegie Mellon graduate career that have not been resolved through the ETIM program office, the University provides avenues of assistance at both the college and University levels.
At the college level, you may seek the assistance of the CIT Associate Dean for Graduate and Faculty Affairs. You may also file a formal grievance or appeal under the procedures set forth by CIT. See https://engineering.cmu.edu/education/academic-policies/graduate-policies/index.html

At the University level, the key point of contact is Suzanne Laurich-McIntyre, Assistant Vice Provost for Graduate Education. Dr. Laurich-McIntyre is the central primary ombudsperson for graduate students University-wide. She is available to meet whenever students need a person outside their department and college to brainstorm, strategize, gain advice, and sometimes mediate a problematic situation.

If any issue presents that you feel needs to come to the attention of the university's administration and you wish to report it anonymously, the following confidential hotline is available to report any suspected unethical activity within this community: http://www.reportit.net (user name: tartans, password: plaid). All submissions are referred to appropriate university personnel for prompt review and appropriate follow-up. Contact information for the individuals listed above can be found in Appendix 1 of this handbook.

### 4.8. 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 with disabilities are encouraged to self-identify with Equal Opportunity Services by contacting the Office of Disability Resources (https://www.cmu.edu/disability-resources/, email: access@andrew.cmu.edu) to access the services available at the university and initiate a request for accommodations.

### 4.9. International Students

The foreign student advisor in the Office of International Education (OIE) is the person to contact if you have any questions on or problems with your visa, the Department of Homeland Security (DHS), etc. OIE is located in Posner Hall, First Floor, x8-5231. Their website is found at: https://www.cmu.edu/oie/

Every summer, in order to continue his or her studies at the University, international students will need to fill out an "Extension of Stay" form showing his or her source of support. This form is available from OIE. If, for any reason, you are planning to leave the country—whether for a vacation, internship, etc.—you will
need to check with OIE to make sure you fill out the necessary documentation for re-entry into the U.S.

Full-time option – The MS degree program is a full-time program in which students complete two full-time semesters (minimum 36 units per semester). Students interested in completing the program outside of the standard two full-time semesters should discuss this carefully with an OIE MS Advisor prior to enrollment. (The 96 units will be mentioned under the program requirements).

Part-time MS enrollment is an option available for students in special circumstances, such as students who would like to pursue an MS degree while maintaining external employment. Note that immigration regulations do not allow Carnegie Mellon University to issue visa documents for the part-time MS program.

For international students who plan to complete their ETIM summer internship in the U.S., please see Section 3.1.1.

4.9.1. Intercultural Communication Center (ICC)

The ICC will help any international student learn to speak, read, write, and/or improve his or her understanding of English, free of charge. They offer free 40-minute weekly tutoring sessions (one-on-one with a trained student), which range from learning to read, write, and speak better, to listening and understanding better. These individual sessions are geared to help you where you feel you need it. There is no commitment on your part and they are conducted solely to help you feel more comfortable with English.

We encourage you to take advantage of workshops and seminars offered by the ICC, particularly if you are having difficulty with the language or acclimating to American culture. More information on times, dates, or the Center itself is available by visiting the ICC website (http://www.cmu.edu/icc) or their main office located in Warner Hall room 308, or by calling x8-4979.

https://www.cmu.edu/icc/handouts/AdviceIncomingStudents.shtml

4.9.2. Post-Graduation Work in the U.S.

The Department of Homeland Security (DHS) has very strict guidelines to which all non-U.S. students who wish to work in the United States after graduation must adhere. International students who plan to work in the U.S. should make an appointment to talk with an OIE counselor within their first semester in the ETIM program in order to learn the necessary procedures.
4.10 Global Communication Center (GCC)

The Global Communication Center is a tutoring resource supporting students' efforts to improve their written, oral, and visual communication skills. GCC supports any student, at any level, in any discipline, at any stage of the composing process.

GCC is open for one-on-one tutoring on the ground floor of the Hunt Library. The tutors are all advanced students, selected for their strengths as communicators, who have taken an intensive practicum on communication theory, research, and instruction. To meet with one of these tutors, it is recommended that you make an appointment (http://www.cmu.edu/gcc/appointment/index.html) at least one hour in advance. However, you may also walk into their location in the Hunt library. The GCC recommends you bring electronic copies of your assignment prompt and any materials you have prepared.

The GCC works with graduate students on a variety of documents, including:
- Dissertation proposals
- Dissertations, Masters' theses, and Masters' projects
- Journal articles
- Conference presentations
- Job application materials
- Grant proposals
- Research statements
- Course assignments and other projects

You may contact GCC at gcc-cmu@andrew.cmu.edu if you have questions, comments, or suggestions about the Global Communication Center. Below is the contact information for the center's mailing address and phone number:

Global Communication Center
5000 Forbes Avenue
Pittsburgh, PA 15213-3890
USA

Office Phone: +1 (412) 268-9633

4.11 Statute of Limitations

Students must complete all requirements for the ETIM master's degree within a maximum of six years from original matriculation as an ETIM master's student. Once this time-to-degree limit has lapsed, the person may resume work towards an ETIM master's degree only if newly admitted to the ETIM master's degree program under criteria determined by program at that time.

This statutory period can be extended by the CIT Associate Dean for Academic 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 ETIM program director, the Department Head of EPP and by the CIT Associate Dean for Academic 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 any other requirements and will specify a time period for completion of the program.

5. Facilities and General Office Procedures (for EPP and ETIM)

Following these procedures enables the department and University to serve you properly. The EPP Business Manager, Karen Fleischman and Julie Mull are your contacts for financial matters, office space, and facility details. For all other graduate procedures, talk with Karen. See Appendix 1 for a list of relevant departmental contacts.

5.1. ETIM Offices and Access

ETIM's conference rooms and library are available to reserve for ETIM student meetings (please contact Julie or Karen.)

EPP's main office is located in 129 Baker Hall, which includes a reserve-able conference room, kitchen space for that area, fax machine, mail room, and a printer/scanner for department-wide use. It also contains staff and faculty offices.

