

**CARNEGIE  
MELLON  
UNIVERSITY**

**Department of  
Engineering and Public Policy  
Doctoral Student Handbook**

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**August 2015**

## **Preface**

We are delighted that you have chosen to pursue graduate studies in the Department of Engineering and Public Policy. We want to help make your stay here as enjoyable and productive as we can.

This handbook is designed to help guide you through some of the ins and outs of doctoral studies in EPP and at Carnegie Mellon. While it is specific to your academic experience in the department, there are several other resources and offices doctoral 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, and others are included in Appendix 1 of this handbook.

As EPP has grown, we've had to develop more rules and procedures. While college and university policies and protocols are binding, we try to be as flexible as possible with EPP rules and procedures while striving to be fair and equitable among students. Thus, if you encounter a problem that just doesn't seem to fit a particular situation you find yourself in, please come see one of us. We may be able to help you find a solution. If an EPP policy changes from the time of your matriculation, where possible we will allow you the option of being governed by the older policy.

Vicki Finney, Graduate Program Administrator  
Scott Matthews, Associate Department Head  
Doug Sicker, Department Head  
Barbara Bugosh, Business Manager

## **Carnegie Mellon University Statement of Assurance**

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

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

Obtain general information about Carnegie Mellon University by calling 412-268-2000.

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

[www.cmu.edu/policies/documents/SoA.html](http://www.cmu.edu/policies/documents/SoA.html)

### **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 be found on-line at: [www.cmu.edu/student-affairs/theword/code.html](http://www.cmu.edu/student-affairs/theword/code.html)

Further discussion of the implications of the Carnegie Mellon Code for the professional behavior of EPP graduate students, resources to help achieve the standards in the Code, and policies for preventing or responding to violations of community standards in domains such as sexual harassment/assault is found in Section 8 of this Handbook.

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## 1. Introduction

Engineering and Public Policy (EPP) is a unique department in the College of Engineering (COE) at Carnegie Mellon University. It was established in 1976 and is concerned with problems in the field of technology and public policy. EPP is different from most other university programs in this field because it is strongly engineering based. Its research focuses exclusively on that set of public policy problems in which a detailed treatment of the technical issues is central to producing a satisfactory policy solution.

EPP offers exciting opportunities for growth and continued educational innovation. At the same time, because of the unconventional interdisciplinary nature of the EPP Program, aside from a set of core requirements, each student fashions his or her path through the program. Along with the freedom of choice, this approach sometimes brings a feeling of insecurity and uncertainty. The EPP Faculty are very approachable and helpful in dealing with questions as they arise. You should feel free to approach Doug Sicker, the Department Head; Scott Matthews, the Associate Department Head; your academic advisors; or any of the EPP faculty to seek assistance and advice.

This booklet is a compilation of facts, policies, guidance, and organizational details useful to a doctoral student in the Department of Engineering and Public Policy. The first part deals with academic affairs, and the second with general administrative and policy matters. Support and administrative policy matters are handled primarily by Vicki Finney, the Graduate Program Administrator, and Barbara Bugosh, the Business Manager. We hope you will pay careful attention to the details here, but feel free to discuss problems with the faculty and staff at EPP. Copies of this handbook will be available upon request and also available on the EPP doctoral studies Blackboard site.

At the undergraduate level, the primary degree offering is a joint BS in EPP with the five engineering departments as well as a joint BS in Science, Technology and Public Policy with other science and humanities departments. Between 6-8% of all undergraduate engineers at CMU participate in these double-major programs. The undergraduate program is over 30 years old. The department also offers a minor in Technology & Policy.

At the graduate level, the primary offering is a research-oriented PhD. Joint MS and PhD degrees with the traditional engineering departments are also available. The PhD program is over 30 years old. As of May 2015, we have produced 287 PhDs, 42 terminal MS graduates, and 3 fifth-year MS graduates. As of September 2015 there are 88 PhD students currently enrolled.

EPP is also home to the Engineering & Technology Innovation Management (E&TIM) MS program. E&TIM is a one-year interdisciplinary professional program offered by the College of Engineering. As of May 2015, E&TIM has graduated 141 MS students, including a two-year dual degree program with students from Biomedical Engineering, Chemical Engineering, Civil & Environmental Engineering, Electrical & Computer Engineering, Materials Science Engineering, and Mechanical Engineering. More information on the E&TIM program can be found at <http://engineering.cmu.edu/etim/overview.php>.

In the fall semester Adam Loucks will send an electronic copy of the EPP Directory that will provide you with a list of EPP graduate students, PhD alumni, faculty, and staff.

Major areas of graduate research in the department include energy and environmental systems, information and communication technology policy, risk analysis and communication, and technology policy and management (including technological innovation and R&D policy). Across these four focal areas, the department also addresses issues in engineered systems and domestic security, issues in technology and organizations, and issues in technology and economic development. We frequently undertake the development of new software tools for the support of policy analysis and research.

The faculty in EPP have either engineering or social science backgrounds. There are currently 51 faculty (including 17 research, teaching, part-time, or other special faculty), 13 are affiliated faculty, 9 have full-time appointments in EPP, and 13 have joint appointments. Affiliated faculty supervise doctoral students, vote in faculty meetings, etc., but EPP does not pay any of their academic salary. Of the regular academic faculty, 24 are tenured. CMU offers a unique environment in which interdisciplinary research is encouraged and joint appointments work.

EPP PhD graduates go into consulting, academic and corporate positions, and also government offices, such as the U.S. Environmental Protection Agency, U.S. Government Accountability Office, Congressional Research Service, and National Labs. The academic jobs available to EPP graduates vary according to the individual research area. Graduates specializing in areas such as environmental systems and problems in industrial automation generally find a fit with traditional academic jobs in engineering-based departments. Graduates in areas such as telecommunication policy or risk assessment and communication have sought academic options in professional schools, business schools, and sometimes schools of public policy or public health. A growing number of academic programs are beginning to seek students with such broad interdisciplinary background. Demand for our graduates has always been strong among government, corporations, and consultants who recognize the unique capabilities of the EPP PhD.

### **1.1. EPP Washington Office**

The EPP Washington Office offers students and faculty easy access to executive branch offices, Congress, analysis groups, and others in the Washington DC area. Students can gain exposure to national policy processes, receive input to help shape their research, and have the opportunity to communicate work results to the Washington community. The office serves as a base for the Tom Johnson Fellowship program, sponsors Washington-based seminars via videoconference, and coordinates an annual Washington D.C. study tour, along with other activities to provide students a link between campus and our nation's capital.

For more information or if you are planning a trip to DC and would like to visit the office, contact Korin Sharp, DC Office Director; phone: 202/326-6238, email: [ksharp@andrew.cmu.edu](mailto:ksharp@andrew.cmu.edu).

## **2. Academic Affairs**

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

The rules and procedures put forth in this booklet are applicable to students at the time they enter the program. Changes made in the rules or procedures after the time of matriculation may be optional for that student where possible.

The point of a PhD is to learn to structure and to conduct research. Hence, the doctoral program in EPP is heavily research-oriented and students are encouraged to seek, identify, and begin to work on a research problem as soon as possible. The time for the completion of a PhD depends upon the rate of progress in research. The average length is between four and five years, independent of whether the student enters with a BS or MS degree. Students maintaining good progress in coursework and research are generally supported financially from research grants, so long as the funds are available in the student's area of research. After they have identified a research area and advisor, students are expected to work with the advisor in generating continuing or new proposals for funding as appropriate. We encourage students to apply for fellowships and provide information on availability, application deadlines, etc., on our EPP Doctoral Studies Blackboard site. Another resource to find information on available fellowships is at the CMU Fellowships and Scholarships Office in Warner Hall. Their website is: [www.cmu.edu/fso](http://www.cmu.edu/fso).

### **2.1. Grandfather Policy**

As noted in the Preface, while college and university policies and protocols are binding, we try to be as flexible as possible with EPP rules and procedures while striving to be fair and equitable among students. Thus, if an EPP policy changes from the time of your matriculation, where possible we will allow you the option of being governed by the older policy.

### **2.2. Getting Started**

Students in EPP are expected to take an active role in the selection of their courses and research areas right from the start. The student helps shape his or her interdisciplinary research problem with the advice of suitable faculty members from EPP and other departments. Because a research paper is required for the Qualifying Examinations after the third semester, it is up to the student to start meeting with faculty members early in the first semester. The student then has the time to discuss possible research areas and problems with individual faculty members and to begin to explore his or her interests in those contexts. It is expected that the student begin focused research toward the qualifier paper -- which would ideally be the starting point for the PhD dissertation research -- by the middle of the second semester, at the latest.

### **2.3. Meeting the Faculty, Academic Advisors, and Research Advisor**

Upon arrival, you should contact your assigned advisors for general advising. You are also expected to initiate contacts with other faculty members. Appendix 1 provides a list of the EPP faculty and relevant department and university contacts.

Upon entering the program, the academic advisor(s) assigned to each student are primarily responsible for assisting students with course selection and other academic affairs in the early part of their stay in EPP. During the course of research, students may find it beneficial to have a different primary academic advisor. It is likely that this research advisor will also be your thesis advisor and the chairperson of your thesis committee. Once you have passed the thesis proposal, your thesis advisor is responsible for providing general advice. The thesis advisor and committee are expected to provide guidance relevant to research and progress towards completion of the dissertation. It is common for PhD students in EPP to have multiple primary research advisors. Any student who feels that they need a new advisor should make a request to the Department Head or Associate Department Head and the issue will be discussed with the student and the EPP Graduate Education Committee.

Faculty seminars are one vehicle by which students obtain information about the various research areas, but individual discussion with faculty members is also encouraged.

#### 2.4. Graduate Education Committee

EPP has a Graduate Education Committee composed of faculty members from the department. Headed by Scott Matthews, the Committee and various subcommittees meet several times a year to review departmental graduate matters, make decisions on admissions, and review petitions and requests made by students.