EPP also has space in Hamburg Hall (Suites A204 and A206) and Wean Hall (3rd floor, 3700 wing).

Hamburg A206 is designated as shared ETIM Program and office space. Hamburg A204 is designated as EPP PhD student office space. Wean Hall 3700 wing contains a reserve-able conference room (3701), an undergraduate lounge, and several EPP PhD student offices.

5.1.1. Student ID Card Building Access

Your student ID card will be both a method for identifying you as a Carnegie Mellon University student, and will provide safe building access for you on evenings and weekends via a swipe station at the entrances to most campus buildings. This includes Baker, Hamburg, and Wean Halls. We encourage students to keep their ID cards on them at all times in case identification or building access is needed unexpectedly.

You will need to visit the HUB in the basement of Warner Hall, Lower Level in order to obtain your student ID card.
5.1.2. Engineering and Public Policy Department Keys

Student ID cards are needed to access the ETIM office. Your ID card will allow access to HBHA206 and HBHA204. Please report access issues to Julie Mull.

Available upon request are the keys for access to the Baker Hall and the EPP Wean Hall conference rooms.

The departmental keys are available when needed from EPP staff member Kimberly Martin (see Appendix 1) for the following offices:

Key 1: EPP 129 Baker Hall main office (this key will also open the door to the fax and mail room and the Baker Hall conference room).

Key 2: EPP Wean Hall 3107 conference room.

Please do not lose these keys—this would compromise the security of the EPP offices. If keys are lost, there is an associated replacement cost of $10.00. Kimberly Martin handles the dispensing and coordinating of department keys. Keys must be returned to Kimberly Martin upon completion of ETIM coursework or before students leave Carnegie Mellon.

Upon leaving Carnegie Mellon, unreturned keys can result in a hold on a student’s diploma or an unpaid fee on a student’s account. Please do not forget to return departmental keys—the ETIM staff will remind students of the deadline for doing so upon completion of the program.

The Baker Hall 129 Suite front door and conference room are locked after normal working hours (8:30 A.M. to 5 P.M., Monday-Friday) and all weekend. Other EPP offices are locked at all times. Though graduate students are permitted to use their keys to access EPP offices during closed hours, it is the responsibility of the LAST person in the office to close and lock all doors and to turn off the lights.

5.2. EPP Kitchen Areas

All EPP offices include either a shared kitchen area or a shared microwave oven and refrigerator for the use of EPP & ETIM faculty, staff, and graduate students. It is the responsibility of all to keep these areas neat and clean. Please do not keep food in the refrigerator longer than 5 days, and do not cook any especially smelly food, during normal work hours. When cooking, please cover food to prevent splattering. Wipe up any splatters or spills immediately. Office staff members are not to be mistaken for cleaning staff. So please wash and put away your dishes and/or utensils. Any neglected dirty dishes and utensils will be thrown away.

In all kitchen areas, students, staff, and faculty are expected to wash their own mugs.
and dishes, clean up their own spills, and empty the refrigerators of old food on a regular basis. If students do not cooperate on cleaning shared space, a cleaning list will be created and enforced.

For more on this and all of the office rules, see Appendix 9 & 10.

5.3. Student Office Space and Lounge

5.3.1. ETIM Graduate Student Spaces

ETIM MS students have a shared workspace in Hamburg Hall A206. This includes the main A206 suite, as well as the A206B library and quiet study rooms, which will accommodate individuals doing work on personal computers or meetings of small teams of ETIM students. In addition, the ETIM Executive Director, and the ETIM staff have office space in this suite.

Additionally ETIM students may make use of the hallway locker storage and kitchen area cupboard for personal items and hangers for outerwear.

Lockers are available on a first-come, first-serve basis. Combination locks are available for lockers if it is preferred—contact the ETIM staff to reserve a lock. Borrowed locks must be returned upon departure from the University, or a small fee of $15.00 will be issued in order to replace the lock - the staff will remind students of a deadline for returning locks upon graduation.

The ETIM space is for ETIM students to work. Remember that you are sharing the A206 space with the ETIM Executive Director, ETIM staff, and your fellow ETIM students. The common area is to be kept quiet at all times so that students can pursue their studies. Please keep talking and disruptions to a minimum. If you wish to work on homework together, use the ETIM A206D office. You can email Julie Mull to schedule these rooms. Review Appendix 9 & 10 for all of the rules pertaining to the EPP/ETIM graduate student offices.

EPP PhD students are also working within the A204 Hamburg Hall office, so remember to be respectful and keep noise to a minimum.

5.3.2. ETIM Library

In the spirit of encouraging innovative thought both in and out of the classroom, the ETIM Hamburg Hall A206B workspace includes a growing library of books on topics related to innovation management. ETIM students are permitted to borrow these books; a sign-out sheet is provided in the ETIM workspace to keep record of lending. While you are encouraged to borrow books from the ETIM collection, please be prompt about returning them when you are finished so that other students are able to utilize the complete selection. If a book is lost or destroyed, we ask that you please replace the book with the same title and return it to ETIM.
As we attempt to cultivate a selection of titles, each ETIM student is encouraged to suggest one new book currently not found in the ETIM Library, but which he or she believes would be a valuable contribution to the collection. Please inform the ETIM Executive Director or staff of the title and author of your choice, and if approved, it will be purchased by the program and added to the permanent collection.

5.4. Telephone and Fax

The ETIM student HbH A206 workspace has telephones intended for campus and local phone calls related to the program. HbH A206B- Library 412/268-8784 & HbHA206E- Glass conference room 412/268-9067.

To access an outside line from a campus phone, dial 9. Also, to reach a Carnegie Mellon office from any campus phone, you can simply dial 8+ the four-digit extension. To dial a Carnegie Mellon phone number from an off-campus line, you must dial: (412) 268-XXXX.

ETIM has a fax in HbHA206 through the Konica printer. The EPP department also has a fax machine located in the EPP main office mailroom in Baker Hall 129. However, it should be used sparingly. If you find faxes at the machine, please put them in the recipient's mailbox. The ETIM fax number is (412) 268-4222 and the EPP fax machine is (412) 268-3757. Please talk to Julie for instructions on using the fax machine.

5.5. Copying and Scanning

Copiers are available in Hamburg Hall A206 and the Baker Hall 129 mailroom and copier room.

Students are expected to use the copy codes posted in the EPP office. Students are expected to make mostly program-related copies. Personal copies are permitted, but should be kept to a minimum. If you need help with a copier, or new toner is needed, contact Julie Mull and she will contact the necessary person. See Appendix 1 for staff contact information.

Document scanning (to .pdf or .tif file formats) can be done on the EPP main office copier and on the A206 Hamburg Hall office scanner. Please see staff for assistance in document scanning.

Occasionally, the copier will jam or have a problem. If you are unable to correct the problem, please DO NOT force it. See Adam regarding the machine in Baker Hall or contact Julie or Karen if the problem is in Hamburg Hall.
5.6. Mailing Address and Mailboxes

ETIM student mail will be delivered by the CMU post office to Hamburg Hall A206. All mail should be addressed accordingly:

Carnegie Mellon University

ETIM, HbHA206

5000 Forbes Ave.

Pittsburgh, PA 15213

c/o ...

If you indicate EPP in the address, mail will be directed to Baker Hall 129 instead.

Make sure to pick up your packages promptly. Though it doesn't happen often, theft does occur. For instance, in the case of an item delivered during EPP's non-business hours, the item will remain in the hallway and could potentially be picked up by someone else.

5.7. Postage and Outgoing Mail

Mail can be sent from the University post office branch located in the basement of the University Center.

There are two outgoing mail bins behind the EPP main office (BH129) front desk—one for outgoing postal service mail and one for outgoing campus mail. All postal service mail should have the proper postage. Campus mail does not need postage, but can only be directed to one of the Carnegie Mellon Pittsburgh offices.

Mail left in EPP must be in the bin by 8 A.M. to go out in that day's mail or it will not be mailed until the following day.

Campus mail can be placed in the proper bin behind the EPP front desk or mailed in any of the campus mail boxes. Campus mail does not need postage, but does need to be marked with a clear recipient name and campus location in order to be delivered.

5.8. Miscellaneous Office Machines

Engineering and Public Policy has several office machines that can be reserved for use by students:
Speaker phone (Baker Hall conference room credenza) Epson projector Baker Hall conference room credenza)

Toshiba projector (Hamburg Hall A204 multimedia cabinet, just inside front door)

To sign out an item you MUST check its availability on the EPP website (http://www.cmu.edu/epp/reservations/index.html.) To reserve equipment, contact the EPP front desk assistant via email. We recommend that you reserve equipment in advance to assure your reservation. The equipment must be returned immediately after use.

5.9. Printers

The following machines can be used for student printing:

**Hamburg Hall A206**

Vader (Color printer) – Copier room, IP 172.21.17.67
Konica Bizhub (B&W printer/copier) – Copier room, IP172.21.17.114

**Hamburg Hall A204**

Funk (B&W printer/copier) – in computer cluster, IP 172.21.17.64
Pita (B&W) – in computer cluster

**Wean 3710**

Plaid (B&W printer) – in student lounge

**Baker Hall 129**

Peggy (Color printer) - EPP main office, left hallway, IP:128.2.64.235
EPPKonica – (B&W printer/copier/color scanner) - EPP Baker Hall 129 copy/mailroom, IP: 128.2.67.93
Inscription (B&W) – back of the EPP office, IP128.2.67.98

**Printing Instructions:**

For printer installation instructions see:

https://userguide.its.cit.cmu.edu/services/printing/

Select the shared printer by name, for example:
\eppprint.ece.cmu.edu\vader.epp.cmu.edu

**Installing printers via print drivers**
Note: There is no need to manually download drivers for basic printing functions.

Print driver for ETIM Konica Minolta:  
https://cmu.box.com/s/qwqihyxsf0lal42fh5ibjkr5gkz7xn4v

Instructions for Windows (EPP Konica):  
1. Download the Copier Driver (https://cmu.box.com/v/eppkonica)  
2. Double click on the downloaded zip file located in your Downloads directory  
3. Double click through the Drivers folder and then double click Setup to launch the installer  
4. When it launches, click Agree and then Next  
5. Select Specify the Printer/MFP  
6. Click the Refer to... button, select IPv4,IPv6 Address/IP Host Name and enter eppkonica.andrew.cmu.edu  
OR Click Find Nearby Printers and select the printer with the IP address 128.2.67.93  
7. Select KONICA MINOLTA 754SeriesPCL and click Next  
8. Click Install button

Installing printers via network  
Instructions for Windows 10: 
1. Go to Windows Settings → Devices → Printers & Scanners  
2. Click Add a printer or scanner.  
3. Windows will perform a search, then “The printer I want isn't listed” should pop up. Click that. (You might need to scroll down to see the option.)  
4. For “Hostname or IP address:” type in the IP Host Name or IPv4 Address. “Port name:“ should auto-populate. Click Next.  
5. Windows will ask you for a printer name. Choose whatever name you like. Click Next.  
6. Windows will ask you for Printer Sharing settings. Click Do not share this printer. Click Next. 

Instructions for Mac: 
1. Go to system preferences  
2. Go to printers and scanners  
3. Go to Add (+)  
4. Click IP and input IP Host Name or IPv4 Address  
5. Click configure  
6. Select duplex printing  
7. Click okay

Please adhere to the following printing procedures:

Before printing a large job, make sure you check on the paper in the printer. If the paper runs out, there may be a long gap before it is noticed, and the print queue may become clogged.
If Vader or Konica run out of toner, and you are certain that you are able to change the empty cartridge, you are encouraged to do so. Please notify Julie Mull so that she is able to replenish the supply of new toner cartridges in the Hamburg Hall A206 office or Adam Loucks to replenish the supplies for the HBHA204 offices. If you need assistance in replacing the toner cartridge, notify the staff immediately. See Appendix 1 for staff contact information.
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
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 Vice President of Student Affairs and Dean of Students, Gina Casalegno, include:

- Athletics, Physical Education and Recreation
- Career and Professional Development Center
- Cohon University Center
- Counseling & Psychological Services (CAPS)
- Conference and Events Services
- Dining Services
- Housing Services
- Orientation & First Year Programs (note: for undergraduate students)
- Office of Community Standards and Integrity
- Student Leadership, Involvement and Civic Engagement
- University Health Services

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](http://www.cmu.edu/academic-integrity).