#### 2.5. Course Work

The course requirements for a PhD are designed to provide students with a common core of knowledge and techniques useful in policy problems, as well as to give each student a mastery of a body of knowledge in the disciplines relevant to his or her individual area of research. Three categories of courses are included in the curriculum: Core courses; Type A courses in engineering, science, mathematics, and statistics; and Type B courses in social sciences and policy analysis. The following chart outlines the courses<sup>1</sup>. Students in the CASOS, SETChange, joint and dual degree programs have somewhat different requirements. The CASOS requirements are outlined in Appendix 2. The requirements for SETChange, the EPP/Statistics joint degree, and the Portugal Program dual degree are shown on the relevant Curriculum Progress Sheets in Appendix 3.

##### CORE (Courses on policy research and problem-solving skills)

- 19-701 Intro to the Theory and Practice of Policy Analysis 12 units
- 19-702 Quantitative Methods for Policy Analysis 12 units
- 19-704 Applied Data Analysis or other approved elective in social science/survey statistics xx units
- 19-705 Workshop in Applied Policy Analysis (Prep for Part B Qualifier) 6 units (optional)
- EPP Teaching Practicum (19-752 or 19-753) 12 units

##### TYPE A (Courses in engineering, science, applied math and statistics)

- 12-704 Probability & Estimation Methods for Engineering Systems 12 units
- 19-785 Engineering Optimization (Recommended, 12 units) 6-12 units  
or another suitable course incorporating optimization (such as 36-725 Optimization, 21-690 Methods of Optimization, or 45-751 Optimization)
- Technical courses in area of focus 36 units

##### TYPE B (Courses in social science and social analysis)

- 90-908 PhD Microeconomics (This is the recommended course.) 12 units  
Students with no previous courses in economics may request to first take 19-681 Managerial & Engineering Economics, but are encouraged to take 90-908 after as a Type B elective.
- 24 units of courses in social science and social analysis in area of focus, with at least 6 of the units in the area of political science, regulation or law. 24 units

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<sup>1</sup>Carnegie Mellon University course credits are counted in terms of units. Three units are equivalent to one semester hour. Most undergraduate courses are 9 units. Graduate courses are 12 units or 6 units (mini-courses running for half a semester). Full-time student status requires registration for a minimum of 36 units. EPP graduate students generally take a course load between 42 and 48 units.

Overall, students are expected to take at least 132 units beyond the BS degree to fulfill the requirements for a PhD in Engineering and Public Policy:

- A minimum of 42 units in core courses
- A minimum of 54 units in Type A courses
- A minimum of 36 units in Type B courses

In order to develop the skills needed to complete their PhD, most students take more than the minimum numbers of courses required.

Candidates for the MS degree must complete a minimum of 102 units:

- A minimum of 42 units in core courses (includes Teaching Practicum)
- A minimum of 27 units in Type A courses (12-704 plus two technical courses)
- A minimum of 24 units in Type B courses (Microeconomics course plus one social science/social analysis course)
- A minimum of nine units in independent research

In addition, the student must pass the Qualifying Exams, at least at the MS level and have their completed MS paper approved by their advisor or the Department Head. They must also fulfill the general requirements of the College of Engineering (COE) as noted on the COE graduate policies website ([https://engineering.cmu.edu/current\\_students/graduates/policies.html](https://engineering.cmu.edu/current_students/graduates/policies.html)). Joint MS programs may impose additional requirements.

#### 2.5.1. Core Course Requirements

The principal component of the EPP core curriculum is a sequence of courses on perspectives and tools for policy analysis: 19-701, 19-702, and a course in social science/survey statistics (19-704 recommended). Our core courses have been arranged to allow completion of the core sequence by the time students take their qualifying exams in the beginning of their fourth semester.

“Introduction to the Theory and Practice of Applied Policy Analysis” (19-701) is a lecture and discussion course that reviews and critically examines a set of problems, assumptions, and analytical techniques that are common to research and policy analysis in technology and public policy. The objective is to look critically at the strengths, limitations, and underlying assumptions of key policy research and analysis tools and problem framing, and to sensitize students to some of the critical issues of professional responsibility, ethics, and values that are associated with policy analysis and research.

“Quantitative Methods for Policy Analysis” (19-702) is a course that provides a broad introduction to analytical and computational methods commonly used to address technical policy issues. Particular emphasis is placed on methods for decision analysis and simulation.

An additional, optional course offered in the policy sequence is “Workshop in Applied Policy Analysis” (19-705). This course is designed to provide experience in setting up, analyzing, and writing about policy problems of the type that are used in the Part B qualifying exam (described below). Over the course of the semester, the class works through six or seven policy case problems.

Much of the work is done in small groups. The principal focus is on integrating the qualitative and quantitative aspects of the problems and on identifying and practicing general problem solving strategies.

Students are also required to take courses in statistical analysis, microeconomics, and a math elective. Two graduate courses, 12-704 "Probability and Estimation Methods for Engineering Systems," and a graduate course in Microeconomics are recommended to fulfill the first requirements in statistical methods and economics. To fulfill the microeconomics requirement, students should discuss their economics background with their faculty advisor.

- Students with previous graduate courses in microeconomics may petition the Graduate Education Committee for a waiver.
- Students with previous economics coursework should take 90-908 "PhD Microeconomics." This is the preferred course.
- Students with little to no economics coursework may request to take 19-681 "Managerial and Engineering Economics."

The remaining course work required is determined by the student and a faculty advisor. The determination is made based on the student's background and preparation, the requirement for a firm grounding in the tools and techniques of policy analysis, and looking at the student's technical area of focus.

In their first semester, students will take 19-701 "Introduction to the Theory & Practice of Policy Analysis," and usually either a Microeconomics course, and/or a Statistics course, and/or an elective suggested by your advisor. Students should also register for 6 units of research (19-700). Course selection for the first semester is made in consultation with your assigned advisors and other faculty members as appropriate. In selecting courses, the student and advisor(s) should keep in mind that it is advisable to select courses that would define a core area of specialization for the student. Examples of such areas could be operations research for engineering management, environmental engineering, telecommunications and network analysis, manufacturing and quality control, weapons proliferation and control, etc.

Students who have already identified a research problem and an advisor take Project Research (course 19-750). 19-700 is expected to be a circumscribed research effort on a topic, while 19-750 is seen as a continuing research project over a number of semesters. Students who have passed the Qualifiers register for research under PhD Thesis Research (course 19-799).

Students will take 19-701 in their first semester (fall) and 19-702 in their second semester (spring). In their 3<sup>rd</sup> semester, students take 19-705 (though 19-705 remains optional, virtually all of our students take it to prepare for the qualifying exams). Students should also take a social science/survey statistics course in their second or third semester, from a list of approved options (the preferred option for this requirement is the 6-unit mini course 19-704 "Applied Data Analysis," offered in the 2<sup>nd</sup> half of the spring semester). Following these guidelines, students should be finished with core courses by the time they take their qualifying exams in the beginning of their 4<sup>th</sup> semester.

Students have two options to fulfill their teaching practicum. One option is to serve as a manager for a student group project course in EPP. The students taking the project course include EPP undergraduate double major engineering students, undergraduate policy majors in Social and Decision Sciences, and Master's-level students in the H. John Heinz III College's School of Public Policy and Management. This course allows the development of research and project management skills and involves considerable interaction with both students and outside experts who serve as consultants and reviewers for the project. Students are advised to keep informed about projects being designed for the following semester by attending the project selection meeting held mid-semester. Managers are expected to assist faculty in preparation for the course prior to the beginning of the semester and will be registered by the department for course 19-752 "EPP Project Management."

The second teaching practicum option is to serve as a teaching assistant (TA) in an assigned undergraduate or graduate EPP course. To meet the practicum requirement, TAs should do much more than just acting as a grader. Responsibilities should include some mix of assisting the course instructor in preparing content prior to the start of the semester, administering the course website, preparing and grading homework and test questions, attending and perhaps giving lectures, meeting weekly with the course instructor to plan recitation sessions, conducting recitation sessions, assisting in assigning grades, and being available outside of class to assist students and answer questions.

One teaching practicum option is EPP's freshman introductory course, 19-101 "Introduction to EPP," which is only taught in the Spring semester. This opportunity is somewhat limited, with only 2-3 positions available. This is a fairly large course with typical lecture sizes in the range of 60 students. As a result some activities, especially grading, will mandate significant periodic time commitments. If you choose this option, you will be registered by the department for course 19-753 "EPP Teaching Practicum"

Appendix 4 is a copy of an email sent to EPP doctoral students from Deanna Matthews, Associate Department Head for Undergraduate Affairs providing additional information on the practicum assignments.

Since our practicum options involve lecture, and/or close work with undergraduate students, all international students are expected to take and pass the ITA test at the appropriate level. The International Teaching Assistant test is administered by the Intercultural Communication Center. See section 3.3.2 for more information on ITA testing.

Students are expected to fulfill their teaching practicum requirement by the end of their third year in the Department, and we try to avoid practicum assignments before the fourth semester.

### 2.5.2. Type A Requirements

Type A courses are technical in nature, in areas such as engineering, science, applied mathematics, and statistics. All students are required to complete a first-year graduate course in applied probability and statistics. Currently, the recommended course to meet this requirement is 12-704 "Probability and Estimation Materials for Engineering Systems."

An additional course in optimization is also required. The recommended course is 19-785 "Engineering Optimization" (12 units) but other suitable courses incorporating optimization include

18-660 "Numerical Methods for Engineering Design & Optimization," 21-690 "Methods of Optimization," 36-725 "Convex Optimization," and various courses in the Tepper School. Any of these courses may also be taken in addition to 19-785, with credit applied toward the Type A requirement.

To meet the remaining Type A units required, students confer with their advisors to choose other graduate technical courses in engineering, science, applied mathematics, and statistics. There are two motivations for this requirement. First, before one can extend the perspectives and tools of engineering, one must develop a firm notion of what these perspectives and tools are. Second, the technical dimensions of the policy problems that are addressed by students pursuing graduate studies in EPP cannot be treated as a "black box," where there is no appreciation of how the system works. EPP graduate students must develop the skills to deal with the technical aspects of these problems. It is intended that students develop a level of mastery in their technical area of focus similar to that obtained in a traditional program of graduate study in that area.

### 2.5.3 Type B Requirements

Type B courses are non-technical in nature, in areas such as social science or social analysis. All students must take a graduate-level course in applied microeconomics (currently 90-908 "PhD Microeconomics," or with approval 19-681 "Managerial or Engineering Economics"). A minimum of 24 additional elective units are required. Several courses in quantitative research methods in the social sciences are available. Courses in political science and social processes are also encouraged, and it is intended that students will develop a healthy sense of cultural relativism, a notion of the way in which values and social organizations shape our thinking, and an understanding of the way in which these factors have changed and can change with time. Such notions are difficult to characterize in quantitative terms, but are fundamental to a proper understanding of many of the problems that EPP graduate students address. At least 6 units must be in the area of political science, regulation, or law. Note that units for certain courses spanning technical, policy, and social aspects may be split and counted partially for Type A and B course requirements and that the Type B units for these can be applied to the political science-regulation-law requirement. Similar flexibility may apply to other courses as well. Our students also commonly take courses in CMU's Tepper School of Business, The H. John Heinz III College, the Department of Social and Decision Sciences, and the Department of Statistics. Courses can be viewed each semester on the Hub's website -- <http://www.cmu.edu/hub>, click "Classes & Schedules" on the left frame. Students may also cross-register to take one free course per semester at a participating local university. Details on cross-registration are discussed in Section 3.1.2.

An overall 3.0 grade-point average is expected throughout the course of your studies. No more than two courses with a grade of C can be used towards meeting course requirements.

### **2.6. Academic Integrity: avoiding plagiarism, proper attribution, and research ethics**

To plagiarize as defined by Webster's Dictionary is: "To steal and pass off as one's own (the ideas or writings of another): use (a created production) without crediting source...: to commit literary theft: present as new and original an idea or product derived from an existing source."<sup>2</sup>

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<sup>2</sup> Source: Webster's Third New International Dictionary of the English Language Unabridged, Merriam-Webster, Inc. Publishers, Springfield, MA 2002.

Plagiarism is a very serious offense and will not be tolerated by the Department. It can result in immediate loss of support, a failing course grade, and potential removal from the degree program. The department may also recommend expulsion from the University to the Provost. If you are unsure of how to cite a source or not sure if you need to cite a source – ask your advisors, the Department Head, or Associate Department Head for guidance. Appendix 5 is a memo from Granger Morgan and Doug Sicker regarding proper attribution. Please review it carefully.

In addition, all students are expected to review the University's expectations at: [www.cmu.edu/academic-integrity/index.html](http://www.cmu.edu/academic-integrity/index.html).

In order to keep this process just, students have the right to appeal to the Provost's office. Further information on a student's right to appeal can be found in the University-wide Protocol on Academic Disciplinary Actions Overview, website: <http://www.cmu.edu/academic-integrity/documents/academic-disciplinary-actions-overview-for-graduate-students.2013.pdf>.

We require that all students in EPP complete both the Responsible Conduct of Research (RCR) education training as well as an online plagiarism session.

The RCR training is web-based and offered by the Collaborative Institutional Training Initiative (CITI). Students only need to complete the 'Physical Sciences' module<sup>3</sup>. This training session will take a few hours to complete, but students will be able to log in and out over a period of time to complete the training. The first step is to visit the CRC website and create an account: <https://www.citiprogram.org/Default.asp>. See Appendix 6 for more information.

The online plagiarism session is offered by the University of Indiana and can be found at: <http://www.indiana.edu/~tedfrick/plagiarism/>.

Both of these training sessions will offer a confirmation certificate at the end that you will need to print out and submit to the EPP Graduate Program Administrator. Note that the research ethics session will indicate that you can send the confirmation certificate directly to CMU electronically, but unfortunately this does not work. You must download the certificate and submit it in paper form. The deadline for completion of both sessions is September 30.

Information on the University's principles and standards for conducting research are found on the Office of Research Integrity and Compliance website, <http://www.cmu.edu/research-compliance/responsible-conduct/>.

## **2.7. Keeping Track of Progress**

A record of the student's progress is kept in the form of the Curriculum Progress Sheet. Appendix 3 shows the 3-page Curriculum Progress Sheet to be completed by the student each semester with the help of his or her advisor to ensure that course requirements are being met and to enable the student to document progress in his or her program. Students will receive an email reminder from Enrollment Services when it is time for the next semester's registration. The student

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<sup>3</sup> If you have completed a different Responsible Conduct of Research Training module, inform the graduate program staff. Most likely what you have done will be acceptable and you will not have to complete the physical science module.

should meet with their advisor prior to the next semester's registration week, update their Curriculum Progress Sheet, and give a copy to the Graduate Program Administrator to keep in their permanent file. The student should have their advisor sign Page 2. Page 3 is for information they wish to keep track of.

While you should always be discussing your progress with your advisors, you must meet with the Associate Department Head several times during your graduate studies. These meetings should take place as follows (and only if changes have occurred since the previous meeting):

1. When you believe you have completed all required coursework (i.e., core courses, type A, and type B) as outlined on your Curriculum Progress Sheet. You will need to meet with the Graduate Program Administrator prior to this to verify and record the grades on your Curriculum Progress Sheet.
2. About a month before your thesis proposal, to ensure all courses are updated on the curriculum progress sheet for the thesis proposal committee to consider.

A formal review of a student's progress in the program should take place as part of the student's PhD thesis proposal. The review certifies that the EPP PhD course requirements have been met by the student. If, as part of the PhD thesis proposal, the student's thesis committee believes that additional coursework is needed for the student to achieve an acceptable level of mastery of their area of research, then up to two additional courses (beyond the standard EPP PhD course requirements) may be specified and required by the thesis committee, with approval of the EPP Department Head.

After each of these meetings, you will need to obtain the Associate Department Head's signature in Section IV of the Curriculum Progress Sheet. Please note that while these three meetings are required, you should feel free to make an appointment at any time with the Associate Department Head to discuss any concerns you might have regarding graduate matters.

Note: The Curriculum Progress Sheet for students in the SET Change, CASOS, and the joint EPP/Statistics programs are also attached in Appendix 3.

### **2.8. A General Progress Schedule for all EPP Students (except those in CASOS, SETChange, and the EPP/Stats joint degree)**

A typical student in a typical semester will take 48 units composed of 12-36 units of coursework and the remaining units for research. Generally students take more coursework in the first two years and more research credits thereafter. The next page provides a sample progress schedule.

### Sample Progress Schedule for Graduate Studies in EPP

- Semester 1:
- 19-701 "Theory & Practice of Policy Analysis"
  - 12-704 "Probability & Estimation for Engineering Systems" (CivE) or equivalent statistics.
  - PhD Microeconomics (90-908 recommended or with approval 19-681)
  - 19-700 "Directed Study" (EPP) – minimum of 6 units
  - An optional technical (A) course
- Approach faculty members, begin to focus on research area.  
•Document initial research and study plan on Curriculum Progress Sheets.
- Semester 2:
- 19-704 or other approved course in Social Science/Survey Statistics
  - 19-702 "Quantitative Methods for Policy Analysis"
  - Type A/B Courses
  - 19-750 "Project Research," aimed at starting work on qualifier problem
  - Identify and pursue funding for research if necessary
- Summer:
- Continue research in preparation for Part A
  - Preliminary Abstract for Part A due in late June
  - Receive initial faculty feedback on abstracts
- Semester 3:
- Optional:
- 19-705 "Workshop in Applied Policy Analysis" (Serves to help prepare for Part B of PhD Qualifying Exam)
  - Type A/B Courses
  - 19-785 or alternative optimization course (should be taken by end of second year)
  - Write Qualifier Paper -- Preliminary oral presentation in early October for faculty feedback
  - Teaching Practicum (often done in later semesters, but must be done by end of 3<sup>rd</sup> year)
- Semester 4:
- Qualifying Examinations: January/February
  - Completion of course work (check w/Assoc. Dept. Head for verification of completion of coursework)
  - Start preparation of thesis research proposal.
  - Teaching Practicum (if not already completed)
- Semester 5:
- Thesis proposal (if not completed already).
  - Concerted effort towards thesis work.
  - Teaching Practicum (if not already completed)
- Semester 6 & on
- Continue and complete PhD thesis work.
  - Teaching Practicum (if not already completed)

## **2.9. The Qualifying Examinations**

The Qualifying Examinations are conducted once a year, and must be taken by the time students have been in the program for three semesters. Only students registered in the current semester can take qualifying exams, unless they have petitioned the department head by the end of the first month in the semester when the exam will be taken. The objective is to assess the student's ability to do interdisciplinary research, based on sound knowledge of technical and social processes, good analytical methods, and the ability to structure and analyze problems in engineering and policy in a way that appropriately integrates the required knowledge, methods, and judgment. The levels of synthesis and evaluation to be demonstrated in these examinations go beyond those expected in most courses, although the core sequence (19-701 through 19-705) are aimed at developing and exercising this level of problem solving.

The Qualifiers consist of two parts discussed below: a research paper (Part A) and an extended take-home examination on an applied problem in policy analysis (Part B). All students will be expected to take both Part A and B of the exam at the regular time unless they have successfully petitioned the Graduate Education Committee for an exception by the end of the first month of their third semester. Students in the SETChange and joint EPP/Statistics degree program have the option of taking 19-705 for a letter grade or participating in the Part B exam. If the latter is chosen, then 19-705 is optional. If the former is chosen, then 19-705 is required. The student is expected to communicate their choice with Adam Loucks.