**Assistance for Individuals with Disabilities**

Students with disabilities are encouraged to self-identify with Equal Opportunity Services by contacting the Office of Disability Resources ([https://www.cmu.edu/disability-resources/](https://www.cmu.edu/disability-resources/), email: access@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](http://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.

**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 (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
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. 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.

ETIM students elect their own representative to GSA who will serve as their contact regarding GSA issues and events. Moreover, GSA returns a portion of your student fees to the ETIM student group if you are represented, and these funds can be used to support social and educational events as decided by the ETIM students.
The ETIM GSA election for representative (or co-representative) will be held shortly after Orientation. Responsibilities of the ETIM GSA representative include: attending GSA meetings, organizing at least one social event per semester (i.e., rock climbing, bowling, ice skating, etc.), sitting on funding award committee, acting as a liaison between ETIM program staff and students, and other student events.

**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)**

[https://www.cmu.edu/oie/](http://https://www.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](http://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: https://www.cmu.edu/policies/information-technology/computing.html.

Research at CMU
https://www.cmu.edu/research/
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
https://www.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
Center for Diversity and Inclusion
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
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

Last updated: December 2018
Appendix 1. Department Codes for Technical Electives:

Chart of the Departments Codes within the Colleges

<table>
<thead>
<tr>
<th>Code#</th>
<th>Department Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>39</td>
<td>CARNEGIE INSTITUTE OF TECHNOLOGY</td>
</tr>
<tr>
<td>42</td>
<td>BIOMEDICAL ENGINEERING</td>
</tr>
<tr>
<td>06</td>
<td>CHEMICAL ENGINEERING</td>
</tr>
<tr>
<td>12</td>
<td>CIVIL AND ENVIRONMENTAL ENGINEERING</td>
</tr>
<tr>
<td>18</td>
<td>ELECTRICAL AND COMPUTER ENGINEERING</td>
</tr>
<tr>
<td>19</td>
<td>ENGINEERING AND PUBLIC POLICY</td>
</tr>
<tr>
<td>27</td>
<td>MATERIALS SCIENCE AND ENGINEERING</td>
</tr>
<tr>
<td>24</td>
<td>MECHANICAL ENGINEERING</td>
</tr>
<tr>
<td></td>
<td>COLLOIDS, POLYMERS &amp; SURFACES</td>
</tr>
<tr>
<td></td>
<td>INSTITUTE FOR COMPLEX ENGINEERED SYSTEMS</td>
</tr>
<tr>
<td>14</td>
<td>INFORMATION NETWORKING INSTITUTE</td>
</tr>
<tr>
<td>04</td>
<td>INFORMATION COMMUNICATION TECHNOLOGIES INSTITUTE</td>
</tr>
<tr>
<td></td>
<td>INSTITUTE FOR ADVANCED ENERGY SOLUTIONS</td>
</tr>
<tr>
<td></td>
<td>STEINBRENNER INSTITUTE FOR ENVIRONMENTAL EDUCATION AND RESEARCH (SEER)</td>
</tr>
<tr>
<td>49</td>
<td>SILICON VALLEY CAMPUS</td>
</tr>
<tr>
<td></td>
<td>CYLAB</td>
</tr>
<tr>
<td>38</td>
<td>MELLON COLLEGE OF SCIENCE</td>
</tr>
<tr>
<td>03</td>
<td>BIOLOGICAL SCIENCES</td>
</tr>
<tr>
<td>09</td>
<td>CHEMISTRY</td>
</tr>
<tr>
<td>21</td>
<td>MATHEMATICAL SCIENCES</td>
</tr>
<tr>
<td>33</td>
<td>PHYSICS</td>
</tr>
<tr>
<td></td>
<td>MELLON INSTITUTE SERVICES</td>
</tr>
<tr>
<td></td>
<td>GRADUATE EDUCATION INTERDISCIPLINARY PROGRAMS</td>
</tr>
<tr>
<td></td>
<td>MOLECULAR BIOSENSOR AND IMAGING CENTER</td>
</tr>
<tr>
<td></td>
<td>NMR CENTER FOR BIOMEDICAL RESEARCH</td>
</tr>
<tr>
<td></td>
<td>PITTSBURGH SUPERCOMPUTING CENTER</td>
</tr>
<tr>
<td>15</td>
<td>SCHOOL OF COMPUTER SCIENCE</td>
</tr>
<tr>
<td>05</td>
<td>COMPUTER SCIENCE DEPARTMENT</td>
</tr>
<tr>
<td>08</td>
<td>HUMAN COMPUTER INTERACTION INSTITUTE</td>
</tr>
<tr>
<td></td>
<td>INSTITUTE FOR SOFTWARE RESEARCH</td>
</tr>
<tr>
<td>11</td>
<td>LANGUAGE TECHNOLOGIES INSTITUTE</td>
</tr>
<tr>
<td>10</td>
<td>MACHINE LEARNING DEPARTMENT</td>
</tr>
<tr>
<td>16</td>
<td>ROBOTICS INSTITUTE</td>
</tr>
<tr>
<td>02</td>
<td>LANE CENTER FOR COMPUTATIONAL BIOLOGY</td>
</tr>
</tbody>
</table>
# Appendix 2. ETIM Course Audit