### 2.9.1. Part A

For the EPP Part A Qualifier, the student must prepare an original research paper that addresses a problem in technology and policy in which the issues of technology play a central role. This paper is expected to demonstrate the student's ability to structure and perform research on problems in engineering and policy, including the ability to apply formal analytical tools in such research. The typical paper requires approximately one year of preparation, in parallel with regular course work. In preparing this paper, students are expected to seek the assistance and supervision of their faculty advisor and other members of the faculty. Considerable student initiative is expected in this process. The paper may be based on a joint MS project prepared under the supervision of faculty members from EPP and other departments.

Students who have prepared such a piece of work prior to joining EPP may elect to use this work with the approval of the Graduate Education Committee. However, the student must demonstrate that the work is his or hers and not the product of a group effort in which he or she played primarily a supervisory role and that the work was done after he or she had obtained an undergraduate degree.

Students must have the topic of their paper and draft abstract approved in the summer, at the end of their second semester, and give a preliminary oral presentation of their paper to the faculty in early fall. To obtain the preliminary approval in the summer, the student prepares a one-page prospectus that must be approved by three members of the EPP faculty, reviewed by the Graduate Education Committee, and then distributed to all members of the EPP faculty. The final paper must be less than 5,000 words in length and must be submitted to the department for distribution to the faculty on a prescribed date in January, a few weeks prior to the oral examination date. At the examination, the student makes an oral presentation of the paper and is then questioned by the faculty. Faculty questions may relate to the specifics of the paper, as well as to related but more

fundamental material that forms the basis of the paper topic or the methods used. Student performance is assessed based on the written paper, the presentation, and the responses to questions by a subcommittee of the faculty.

### 2.9.2. Part B

Part B of the Qualifying Examinations occurs soon after the Part A paper is submitted in early January. The objective of Part B is to examine a student's ability to structure an unstructured policy problem on their own and to select and apply appropriate problem-solving techniques. Students are presented with a problem in technology and policy, an extensive set of reference materials, and given five days to prepare a 10 page written synthesis. Examination problems are carefully constructed so as not to give a significant topic area advantage to any particular student. Student performance is assessed by a subcommittee of faculty based on the quality of the written paper in terms of how it structures and answers the questions presented.

Several outcomes of the Qualifying Examinations are possible. These are:

1. The student passes both parts of the examinations at the PhD level.
2. The student passes one or both parts at the MS level, but not at the PhD level. In this case the student can take an MS degree. However, the option is also open to retake the examination(s) one more time when next offered. Students receive individual guidance on whether they should plan to retake the examination or leave the program with an MS. Students leaving with an MS degree must have a final version of the Part A examination paper approved by their advisor or the department head.
3. The student fails one or both parts. Such students are almost always advised to withdraw from graduate studies in EPP. They may, however, elect to retake the failed examination(s) one more time when next offered.

Students who retake the Qualifiers must do so the year after the first attempt. Students who have failed one or more parts of the Qualifying Examination normally do not receive graduate assistantship support while waiting to retake the examination.

### **2.10. Thesis Proposal and PhD Committee**

Once the Qualifiers and course work are completed, students spend full time on their thesis research. The proposal for the PhD thesis and a tentative schedule for the completion of the dissertation are to be presented to the student's PhD Committee.

Within six months of passing the qualifying examinations at the PhD level, the student should begin to formulate a written thesis proposal that includes a summary of any preliminary results available. The written proposal must be given to the student's PhD Committee at least one week before the oral presentation of the proposal. Once the proposal date has been finalized, the student must email the graduate program staff with the following details: date, time, and location of the proposal; the names of the thesis committee, noting the visitor's affiliation, and noting who is chair. This information is needed for official record keeping.

The PhD Committee is appointed jointly by the student's thesis advisor and the Department Head with the advice and consent of the student. The committee must have a minimum of four members, at least two of whom must be EPP faculty members and at least one of whom does not have any appointment with EPP (this precludes affiliated faculty). The function of the PhD

Committee is both evaluative and supportive, but primarily the latter. The committee should be made up of individuals who have the necessary knowledge, and who will be able to provide timely advice, feedback, and support. The EPP members of the thesis committee are also responsible for certifying that departmental course requirements have been met, including the selection of courses to fulfill the student's particular core area of mastery. The student should look at the different facets and disciplines involved in their work and choose the committee members to represent that cross-section. If circumstances require it (i.e., a committee member requests to be removed or can no longer serve or the student and their advisor(s) no longer believe that a committee member is making a constructive contribution to the thesis committee), then the student and their advisor(s) may submit a request to the EPP Department Head to replace the committee member with a new (appropriately qualified) member.

The written thesis proposal is a document that describes in detail the thesis problem statement and proposed plan and method of research, as well as a brief review of the background of the topic. The proposal should include a tentative schedule for the completion of the development phases of the work. The proposal presentation to the PhD committee serves also as an occasion for a detailed discussion of the proposed research between the student and their committee. Ideally, the student should consult with all the committee members on a regular basis throughout the development of the thesis in order to benefit from the varying backgrounds of the committee members. Thesis proposal copies are submitted to the Graduate Program Administrator on a voluntary basis by the students. You are encouraged to ask colleagues for copies of previous thesis proposals as a guide.

The length of the thesis proposal presentation can vary. A rough rule of thumb is that the presentation be no more than 40 minutes long. When the proposal is accepted by the PhD Committee a yellow card signed by the committee members is sent to the Associate Dean by the Graduate Program Administrator to signify the completion of the qualifying process for acceptance to PhD candidacy.

EPP Thesis proposals are open to members of the CMU community unless a closed proposal is specifically requested by the candidate or their thesis advisor. Unlike the thesis defense, the department does not formally announce when a thesis proposal will take place. Students will be informed of the results of their thesis proposal examination within two days of the oral proposal. Possible results include: i) pass, in which case the student becomes a PhD candidate; ii) potential pass, in which case the student must redo the thesis proposal within one year, and the “yellow card” is held until the second proposal examination; or iii) fail, in which case the student will be asked to leave the program at the end of the semester in which the failed thesis proposal took place.

#### 2.10.1. Student Status Statutes of Limitation

As outlined in the university doctoral student status policy (excerpted in part below), there is a time limit to degree completion as follows:

Students will complete all requirements for the PhD degree within a maximum of ten years from original matriculation as a doctoral student, or less if required by a more restrictive department or college policy. Once this time-to-degree limit has lapsed, the person may resume work towards a doctoral degree only if newly admitted to a currently offered doctoral degree program under criteria determined by that program.

Under extraordinary circumstances, such as leave of absence, military or public service, family or parental leave, or temporary disability, a school or college may, upon the relevant department's recommendation and with the written approval of the dean, defer the lapse of All But Dissertation status for a period commensurate with the duration of that interruption. Students, who are pursuing the PhD degree as part-time students for all semesters of their program, as approved by their program, may also appeal to their program or department for extension of the time to degree limit.

In COE students have 6 years from completion of the qualifying exams (in EPP this includes thesis proposal) to complete all formalities for the PhD, including final thesis submission to the department. COE policy states: "If, at the end of this six-year period, the PhD has not been awarded, the student must reapply for admission to the graduate program and will be judged competitively with other students applying at the same time." These statutes of limitation are designed to make sure that the student's knowledge in the field is current when he or she receives the degree.

More information on degree statutes of limitations can be found on the COE policy website: [http://engineering.cmu.edu/current\\_students/graduates/phd\\_policies.html](http://engineering.cmu.edu/current_students/graduates/phd_policies.html), as well as the university's doctoral student status policy: [www.cmu.edu/policies/student-and-student-life/doctoral-student-status.html](http://www.cmu.edu/policies/student-and-student-life/doctoral-student-status.html).

## **2.11. PhD Research and Dissertation**

PhD thesis research is expected to be professional research of the highest caliber and must contribute to advancing the body of knowledge in the field. If a student is not making satisfactory progress in their research, is not regularly meeting with their research advisor, and is not identifying or meeting agreed upon goals, their advisor has the right to terminate their funding. It is the student's responsibility to ensure they are communicating with their advisors and making good progress.

The PhD dissertation, which describes the research and results in detail, must be a scholarly work in the substantial content as well as in the presentation. The contribution of the thesis must be considered significant and original by the research community in the field, represented by the student's thesis committee.

The University's regulations governing research including human subject research, conflict of interest, export controls, and research misconduct are found on the Office of Research Integrity's website: <http://www.cmu.edu/research-compliance/>.

The dissertation document must contain, in addition to details of the main work, the context and placement of this work in the general field of study. The document should be a coherent presentation consistent with standards and documentation requirements (such as references) expected of scholarly work.

The student's advisor and thesis committee are the final judges of the quality and quantity of research and writing required to complete the dissertation. They judge the quality of contribution including the analysis and originality of the work to the field. The work is usually equivalent to that which would result in three or four publishable papers. In certain cases, when the student's research has led to the publication of a number of significant peer-reviewed journal articles (e.g., 3 to 4), the

manuscripts for these papers (either published or accepted for publication) may be directly submitted as the major text for the thesis along with brief introductory and concluding chapters describing the overall theme and context of the papers. Approval by the student's thesis committee is required for this type of dissertation.

The dissertation must be complete in all details when submitted to the committee. The changes requested or recommended by the committee should be made and a final PDF version must be submitted to the thesis advisor along with 4 signature sheets. It is very important to acknowledge all of the financial support you have received during your graduate studies on your acknowledgements page.

We have set up a website with instructions on completing your dissertation requirements, including templates and formatting guidelines, found under the Current Student link. These guidelines are also available on the Doctoral Student Blackboard site. Students should refer to these guidelines as they begin to produce their dissertation and should meet with the Graduate Program Administrator:

Currently, the deadlines posted on our college website for thesis submission are outlined below. Again, students should refer to the guidelines on our website above for complete information:

Submission of Dissertation to the Department—by the following due dates: May graduates, 10 days before the Final Grades for Graduating Students Due date; August graduates, two days before the Final Grades Due date; December graduates, two days before the Final Grades Due date.

## **2.12 Binding and Copying**

In addition to the required documents discussed in the previous section, we request that you provide four additional double-sided copies for the department, plus any additional copies that you wish to have bound. The three copies will be used by EPP and you will be reimbursed for them, if you provide a receipt. You may choose to have all of the copies produced here on campus by FedEx Office, located in the lower level of the University Center. In that case, the graduate staff will give you an EPP account number to use for the FedEx Office so that all of the copies will be direct billed to the department. We will then bill you for all but the four copies. We will take care of the thesis binding procedure for you. The cost for binding is \$22 per book; again, you will not be charged for four of the books as indicated above.

Once you have scheduled your defense, you should meet with the Graduate Program Administrator to discuss this in further detail.

### **2.12.1. Copyrighting the Dissertation**

Except in unusual circumstances, you will automatically hold a U.S. copyright in your thesis. You may also choose to register your copyright with the U.S. Copyright Office.

Ownership of the copyright in your thesis is determined by several factors including U.S. copyright law, Carnegie Mellon's Intellectual Property Policy, and the publication agreements with journals with which you have published any part of your thesis. Carnegie Mellon's policy is that students retain copyright in books and articles except in certain

situations, such as when the books or articles are the result of internally or externally sponsored work or a work created as an employee of the university. Most students will therefore hold copyright in their theses, but whether you hold the copyright in your thesis will depend on the particular facts of your situation.

If you do hold the copyright in your thesis, your copyright exists automatically. You do not have to register a U.S. copyright for your thesis, but registration offers several benefits, including the ability to enforce your copyright and to collect certain types of damages.

ProQuest UMI Dissertation Publishing Information Service offers a copyright registration service. When you register through ProQuest you retain the copyright; ProQuest is just the broker. If you are interested in using ProQuest, you will need to complete the ProQuest form found on the COE website, include a check or money order for \$55, and submit it to the EPP Graduate Program Administrator. More information on ProQuest is available on the COE website and also from the EPP Graduate Program Administrator.

If you have submitted parts of your thesis for publication in a journal, or plan to do so, this is more involved. If you have already submitted parts of your thesis for publication to a journal, prior to sending it to ProQuest for copyright, you must get permission from that journal if the publication agreement with that journal assigned the copyright for that article to the journal. If you are planning to submit your thesis (or part of it) to a journal and have not done so before submitting it to ProQuest, you can register the copyright for your entire thesis with ProQuest and still send it to the journal. In this case you will be the one to hold the copyright unless the publication agreement with the journal assigns any part of the copyright. Before publishing your thesis or attempting to register copyright in your thesis, you should contact any journals in which you have published or plan to publish part of your thesis to discuss their copyright policies and ensure either that you have the copyright in that part of your thesis or that you have permission to publish it as part of your thesis.

Some students have chosen to use a Creative Commons license. A Creative Commons license is, strictly speaking, not an alternative to copyright but a way to determine how your copyrighted material may be copied, distributed, and otherwise used. More information about the Creative Commons license is available at [www.creativecommons.org](http://www.creativecommons.org).

If you hold the copyright in your thesis, whether registered or not, a separate page should have the copyright information on it, including the © symbol, the year of publication, the author's name, and the statement “All rights reserved” (for example: “© 2001, John Q. Student. All rights reserved.”).

CMU University Libraries together with the Office of the General Counsel has created a guide on issues related to dissertation copyrighting. It can be found on the University Libraries dissertation information website:  
<http://search.library.cmu.edu/services/deposit/>

Further questions or information on copyright may be addressed to Lynn Berard, CMU Principal Librarian, [lberard@andrew.cmu.edu](mailto:lberard@andrew.cmu.edu); Sue Collins, Librarian, [sc24@andrew.cmu.edu](mailto:sc24@andrew.cmu.edu); or ProQuest, Author Relations Team, at 800-521-0600 x7020.

### **2.13. Dissertation Defense**

The completed dissertation must be handed in to your PhD Committee at least one month prior to the defense date. The student should schedule the date and time of defense suitable to his or her committee members, reserve the room and any necessary equipment

You will need to work with your committee to schedule your defense. Schedule your defense so that you have enough time to make the necessary changes to be able to submit your thesis by the deadline. If available, use one of the EPP Conference Rooms (Baker Hall 129 or Wean Hall 3701).

The length of your presentation (defense) should be about 40 to 45 minutes. It is best to concentrate on your research and not on a big introduction.

College rules dictate that a public oral defense notice be sent to the Dean's Office and all COE Departments at least two weeks prior to the date of your defense. Accordingly, students will need to complete a defense announcement template and submit it to the graduate program staff for dissemination. The template as well as completion instructions are found on our website by clicking the "Current Students" link and then the "Doctoral Thesis Guidelines" link and on the Doctoral Studies Blackboard page

Students will be informed of the results of their thesis defense within two days of the oral presentation (in most cases feedback is provided immediately following a brief deliberation by the thesis committee at the conclusion of the defense). As part of the feedback to the student, the committee specifies any changes that must be made prior to submission of the final written dissertation. Possible results of the dissertation defense include: i) pass (usually contingent on completion of any final changes to the written thesis specified by the committee); ii) potential pass, in which case the student must redo the thesis defense within one year; or iii) fail, in which case the student will be asked to leave the program at the end of the semester in which the failed thesis defense took place.

### **2.14. Career and Professional Development Center (CPDC)**

The Career and Professional Development Center (CPDC) at Carnegie Mellon University is happy to provide career and professional guidance and resources to doctoral students. A career consultant can assist you with your resume, cover letter, job search, job fair preparation, interviewing strategies, and many other career-related topics. Contact the CPDC to schedule an appointment by calling 412.268.2064, or by visiting the CPDC in person on the ground floor of the University Center. You can also visit the CPDC's website for more information: [www.cmu.edu/career](http://www.cmu.edu/career).

### **2.15. Degree Convocation and Commencement Events**

The University confers degrees three times a year – in May, August and December. However, there is only one University-wide Commencement event that is held in May. Students who have graduated during the prior August or December and those graduating in May are invited to participate in this event. Commencement is typically held on the third Sunday in May. For the doctoral students, the University also holds a special Doctoral Hooding Ceremony the day before Commencement. Participation in all of these events is voluntary. The graduate program staff will disseminate information prior to the events.

In the past, students who just missed the May graduation deadline have asked if they could still participate in the May Commencement events. University protocol is that you will be allowed to attend the main ceremony, but you will not be permitted to participate in the Doctoral Hooding Ceremony. Only students who have been officially certified for graduation in the previous August, December, or that current May are eligible to participate in the Hooding. In order to participate in the EPP Commencement Breakfast, your defense should be successfully completed before Commencement and a reasonable target date set for final changes in response to the defense. All of this should be included in a memo from the student and his or her advisor to the EPP Graduate Education Committee three weeks before Commencement asking to be included, pending a successful oral defense. The Graduate Committee will approve these requests routinely, and Vicki will follow up to check whether the defense was in fact successful and whether a target date before June 15 was set for completion of final thesis corrections.

### **2.16. Enrollment Verification**

Periodically, students will need official enrollment or degree verification letters to send to prospective employers, loan agencies, scholarship committees, or for visa purposes. 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: [www.cmu.edu/hub/records/verifications/index.html](http://www.cmu.edu/hub/records/verifications/index.html)

## **3. Registration, Enrollment, and Student Status**

### **3.1. Registration**

Each semester, students must go through the process of enrolling (registering for courses) for the next semester. CMU has streamlined the process of enrollment by creating The Hub, located in the lower level of Warner Hall. The Hub includes the Registrar's Office, Cash Operations, and the Student ID Center. The Hub's webpage contains pertinent information on a variety of issues such as cross-registration, grading policies, financial aid, etc. Their website is [www.cmu.edu/hub](http://www.cmu.edu/hub), phone x8-8186. If you encounter trouble with enrollment or have difficulty in dealing with the Hub, please see the Graduate Program Administrator. The COE liaison in the Hub is Melissa Skasik ([skasik@andrew.cmu.edu](mailto:skasik@andrew.cmu.edu)).

To Register for Courses: Each semester Enrollment Services will send an email indicating that it is time to register for the upcoming semester (in April for the fall semester; and in November for the spring semester). All graduate students intending to continue the following semester SHOULD register at this time because courses fill quickly. Registration is handled online via at the Hub's website. If you are not enrolled by the tenth day of class in a given semester, you will be administratively withdrawn and will not be able to register.

To register online, simply go to the Hub's website [www.cmu.edu/hub](http://www.cmu.edu/hub), click SIO Registration, and go from there. If you have any problems, see the Graduate Program Administrator. Please NOTE: All full-time students must be registered for a minimum of 36 units.

EPP students may take courses in any of CMU's departments or schools. If there are courses you may want to take but are unsure, we recommend that you register for all of them, attend the courses and make a decision on which you want drop before the course drop deadline. Course add and drop deadlines can be found on the Hub's website. However, please be sure you do not drop below full-time status (36 units).

### 3.1.1. Summer Registration, Tuition, and Curricular Practical Training

There is no tuition charge for the summer **if** you register for a designated EPP reading & research course. These courses use Section R, or for students in the Portugal program Section PP. All of this information will be outlined in a memo that will be sent to you in April. Please note that if you take summer courses other than an EPP reading and research course, there will be a tuition charge that the Department will **NOT** pay. You should first check with the Hub to see if there will be a tuition charge for the particular course you wish to take. If so, and the course is related to your research, check with your advisor to see if they are willing to pay the tuition.