## ETIM REQUIREMENT (96 UNITS)

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
<th>Grade received</th>
<th>Offered in:</th>
</tr>
</thead>
<tbody>
<tr>
<td>ETIM Core Courses</td>
<td>48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19-680</td>
<td>6</td>
<td></td>
<td>Spring Semester</td>
</tr>
<tr>
<td>19-681</td>
<td>12</td>
<td></td>
<td>Spring Semester</td>
</tr>
<tr>
<td>19-682</td>
<td>12</td>
<td></td>
<td>Spring Semester</td>
</tr>
<tr>
<td>Project course: 19-670</td>
<td>6</td>
<td></td>
<td>Spring Semester</td>
</tr>
<tr>
<td>19-684</td>
<td>6</td>
<td></td>
<td>Fall Semester</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>48</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Technical Electives*  | 24    |                |                             |
| **TOTAL**             | **0** |                | *For ETIM Dual Degree students, up to 12 Units can be double counted for technical electives units |

| Innovation Management Electives | 24 | |
| **TOTAL** | **0** | |

| Technical or Innovation Mgmt Electives | 96 | units needed for graduation |
| **TOTAL** | **0** | 72 Units must be at the graduate level |

Courses taken P/F or audited cannot be counted toward graduation

**ETIM TOTAL**: **48**

Overall QPA must be 3.0 or above

---

**Internship**: Course #19695 Company/Organization: ________________________________

Cumulative QPA: ________________________________

Satisfactorily Met ETIM Program Requirements: ________________________________

Certified to Graduate: ________________________________
Appendix 3. ETIM Planning and Progress Guide (last edit F17)

Name: ___________________________ Date of Plan: ____________________

Student objectives for ETIM studies (both technical and innovation management):


Student Internship Objectives:


Candidates for the ETIM MS degree must complete a minimum of 96 academic units after completing their undergraduate degree. Requirements include Core Requirements and Electives, as indicated below. The minimum GPA required for graduation is 3.0 and a grade of C (2.0) or better is required for any course to count toward graduation. At least 84 units must be graduate-level courses (course numbers XX-600 or above). Up to 12 units of undergraduate courses can be counted towards the 96 academic units and undergraduate courses must be numbered XX-3XX or above to be counted towards the ETIM degree. A minimum of 180 units is required for the ETIM dual degree students to receive two degrees. Both degrees will be granted simultaneously after completing all requirements for the Dual Degree. An approved internship, internship reports and presentation are also required. Internship registration does not count towards the minimum 96 units required for graduation from the program. Dual degree candidates may use up to 12 units of technical coursework from another CIT MS degree towards the ETIM technical elective requirements.
I. ETIM Core Requirements  
(48 units required, including 12 units from an approved project course):

1. **19-681: Managerial and Engineering Economics**  
   (Spring 2018: W 5:00 – 7:50 PM)  
   12 Spring’18

2. **19-682: The Strategy and Management of Technological Innovation**  
   (Spring 2018: T/R 9:00 -10:20 AM)  
   12 Spring’18

3. **19-680: ETIM Seminar on Innovation Management in Practice**  
   (Spring 2018: M 6:00 – 7:20 PM)  
   6 Spring’18

4. **19-684: Engineering and Technology Innovation Management in Practice**  
   (Fall 2018: M 6:00 – 7:20 PM)  
   6 Fall’18

5. Product/Process Project Course:  
   e.g. **19-697 Modern Prototyping Techniques**  
   (Spring 2018: R 11:30 AM– 2:45 PM, Monroe)  
   12 Spring’18

**19-670 Quantitative Entrepreneurship: Analysis for New Technology Commercialization**  
   (Fall 2017: T/R 3:00 – 4:50 PM)  
   12 Fall’18

Total

II. Technical Electives  
(Minimum of 24 units required):
College of Engineering Courses or other Technical Elective courses from School of Computer Science or Mellon College of Science.

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course</th>
<th>Units*</th>
<th>Semester</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
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<tr>
<td>3.</td>
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<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Units Subtotal

* Use (U) to indicate undergraduate courses.

III. Innovation Management Electives  
(Minimum of 24 units required):
(e.g., courses from Heinz College, Tepper School of Business, or the Dietrich College of Humanities and Social Sciences)

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course</th>
<th>Units*</th>
<th>Semester</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
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<tr>
<td>2.</td>
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<tr>
<td>3.</td>
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</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Units Subtotal

* Use (U) to indicate undergraduate courses.
IV. Technical or Innovation Management Electives:
All EPP/ETIM courses (courses numbered 19-xxx other than ETIM core/required courses), or those marked with an asterisk* on the following course lists, may alternatively be used as either a technical elective or an innovation management elective to complete or supplement degree requirements.

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course</th>
<th>Units*</th>
<th>Semester</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>3.</td>
<td></td>
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</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Units Subtotal

* Use (U) to indicate undergraduate courses.
Appendix 4. SIO Registration Overview

1. Plan your Course Schedule
   From the Course Schedule tab, Plan Course Schedule
   - Click +new, select the Semester, name your plan
   - Browse for courses to add, or type the course # into the box and click Add
   - To change the section in your plan, click the colored course boxes on the right and select another section
   - View more info about the class by clicking on each information button:

2. Review your planned schedule with your Advisor
   Find your advisor’s contact info on your Resources page in SIO

3. Check your registration time on SIO
   Find your registration time on the Registration page or the Planned Schedule page in SIO

4. Register for classes
   Click the Registration button on your SIO home page or
   From the Course Schedule tab, choose Registration
   - When it’s your time to register for the semester, use the gear wheels to register, drop, switch, and manage your waitlist

Register in 4 EASY steps!
Appendix 5. ETIM INTERNSHIP Reporting Procedure:

Internship Reporting Procedure:

The academically required ETIM internship experience is positioned between the first and second semesters of study in the ETIM program. This enables students to both prepare for and learn from this real world experience. Please refer to your ETIM Handbook for ETIM internship requirements.

STEP ONE
Receive your official offer letter from the hiring organization. Although offer letters differ from organization to organization, please be sure yours includes:
- Letterhead
- Name and address of hiring organization and physical location of where you will work if different
- Internship job title/brief description of role/responsibilities
- Start and end date of employment
- Hours/week you’ll be working
- Rate of pay (if applicable; some internships may be unpaid)

STEP TWO
Complete the online ETIM Internship Reporting Form and submit the offer letter to Christine Sundry, your career advisor. She will review the terms of the internship to assess if it meets all criteria and approve it accordingly.