For international students, we offer a curricular practical training course 19-770 “EPP Research Practicum.” This course was developed so that an international student may legally be registered for the semester while working outside of CMU. The benefit of CPT is that you are able to work without losing any of your Practicum training time. Students must consult with the Office of International Education (OIE) for eligibility before seeking an internship/co-op or signing an offer contract. It is important to note that in order to qualify for CPT, the job you are applying for must be directly related to your research and approved by your advisor. Since this is considered part of your research/course work, a grade will be required from your advisor. You will need to make your advisor aware that they will need to provide a research grade to the department at the end of the semester. Your advisor will need to sign your CPT form. If you have any questions on this procedure, see the Graduate Program Administrator. There may be an additional charge for CPT units that will not be paid by the Department. Students should check with the Graduate Program Administrator if considering an internship or if they have questions on procedure.

Important: When enrollment is complete, and at midterm, check to make sure you are registered for the correct courses and correct number of units. Because EPP students take courses from different departments and may do several course add/drops, mistakes can occur. If you do encounter an error, please see the Graduate Program Administrator. It is extremely important for all students registered full time to make sure they are carrying 36 units or more. Failure to carry a minimum of 36 units for an International Student can result in termination of your student visa status by the Department of Homeland Security. Students receiving a taxable stipend must be registered full time. Failure to register for full time units may result in loss of stipend.

### 3.1.2. Cross-Registration

As mentioned in Section 2, CMU offers students the opportunity to take courses for credit through a cross-registration program (see Pittsburgh Council on Higher Education (PCHE) and the cross-registration link below). By the process of cross-registration, students may take a course for credit at another participating university that is not offered at CMU, but is relevant to their research. The cross-registration procedure and list of participating universities is outlined on the Hub’s website: [www.cmu.edu/hub/registration/graduates/cross.html](http://www.cmu.edu/hub/registration/graduates/cross.html)

It should be noted that students must be registered at CMU for full time units before they can cross-register. Thus, the cross-registered course cannot be counted towards a student’s full time enrollment. If a student is cross-registered for a course and drops below full time at any point during the semester, the cross-registered course will automatically be dropped from the student’s record, even if a grade has been recorded.

### 3.1.3. Auditing a Course

To audit a course is to attend the lectures, but not submit homework assignments or sit for the exams. It is not the same as periodically attending lecture. It is an official process that must be run through Enrollment Services. You will receive a grade of "O" on your transcript. To audit you must first register for the course online, then submit a Course Audit Approval form to the Hub. The deadline to choose to audit a course is the same as the course add deadline (currently the 10th day of class of each semester). The audit form is available on the Hub's website under the Forms & Guides link. Very important: If you submit the audit form to the Hub and are not registered for that course, the Hub will not process your form, but will instead mail it back to you through campus mail. In most cases, by the time you receive the 'unprocessed' form from the Hub the audit deadline will have passed.

### 3.1.4. Grades and Grading

The general grading policy used by COE is described on the university grading policy page, found here: [www.cmu.edu/policies/documents/Grades.html](http://www.cmu.edu/policies/documents/Grades.html). COE notes that coursework or graduate project units with a grade of C- or lower are not acceptable toward graduate degree requirements. All research courses are given letter grades.

However, as noted earlier, students in EPP are expected to carry an overall 3.0 grade-point average throughout the course of their studies. The department does not allow credit for more than two courses with a grade of C.

## **3.2. Student Status**

As mentioned earlier, a student must complete all formalities for the PhD Degree and submit the final copy of the thesis to the Department within six years after thesis proposal or within ten years of matriculation, whichever comes first. This statute of limitations is designed to make sure that student's knowledge in the field is current when he or she receives the degree and is discussed in more detail in the university's official Doctoral Student Status policy:

<http://www.cmu.edu/policies/student-and-student-life/doctoral-student-status.html>

### 3.2.1. Full-time and All But Dissertation In Residence Status (ABD)

Upon completion of their thesis proposal and required coursework students are to be regarded as ABD and will need to complete an All But Dissertation Status Agreement to change their student status from 'doctoral' (DOC) to 'all but dissertation' (ABD or one of the Portugal equivalents).

ABD students are expected to be enrolled full (no less than 36 units), with full tuition being paid to the university. Under exceptional circumstances, and ONLY if they are a semester or two away from defending, ABD students who are self-supported and can demonstrate financial hardship may petition the college dean through their department for permission to register for 5 units of research. If approved, they may only remain as ABD for 5 units for two consecutive semesters, with summer counting as a semester. After that, they must either register for 36 units or change status to All But Dissertation In Absentia (ABS). ABS is discussed in the next section.

Students may remain on campus with ABD 5-unit status and will be considered a full-time student, but they may not receive a stipend, compensation, or any form of tuition

payments from the department or CMU. They are considered self-supporting students and must pay the reduced tuition amount from their own funds.

### 3.2.2. All But Dissertation In Absentia Status (ABS)

All But Dissertation In Absentia (ABS) is a status for students who choose to leave the university with the intent of completing their dissertation but are not actively engaging with the university and do not require substantial use of university resources as outlined in the CMU doctoral student status policy. The six-year time limit will continue to pertain to students registering In Absentia. Students In Absentia should also be mindful of the Student Statute of Limitations, discussed in Section 2.10.1 above. It has been our experience that students who choose to complete their dissertations In Absentia will often take years to finish. So while this may be an option for ABD students, it is not the recommended option.

To be eligible for ABS students must meet the following criteria:

1. Have completed all degree requirements except for the dissertation.
2. Have been enrolled full-time for two years (including summers).
3. Do not require substantial use of university resources.
4. Do not receive any financial support that is paid or administered by the university.

ABS is not a legal status for international students holding F1 or J1 visas. If a student chooses to become ABS they will not be billed for tuition until the final semester in which degree requirements are completed. In that semester, they will need to register and pay for 5 units of tuition. As with ABD status, these units must be paid by the student. They cannot be paid by the department or by a research grant. The Graduate Program Administrator will help with this final semester registration. Note that while on ABS status, the technology fee will be assessed to the student's account for each academic semester. This fee will allow the student to keep their CMU email account and also allow access to university licensed software until the time of official graduation or lapse of doctoral candidacy, whichever comes first.

Students on ABS status will not be permitted to retain a desk in EPP. When a defense date has been set, they must contact the Graduate Program Administrator who will help with final semester registration.

For additional information and rules on ABS status, students should refer to the official university Doctoral Student Status Policy: [www.cmu.edu/policies/DSS.html](http://www.cmu.edu/policies/DSS.html)

### 3.2.3. Final Semester Tuition

Currently the doctoral student status policy states that ABD students in residence who are registered full time (36 units or more), receiving financial support tied to their doctoral program that is paid or administered by the university, and submit their completed thesis and required documentation to the department no later than the end of September, may qualify to have their tuition readjusted to zero. They will be considered a December graduate and will need to pay all of the corresponding fall student fees. Likewise, ABD students in residence who are registered full time (36 units or more), receiving financial support tied to their doctoral program that is paid or administered by the university, submit their completed thesis and required documentation to the department no later than the end of February, and are officially certified for graduation by the department will have their tuition readjusted to zero. They will be considered a May graduate and

will need to pay all of the corresponding spring student fees. In each of these cases, paperwork will need to be completed both by the student and the department's graduate coordinator. Students should check with the department graduate coordinator when they are ready to defend.

There is no tuition adjustment for students who carry reduced tuition, part-time tuition, or those who those who carry ABS status.

For more information regarding ABD in residence and in absentia and for specific timelines, students should refer to the official university Doctoral Student Status Policy: [www.cmu.edu/policies/DSS.html](http://www.cmu.edu/policies/DSS.html)

#### 3.2.4. Inadequate Progress and Probation

Due to poor performance in courses or inadequate progress on research, the faculty and administration of the department will in all cases work with the student to try and overcome these difficulties and try to help the student improve their performance. If, however, inadequate performance and progress continues to the point where the improvements needed for successful completion of the degree program appear highly unlikely, students will be asked to leave the program.

If the student feels that they might be "in trouble" either with their coursework or research progress, they should alert their advisor right away and should also talk with either the Associate Department Head or the Department Head. They should not wait until the problem becomes insurmountable.

At the end of each semester, after final grades have been posted, the academic performance of each student is reviewed. Any student with a cumulative QPA of less than 3.0, or with a QPA of less than 3.0 in the most recent full semester completed, or with a research course grade less than B in the most recent full semester completed, is automatically and immediately placed on academic probation, which includes the following additional conditions:

- Students on academic probation may have any scholarships and/or financial awards rescinded;
- Students on academic probation cannot be selected to receive awards;

A student on academic probation will automatically be removed from probation during the next academic review if the student's semester and cumulative QPAs, and research grade, at that time, are 3.0 or better.

If an EPP student has a core or cumulative QPA lower than 3.0 at the end of two consecutive full semesters, the student will be dismissed from the EPP program. The student may appeal the decision by sending a formal letter stating the basis for appeal to the EPP Department Head within 10 days from the end of the semester. The student will have an opportunity to appeal a removal decision by the EPP Head to the Associate Dean for Faculty and Graduate Affairs of College of Engineering. If the dismissal decision is not overturned, the student is not entitled to a refund of tuition or student fees incurred during the semester in which the appeal was being considered.

The judgment as to when poor course performance or inadequate progress on research is sufficient to stop funding will be made by the Department Head following input from the student's advisor(s).

### 3.2.5. Leave of Absence Process

For a PhD student, making progress in courses and research is a critical step in completing qualifying exams, proposals, and dissertations. If a student feels that they need to take time off from graduate studies, they should first consult with their advisor, and then with either the Department Head or Associate Department Head. Leaves of absence may be requested by students during periods of financial, personal, or academic problems in order to ensure a successful return to campus (policy <https://www.cmu.edu/hub/registration/leave.html>).