*Are you a student on an F1 Visa in need of legal United States work authorization?
If so, proceed to STEP THREE.

STEP THREE
Thoroughly read about CPT on CMU’s Office of International Education website here. Complete the necessary forms and have Christine complete the CPT advisor form.

STEP FOUR
Upon completion of your CPT documents, register immediately for a CPT session and attend; taking along all necessary documentation including proof of enrollment printed from SIO. Dates/locations of CPT sessions available here.

STEP FIVE
Christine will inform Karen Fleischman/Julie Mull of your approved internship status and they will register you for your internship practicum course #19695.

*F1 students, CPT work authorization may be bound by specific start and end dates set forth by the Office of International Education. Please inform your employer you cannot work before or after the dates CPT provides you. If your employer is unable to accommodate this (for example, wants you to work passed the required end date, notify Christine Sundry immediately for guidance)

Have a great summer internship experience!!!
Memorandum

TO: EPP Students
FROM: Granger and Doug
DATE: August 2018
SUBJECT: Proper attribution of the work of others

In your time here in EPP, and your subsequent professional career, you will have frequent occasion
to draw upon the work of others. While that is clearly necessary and appropriate, it is also critically
important that when you do this you include proper citations. Copying other peoples’ text or figures,
or only slightly modifying it, without identifying the source is called plagiarism and is a breach of
professional ethics.

Here are the basic rules:

If you use any text written by someone else in any of your work, you must place it in quotation
marks and provide a citation for the source. Thus, for example, you may say:

It has now been demonstrated that: "Large-scale use of wind power can alter local and global climate by extracting kinetic energy and altering turbulent transport in the atmospheric boundary layer." (Keith et al., 2004)

but you may not say:

It has now been demonstrated that large-scale use of wind power can alter local and global climate by extracting kinetic energy and altering turbulent transport in the atmospheric boundary layer.

You can, of course, also use numbered footnotes or endnotes. If you use the (Author, date) form of
citation, then these should be paired with full references, sufficient for a reader to find the source, as
at the end of this memo. If the reference is a web source, include the web address.

Under the "fair use" terms of U.S. copyright law, it is perfectly fine to quote, with proper attribution,
short excerpts from copyrighted works. If you start using very large portions of copyrighted text,
you may need to obtain permission from the holder of the copyright (typically the journal, not the author) if you are going to publish the piece or distribute it widely. Obtaining such permission is generally not required for government documents.

If you use someone else’s ideas or arguments but place them in your own words, then you must cite the original source. For example you may say:

Because wind turbines efficiently extract kinetic energy from the boundary layer and alter turbulent transport, large-scale use of wind power can alter local and global climate. (Keith et al., 2004)

but you may not say:

Because wind turbines efficiently extract kinetic energy from the boundary layer and alter turbulent transport, large-scale use of wind power can alter local and global climate.

Facts or ideas which are not general knowledge also need to be referenced. For example:

Foreign student enrollments at LaRoche College in the Pittsburgh area dropped by 23.7% between 2002-3 and 2003-4. (Schackner, 2004)

The same goes for figures taken from other sources, including off the Internet. All such figures must carry a citation. For example:

Additionally, if you are actually publishing the figure or placing it in a document that will be widely circulated, you will likely need to obtain reprint permission from the holder of the copyright. For use in papers internal to EPP reprint permission is not necessary, though all other rules regarding attribution and plagiarism do apply to all Carnegie Mellon homework assignments, papers, and examinations.
Similarly, if you redraw a figure you should indicate the original sources. For example:

Figure modified from Keith et al., (2004).

The one exception is publicly available clip art used in things like power-point presentations.

The University rules on cheating and plagiarism can be found on the Carnegie Mellon Academic Integrity website: www.cmu.edu/academic-integrity/index.html.

There are many different style guides for references. Different professional journals have different rules, which you can usually find at their web sites. The program "EndNote" can handle most of them.

**Bottom line:** We, and all of the scientific and technical community, take these issues very seriously. Failure to follow proper procedures for attributing the words, illustrations or ideas of others is a very serious violation of the norms of good professional practice. Such activities will not be tolerated in the Department of Engineering and Public Policy and will result in stiff penalties that could include immediate loss of support and/or a request that you leave the graduate program (appeal options are spelled out in the student handbook). These rules apply to all homework assignments, papers, and examinations produced while you are a student at Carnegie Mellon, and of course provide a basis for your subsequent professional practice.

The University of Indiana has an excellent website that provides examples and then gives you a chance to complete a quiz to see if you understand the difference between proper and improper attribution (of text, they don't cover figures). Please take a look and work thru this. It can be found at: https://www.indiana.edu/~tedfrick/plagiarism/

**References:**


Appendix 7. Keeping All Departmental Areas Clean

TO: EPP Community
FROM: Doug Sicker
DATE: September 4, 2018
SUBJECT: Keeping All Departmental Areas Clean

Because there are so many of us in small spaces I’d like to ask you all to make a special effort to keep all of the department areas neat and clean – lounges, kitchens, conference rooms, copy rooms, and offices. Please do the following:

• Return reading materials to their proper tables and racks when you finish looking at them. Do not remove reading materials from BH 129. Talk with Adam if you would like to take any items from the tables.

• Push chairs in when leaving your desk, conference rooms or any other workspace.

• Wash any dishes you use. Don't leave dirty dishes on the counters or soaking in the sinks. The administrative staff are not maids! They and I have a nasty habit of simply throwing away things like cups and silverware that get left out. Also, collect washed items on the drain board in a timely fashion.

• Wipe any spills in the microwaves – cleaning supplies are under the sink. The microwaves are there for your convenience. Enjoy them, but during normal working hours please do not use them for things that are likely to produce strong odors. It is not pleasant for others who work in the same area.

• Clean up food/drink spills in the refrigerators, in the conference rooms and at your desk area. Please label your food and remove your items from the refrigerator before they spoil.

• Clean up after yourself when attending events in the conference rooms, check under your chair prior to leaving. If you spill anything on the chair, wipe it off immediately. For carpet spills, please also immediately clean (e.g., get a paper towel and absorb as much as possible) and inform Adam or another staff member particularly if more detailed cleaning is needed by the university cleaning service. Can/bottle recycling bins are located in the conference rooms and also in the copy room, items placed in the recycling bins should be rinsed out first. Compostable plates/cups and food should be placed in the compost bin when provided, trash cans are located in the conference rooms and in the pull-out cabinet located across from the sink in the BH 129 kitchen area.

• If you have reserved and use the conference rooms, it is your responsibility to put away the equipment (i.e., laptop, speaker phone) that you reserved, press "quit system" on the console display when using the data projector/videoconferencing equipment, clean off the blackboard, wipe tables if any food/crumbs/liquid left on them, pick up
any trash (e.g., plates, cups), straighten chairs, and turn off the lights.

- Coffee, tea, food waste and plant scraps may be put into the small "green" department compost bin located on the front sink counter in BH 129. Please alert Adam when the small compost bin is full and don’t leave it stuffed full to leak onto the countertop.

- Collect your printouts in a timely fashion when printing to any of the EPP printers. Uncollected printouts will be discarded. Do not resend to printer multiple times – if your printout is not immediately available, it may be in the queue and will be available shortly.

- If you are printing from international sources, please be sure to check on your print out quickly to make sure the printer isn't tied up waiting for something other than the standard 8.5 x 11 paper to be loaded.

- Place unwanted paper in the recycling bins, don't leave paper left in the copy rooms or near other printers. Pick up removed staples from the table and dispose. Return supplies: scissors, staplers, paper cutter to their proper place. If you have a large amount of recycling, Adam can assist in contacting Facilities Management Service for pickup.

- Inform a staff member immediately if you encounter any problems with the office equipment. We can't get it fixed if you don't tell us that it is not working.

When there is food left over from an event and you take the last of it, please clean up. **DON'T LEAVE IT FOR SOMEONE ELSE TO DO.** We are happy that it gets eaten instead of thrown away, but we aren't so happy when someone has taken the last of it and left behind the dirty dish or container it was in.

As a group we are trying to lower our environmental footprint. We will not be providing bottled water for events – only pitchers of water. For seminars we will provide cans of soda (that should be recycled). We suggest that you get in the habit of bringing your own reusable cup/plate/silverware. We will have bottled water and cups available for visitors.

Individual trash receptacles at desk areas will be emptied by the university cleaning staff once a week. Therefore, it is important to not dispose of food items in these bins, instead use the bins in the kitchen or public hallway areas.

Also, all recycled paper, plastics, and cans must be placed in the blue receptacle bins located in the common and public hallway areas. There is no service to pick up and empty individual recycle receptacles.

As some of you know, we have had a problem with mice. Do not encourage visits to
your area by any more mice! Food stored in your area, including your desk, must be placed in a sealed container. Properly dispose any food dropped on the floor ASAP and wipe up spills immediately.

In general, if you notice any problems with areas not being cleaned, trash not being picked up or any other general maintenance issues, please let Adam know. He is the EPP liaison to Facilities and Maintenance Services.

Thanks for your help in keeping EPP "clean and green."
Appendix 8. EPP Graduate Student Office Regulations

Your comments and suggestions are always welcome.

With most of our graduate student offices filled to capacity the following are a set of general office rules and regulations that we have adopted to ensure a proper, productive, and pleasant working environment.

If you can think of others, please let us know.

Please note, there must be an ETIM student present for a group to meet in the ETIM space.

The ETIM staff will not be able to monitor the area to make sure that the noise level is kept down and refrigerator are kept clean, etc. We ask that you please monitor the area yourself. If you see someone making a mess and not cleaning it, or if you see people meeting in the office areas raising the noise to an unacceptable level, please send Karen, Julie, or Vicki an email right away. She will contact the person maintaining your anonymity. If you can think of a better way to handle this, we are open for suggestions. Please keep in mind that we will not assign a staff member the duty of cleaning the grad area, nor will we hire a cleaning service to do it.

Please be conscious of the environment and reduce, reuse, recycle and compost!

http://www.cmu.edu/environment/index.html

What Can be Recycled?

Green Room - University Center:


Indoor Recycle Bins - Located in HbHA206 & in most campus buildings:

Newspapers & Magazines, Mixed Office Paper/ Phone Directories, Aluminum & Steel, Glass (all colors) & Plastic Containers (milk, water, juice & pop bottles, yogurt, dairy tubs, detergent bottles, empty food containers). Cartons: (milk, juice, ice tea, lemonade) can be placed into the bottle & can recycling bins. No plastics less than 2”x 2” (bottle caps or lids, straws & coffee stirs).
**Composting-How do I know what can be composted?**

Each station comes equipped with a poster listing compostable items. In general, any food waste (including meat), pizza boxes, coffee grounds/filters, Nature Works PLA #7 cups, tea bags, lunch room paper bags/napkins/towels or uncoated paper plates can be composted. Certified compostable utensils, made from corn, sugar or potato starch, are the only utensils that can be composted. A list of ASTM D6400 or ASTM 6868 certified products are available at The Biodegradable Products Institute (BPI): [http://www.bpiworld.org/](http://www.bpiworld.org/)

**General Notes:**
Computer connections in A206: If you experience problems with these machines let Julie know.

As with the rest of the office, please keep conversations in that area to a minimum. Guests visiting the ETIM office (HbHA206) should always be accompanied by an ETIM student.

**Phones:** You should contact Julie or the EPP front desk (412/268-2670) if there are any problems with your office telephone or for questions on telephone use. The phone numbers for the graduate student offices are:

- HbH A206B- Library 412/268-8784
- HbH A206E- Conference Room 412/268-9067
- PH 126B 412/268-5607 and 412/268-5609
- BH 128C 412/268-9919 and 412/268-6019
- Wean Hall 3706 412/268-7767
- Wean Hall 3707 412/268-7766
- Wean Hall 3708 412/268-7769

If you are dialing a CMU number from a campus phone, you do not need to dial “9” for an outside line. Instead you may just dial 8-and the number (e.g., to call EPP front desk from a grad student office, just dial 82670).