Students desiring to request a leave of absence will need to complete a Leave of Absence form found on the Hub's website and submit it to the department's graduate program administrator. It is important to note that a tuition refund may be in order depending on when the student began the leave process. The date on the form indicating when the "student began the leave procedure" is the date the Enrollment Services will use to determine whether a refund is due. The earlier the procedure begins, the greater chance of a refund. Beginning the leave procedure date is not necessarily the date that the form was signed. It can be when the student first seriously considered taking a leave and/or when they discussed it with their advisor.

To return from leave, the student should contact their advisor and let them know they intend on returning. This discussion should involve completion of milestones, funding status, and research opportunities. To begin the return from leave process paperwork they will need to contact the department's graduate program administrator and complete the Return from Leave form also found on the Hub's website.

More information on the University's Leave of Absence Policy and associated forms can be found on the Hub's website: <http://www.cmu.edu/hub/registration/docs/loa.pdf>.

## **3.3. International Students**

### 3.3.1. Office of International Education (OIE)

Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. 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.

OIE is located on the 2nd Floor of Warner Hall, x8-5231, [www.cmu.edu/oie](http://www.cmu.edu/oie). Our college's foreign student advisor is Lindsay Pelz, email: [lindsay@cmu.edu](mailto:lindsay@cmu.edu).

If you are enrolled at CMU and are planning to leave the country, you must check with OIE to make sure you complete the necessary documentation for exiting and re-entry into the U.S.

International students receiving a stipend, **must** be sure that their work authorization form (usually the I-20 or DS-2019) is up-to-date at the CMUWorks Service Center. Students cannot receive a stipend payment from Carnegie Mellon University with an expired work authorization. It is the student's responsibility to make sure that the Service Center always has the most current document on file. In addition, the student must present the updated document to the Service Center in person, they are not permitted to have a friend or staff member do so on their behalf. Students are informed by OIE and will receive notice ahead of time that their documents are going to expire. Please do not ignore these emails.

### 3.3.2. Intercultural Communication Center (ICC)

The Intercultural Communication Center (ICC) is a support service offering both credit and non-credit classes, workshops, and individual appointments designed to equip non-native English speakers (international students as well as 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. Graduate students are required to have a certain level of fluency in English before they can instruct in Pennsylvania, as required by the English Fluency in Higher Education Act of 1990. Through this Act, all institutions of higher education in the state are required to evaluate and certify the English fluency of all instructional personnel, including teaching assistants and interns.

As discussed earlier, students are expected to fulfill their teaching practicum by the end of their third semester. This means that international students should be working with the ICC as early as possible, as soon as their first or second semesters to ensure the best chance of success in passing the ITA test. ICC is located in Warner Hall, Room 418, phone 412/268-4979, [www.cmu.edu/icc](http://www.cmu.edu/icc). Students are expected to take advantage of this excellent university resource.

Students are required to attend a 'language support check-in' meeting with the ICC soon after initial arrival at CMU. These check-ins are just a brief meeting with an ICC instructor. Students will need to bring a copy of their TOEFL report with them for the language check-in, and can sign up for a check-in on the ICC website.

### 3.3.3. Postgraduate Work in the U.S.

The Department of Homeland Security (DHS) has very strict guidelines that must be adhered to for non-U.S. students who wish to work in the United States after graduation. Work includes all university postdoctoral positions (even those at CMU). If it is your plan to work in the U.S. you will need to make an appointment to talk with an OIE counselor at least one full semester (4 months) in advance of completing your thesis. You will not be able to hold postdoctoral status or collect a pay until your new visa is issued, and you have met the department guidelines for graduation. Unfortunately, there is no flexibility in this matter and if you do not plan for this well in advance, there is nothing the department can do to expedite the process. To begin the process, you must secure a position, have the offer letter in hand from your perspective employer, and make an appointment to talk to an OIE advisor. They will explain the options that are available to you and will have the paperwork necessary to begin the process. Once DHS receives the paperwork it can

take up to 3 months for a visa to be issued. Optional Practical Training (OPT) is also an option for non-U.S. students who wish to work in the U.S. after graduation. Again, you would need to meet with an OIE advisor to begin the paperwork. It can take up to 4 months for the OPT paperwork to clear DHS. For more information on this, visit OIE's website: [www.cmu.edu/oie](http://www.cmu.edu/oie).

## 4. Funding

### 4.1. Graduate Research Assistantship (Stipends), Tuition and CMUWorks

Graduate Research Assistantships are semi-monthly awards for support of full-time graduate study. They are not a salary, are not considered employment by the University, and carry no employee benefits. A Graduate Research Assistantship is a taxable stipend that can only be awarded to FULL-TIME students and is subject to federal tax withholding. A student receiving a taxable stipend may NOT work for other remuneration either on or off campus.

Tuition support is awarded to a student when the department is paying the tuition charges. Tuition charging is set up on a nine-month payroll deduction plan September to May. The exception to this are students in the dual degree Portugal program, their tuition is paid via scholarship posting handled through the department. Students on payroll deduction will see semi-monthly credits applied to their account beginning in September for nine months until the total tuition has been fully paid in May. Should you receive any amount of pay greater than your usual stipend, an error has occurred and the overpayment must be returned to the department immediately. Likewise if an underpayment occurred, students need to report this as quickly as possible to the department's Business Manager or Graduate Program Administrator. Please note that it is your responsibility to verify that you have received the correct amount of stipend each month.

Students may be eligible contribute to the CMU employee retirement plan through Workday. For information on eligibility and steps to follow, contact the CMUWorks Service Center at 412-268-4600 or online at:

<http://www.cmu.edu/cmuworks/students/students-semi-monthly.html>

#### 4.1.1. Direct Deposit

Graduate Students receiving stipend payments will receive a semi-monthly monthly direct deposits. You must set up a direct deposit account. Forms are available online from the CMU Works Service Center (<http://www.cmu.edu/my-workday-toolkit/students.html>). Expense reimbursements will also be paid via direct deposit. You must complete a separate direct deposit form specifically for expense reimbursements.

**Tuition for Academic Year 2015-2016 is \$42,000**

**Stipend Rates for 2015-2016 are based on a two-tier system as follows:**

Level 1:	Pre-Proposal	\$2,250
Level 2:	Post Proposal	\$2,300

Thesis proposal increases are made three times a year as follows: in January for students who pass thesis proposal during the period September 1-December 31; in June for students who pass thesis proposal during the period January 1-April 30; and in September for students who pass thesis proposal during the period May 1-August 31. Students will need to inform the graduate

program administrator that they have passed this milestone and are due to receive the payment increase.

#### 4.1.2. Updating Address and CMUWorks

Students **must** update and keep current their local mailing address in **both** the CMUWorks Service Center (<http://www.cmu.edu/>) and in SIO (Student Information Online). These two systems operate independently of each other, but are necessary to ensure that you are properly notified and receive official university and IRS information.

Specifically, the CMUWorks address is used by the university when mailing W-2 IRS Wage and Tax Statements. While the address you provide in SIO will be used by Enrollment Services to mail official notices and diplomas.

#### 4.1.3. Summer Support

While summer support is not guaranteed, in many cases students who are receiving Graduate Research Assistantships (stipends) during the academic year are able to continue receiving this support through the summer if they plan to remain in the department and work on their research. This summer support depends on advisor approval and availability of funds. To this end, students should be meeting with their advisors to discuss their summer plans and whether their current support can continue through the summer. Students should not assume availability of summer support without first having discussed this with their advisors. A good time for students to check with their advisor about summer support will be in April when students receive a memo from the Graduate Program Administrator explaining summer support, and requesting information on funding for the summer and upcoming Academic Year. College rules dictate that if you will be receiving a stipend (regardless of semester), you must be officially registered for full-time (36 or more) research units.

#### 4.1.4. Restrictions on Graduate Research Assistantships (semi-monthly stipends)

There are restrictions attached to your graduate research assistantship. Namely, research assistants are not permitted to work outside of the Department, except in very special circumstances and with the prior written permission of the Department Head (e.g. you may be permitted if it is work directly related to your research).

As noted in a previous section, international students receiving a taxable stipend, **must** be sure that their work authorization form (usually the I-20 or DS-2019) is up-to-date at the CMUWorks Service Center. Students cannot receive a stipend payment from Carnegie Mellon University with an expired work authorization. It is the student's responsibility to ensure that the CMUWorks Service Center has the most current document on file. Additionally, the student must present the updated document to the Service Center in person, they are not permitted to have a friend or staff member do so on their behalf. Students are informed by OIE and will receive notice ahead of time that their documents are going to expire. Do not ignore these emails, and do not leave the country without ensuring documents are updated with the Service Center.

Students are responsible for paying health insurance, the student activities fee, the technology fee, and the transportation fee each semester by the due date noted in their SIO account. Students may enroll in the TMS payment plan offered by the university to pay these fees on a monthly bases versus all at once before the posted due date. See Section 5.10 for more information on paying health insurance and TMS.

Students who receive fellowships that permit payment of the fees will have the credit processed to their student account. Students in the Portugal program will have their technology fee paid by Portugal program funds and should not pay this particular fee ahead of time. They are, however, responsible for paying the student activities fee and transportation fee when they are officially located at CMU. When they are officially located in Portugal, they will not be assessed the student activities or the transportation fee.

#### 4.1.5. Time off

##### ***Students not supported on U.S. Government Funds***

Students are encouraged to remain on campus during holiday breaks and spring break, with the exception of official University closings. Winter and spring breaks are excellent times to make progress on research. A student who wishes to take a short break must receive prior approval from their research (funding) advisor. If they are not working on research during this time, they should check with their research (funding) advisor as to whether it is appropriate to suspend their stipend for the time away. If so, the student is expected to communicate this information to the graduate program administrator so that payment may be suspended during that time.

During the summer, students receiving stipend payments are expected to remain on campus unless they have received prior approval from their research (funding) advisor to do otherwise. If they wish to schedule an extended leave, they must get the approval of their research (funding) advisor and notify the department. International students will also need to check with OIE before leaving the country.