Thank you again for your cooperation and please feel free to send any suggestions you have for the office regulation list to one of us.

Karen & Julie
Appendix 9. Student Activities Information

Community Service Opportunities
The CMU Community Services office organizes community service opportunities every Saturday. Go to https://www.cmu.edu/student-affairs/slice/ to find out what’s coming up and to volunteer with a group of friends.

Pittsburgh Cares, a local nonprofit organization, has a calendar of volunteer opportunities for most days of the week. Sign up by yourself or with friends for a wide variety of volunteer opportunities at: http://www.pittsburghcares.org/ (click on Service Projects and then Project Calendar).

Concerts, Comedy and other events
The Activities Board also hosts concerts, comedy shows and lectures at CMU. Check out http://thetartan.org/tags/activities-board to see what shows are upcoming.

Exercise
Group Exercise classes are taught at the UC and Tepper Fitness. Classes include yoga, Pilates, aerobics, kickboxing, cycling and more! Classes are Free!!! You can check in with your Andrew ID for classes at the UC or Tepper equipment desk and find the class schedule at: http://athletics.cmu.edu/fitness/groupx. You can also sign up to take for-credit physical education classes for free when you register for classes.

Safety Guidelines for Runners, Bikers and Walkers &Local Fitness Trails- Here is the link to follow: http://athletics.cmu.edu/fitness/fitnessroutes
Our experts in the Athletics Department at Carnegie Mellon University have put together some safety tips for running, walking and bicycling. Different routes with maps and distances have been provided.

Films
The CMU Activities Board has movies in the UC every Thursday, Friday and Sunday. Check out http://thetartan.org/tags/activities-board to see what movies are playing this weekend. Movies are $1.00 with CMU ID and $3.00 without CMU ID.

Lectures
To get information about university-wide lectures and other events, see: https://www.cmu.edu/uls/index.html

Outdoor Activities
CMU has a Pittsburgh Connections: Outdoor Adventures program that hosts outdoor activities every Saturday. Past activities have included: kayaking, hiking, horseback riding, snorkeling, rock climbing, caving, snowboarding, skiing, wilderness survival, paintball, snow shoeing, snowmobiling, and a GPS scavenger hunt. All tickets can be purchased at the University Center Information Desk. To find out what’s coming up next, go to: https://www.cmu.edu/student-affairs/slice/
Social events
The Graduate Student Assembly holds periodic social events. Go to https://www.cmu.edu/stugov/gsa/Upcoming-Events/index.html to check out the next event.

Student Legal Consultation
Through this program, you can seek a free 20-minute legal consultation with an attorney for a legal issue that you may have. Appointments may be sought on issues such as landlord/tenant, contracts, civil lawsuits, criminal/DUI, and more.

The complete details of the program, schedule, and how to schedule an appointment can be found at https://www.cmu.edu/student-affairs/dean/student-legal-consultation/index.html. Appointments will be given on a first-come, first-serve basis, and must be scheduled online in advance. You can schedule appointments by emailing legal-consult@andrew.cmu.edu.

Places to get in for free in Pittsburgh
(Information courtesy of the Graduate Student Assembly)

The CMU ID card allows you to enter many museums in Pittsburgh for free! This includes:
- The Carnegie Museum of Art (adjacent to campus)
- The Carnegie Museum of Natural History (adjacent to campus)
- The Carnegie Science Center & Sportsworks (on the North Side)
- The Andy Warhol Museum (on the North Side -- check out Friday night live music events)
- Phipps Conservatory and Botanical Garden (across Flagstaff Hill from Campus)
- The Mattress Factory (on the North Side -- modern and installation art)
- The National Aviary (on the North Side)

The admission is made possible by an agreement between CMU and each of these institutions and by your student activities fee. You will be asked to sign a list or have your CMU ID card swiped at the admission desk when entering.

Professional Organizations
Pittsburgh Technology Council.
http://www.pghtech.org/

Product Development and Management Association, PDMA.
http://www.pdma.org/

IEEE Young Professionals.
http://www.ieee.org/membership_services/membership/young_professionals/index.html

Recreational Activities
Scotland Yard, a recreational space and game room, is located in the lower level of the University Center. Scotland Yard contains ping pong, air hockey, billiards tables, foosball, shuffleboard, and video games.

Student Organizations
For more information on campus-wide student organizations, go to:
https://www.cmu.edu/student-diversity/get-involved/student-groups.html
For more information about Heinz College clubs, speakers, and events, go to: https://www.heinz.cmu.edu/life-at-heinz/campus

**The Toast Masters club**
The Toastmasters club CMU chapter is one of the president’s club in Pennsylvania district. The toastmasters club aims at improving the public speaking skills of club members. The club members can be reached though this mail for further information, cmutoastmasters@googlegroups.com

**Heinz Student Organizations**
Links to these and other organizations are available through a Carnegie Mellon website search:
- [https://heinz.campusgroups.com/pmc/officers/](https://heinz.campusgroups.com/pmc/officers/). The CMU PM Club is a joint initiative of students from Carnegie Mellon University’s Heinz College and Tepper School of Business. The club aims to provide a forum for discussion on product management related issues by serving as a facilitator for communication between the CMU community, industry and academia. The PM Club will prepare future product managers and refine skills of students related to product management.
- Diversity Initiative
- Finance Club
- Transportation Club
- Social Innovation Club
- Internet of Things Club
- Energy & Environment Policy Club
- Analytics Club
- Education Policy Club
- Environmental Policy Club
- Gender Awareness and Action in Policy
- Health Policy and Management Club
- Heinz Consulting Club
- Heinz Intersect Club
- Heinz Journal
- International Development Group
- Nonprofit/Philanthropy Club
- Product Management Club
- State and Local Government Club

(Information courtesy of Heinz College and ETIM students)