##### ***Students supported on U.S. Government Funds***

Federal regulations governing graduate student support do not allow for paid time off for personal business and vacations. If you need to take time off, you must make prior arrangements with your research (funding) advisor to make up the time. If you need to take a more extended amount of time off, you should make prior arrangements with your research (funding) advisor and with the graduate program staff to suspend your support for that period. International students will also need to check with OIE before leaving the country.

## **4.2 Financial Aid**

Financial Aid may be available to students who qualify. Students who wish to apply for financial should visit the Student Financial Aid Office located in the Hub or online at <http://www.cmu.edu/finaid/>. They have a graduate student financial assistance guide that may be helpful, found here: <http://www.cmu.edu/finaid/docs/grad-guide.pdf>.

## **4.3. Research Funding**

Because EPP offers a primarily research-oriented PhD, the department attempts to provide assistance in the student's initial search or focus on a particular research area. It is the responsibility of the faculty and the students to explore funding sources for both tuition and stipends and for any additional operating expenses. As mentioned previously, there are two web sites where students can locate pertinent information on available fellowships. They are: [http://www.epp.cmu.edu/graduate/fellow\\_index.html](http://www.epp.cmu.edu/graduate/fellow_index.html) and a more extensive listing can be found at [www.cmu.edu/fso](http://www.cmu.edu/fso). We strongly encourage all of our students to bookmark and visit these sites often and apply for any fellowship for which they qualify. If the department can help in any way

with the application process, such as writing letters of recommendation, etc., please don't hesitate to get in touch with Scott, Doug, or Vicki.

Research grants and contracts are the most common funding sources, and are usually applied for by a faculty member who serves as the Principal Investigator. If their research would be applicable to the graduate student's interest area, the students may be funded in this manner. These research projects can run from one to four years, but it remains the student's responsibility to be informed of the duration of the funding and to look into new funding sources before the grant or contract has ended. Foundations can provide another source of funding through fellowships that are applied for either by the individual student or by the Department as mentioned above. Also, other departments and centers on campus such as Robotics, ICES, and various projects in the Tepper School can provide funding for several months up to several years for projects that may be of interest to students.

It is the responsibility of the graduate student to take the lead in knowing the status of their available funding sources by communication with their advisors, and in pursuing alternative funding opportunities. Refer to the Business Manager for assistance with any administrative matters about proposals, and the Graduate Program Administrator for fellowship applications.

#### **4.4. Student Conference Funding**

If a student has a paper/talk accepted to a competitive conference, then that student should first request funds from the conference organizers and/or from their advisor(s). It is also expected that the student will seek funding from the various programs across campus (see list below) prior to submitting a request to the department. The request is to include details about the travel including organization, dates, location, a budget, funding that will be provided by other sources and information about funding applications submitted. The student's advisor must review and approve the request before it is submitted to the department. EPP may be willing to commit partial support in circumstances where an advisor is unable to cover the expenses. The department will only cover half of the expenses and not exceed \$500. A student may only make one request to the department per year and submit the request to the Graduate Program Administrator. The student will be expected to submit original receipts to the department for determining reimbursement.

#### **Funding sources:**

1) Conference organizers

2) Advisor

3) Campus

-CMU GSA and Graduate Programs Office (GUSH conference travel grants)

[www.cmu.edu/graduate/professional-development/conference-funding/index.html](http://www.cmu.edu/graduate/professional-development/conference-funding/index.html)

-CMU Fellowships and Scholarships Office (FSO) [www.cmu.edu/fso/](http://www.cmu.edu/fso/)

-Fellowship holders (such as NSF GRFP, EPA, etc.) should check to see if they may apply for additional funds to cover conference travel

4) EPP Department

#### **5. Facilities and General Office Procedures**

While general office procedures may seem trivial in comparison with the major traumas of graduate studies, following a schedule on these procedures enables the department and University to

serve you properly and leave you free to worry about those major traumas. The Business Manager and the Graduate Program Administrator are your contacts for financial matters. In addition, see the Graduate Program Administrator for most other graduate procedures and issues. Appendix 1 is a list of relevant departmental contacts.

## **5.1. General Office Procedures**

Upon arrival at EPP you will be given department keys. All students will receive a key that will open the door to the EPP 129 suite. This key will also open the door to the fax and mail room, the Baker Hall conference room, and the Baker Hall 131 suite. Additionally, all students will have swipe card access (via their student ID card) to the EPP graduate student lounge located in Hamburg Hall 1220. Students seated in Wean Hall will receive an additional set of keys -- one to their assigned office in Wean Hall, one to the room where the printer is located, and one to the conference room (Wean 3701) where the refrigerator and microwave are located. Students seated in the Hamburg Hall A204 graduate offices will use their student ID card to gain access to that area. Please do not lose the keys because the security of the EPP offices would be compromised. If keys are lost, there is a \$10 per key replacement cost. Check with the department staff regarding department keys. The front door and the Baker Hall conference room door should be locked after normal working hours (8 A.M. to 5 P.M.) and also ALL weekend. It is the responsibility of the LAST person in the office to close and lock all doors and to turn off the lights.

Upon graduation, all keys must be returned or a \$10 per key charge will be assessed.

The Baker Hall sink/kitchen area has a microwave oven, toaster oven, a refrigerator, and an ice machine for the use of EPP faculty, staff and graduate students. It is the responsibility of **all** EPP members to keep this area neat and clean. Please do not keep food in the refrigerator longer than 5 days and place your name on the food container. Do not cook any food with a strong odor, especially during normal work hours. Do not keep any food in the ice machine. When cooking, please cover food to prevent splattering. Wipe up any splatters or spills immediately. The office staff are not “wait staff.” Unlabeled food and dirty dishes left in the sink will be thrown away. So please be sure to wash and put away your cup and utensils.

Do not leave food in or around your desk area. Do not dispose of food waste in office trash, as they are only emptied once a week. We are unfortunately susceptible to visits from furry little friends (such as field mice) and bugs. This has become an increasing problem for us. So please be careful.

If you are in an office and open the window, you must be sure to close and lock the window each time you leave the office. Please do not rely on an office mate to close the window if they did not open the window. An open window in an unoccupied office leaves that office vulnerable to theft. While Carnegie Mellon campus is relatively safe, we’ve had our share of office thefts. Please be diligent!

## **5.2. Office Space & Lounge**

### **5.2.1. Graduate Offices**

The graduate offices are in Baker Hall 128C; Porter Hall 126B; Wean Hall 3705, 3706, 3707, and 3708; and Hamburg Hall A204. Each student will have a desk or desk module with several drawers, chair and half of a bookcase or equivalent. No other furniture is permitted in the

offices. Only students enrolled full time will be permitted to have a desk in the EPP student offices. You will be expected to keep the office areas clean and in good condition. Graduate Student Offices are to be kept quiet at all times so that students can pursue their studies and research work. Talking and disruptions should be kept to a minimum. If you wish to work on homework together, do not do so in the offices -- please feel free to reserve our conference rooms for that purpose. The regulations for the graduate student lounge and office space are found in Appendix 7.

Bicycles are not permitted in graduate student offices. No exceptions.

New students will be assigned office space at the EPP new student orientation session. For all others we will continue to adhere to our 'seniority system' for office selection, which is, as spots become available an email will be sent to all students giving them a chance to bid on those spots. The senior students who bid will be allowed to select first, then next in seniority will select, and so on. Seniority is determined first by date of entry (beginning with first academic semester attended), then proposal date, then a lottery by class for those equal in seniority. Part-time and special student seniority will be determined by level of program completion and availability of space.

#### 5.2.2. Student Lounge (Hamburg Hall)

The graduate student lounge is located in Hamburg Hall 1220. This lounge area is shared by graduate students in the E&TIM master's program, ICES, and Biomedical Engineering. It is the responsibility of everyone who uses the lounge and appliances to clean up after themselves. If you spill something, please clean it right away. Do not walk away and expect someone else to clean after you.

#### 5.2.3. Wean Hall Kitchenette

The Wean 3701 Conference Room has a refrigerator, sink, microwave, and cleaning supplies available. Students housed in our Wean Hall graduate offices will receive a key to the conference room. Students housed elsewhere may request a key from Jaime Montgomery. It is the responsibility of everyone who uses the lounge and appliances to clean up after themselves. If you spill something, please clean it right away. Do not walk away and expect someone else to clean after you.

Please do not keep food in a refrigerator longer than 5 days and place your name on the food container. Do not cook any food with a strong odor, especially during normal work hours. When cooking, please cover food to prevent splattering. Wipe up any splatters or spills immediately. Office staff are not "wait staff." Unlabeled food and dirty dishes left in the sink will be thrown away. So please be sure to wash and put away your cup and utensils.

### **5.3. Telephone Calls**

You must dial 9 to get an outside line. Each graduate student office has a telephone. The phone numbers are as follows: Hamburg Hall A204 (student desk space): 412/268-7948; Hamburg Hall A204B Conference Room is 412/268-3376; Wean Hall 3705: 412/268-7757; Wean Hall 3706: 412/268-7767; Wean Hall 3707: 412/268-7766; Wean Hall 3708: 412/268-7769; Baker Hall 128C: 412/ 268-9919. These phones are to be used primarily for research-related calls.

The department has one fax machine in the Baker Hall copy/mailroom, the number is 412/268-3757.

#### **5.4. Copying**

Please use the copy codes that are posted on the copy machine. Scanned copies can be made on the main (Baker Hall 129) office copier. Please see EPP office staff for directions on scanning documents.

Occasionally the copier will jam or have a problem. If you are unable to correct the problem, please DO NOT force it. See the office staff regarding the machine in Baker Hall or send an email to [aloucks@andrew.cmu.edu](mailto:aloucks@andrew.cmu.edu) if there is a problem elsewhere.

#### **5.5. Mail**

The front desk handles the incoming and outgoing mail. Incoming mail is processed and sorted in the Baker Hall 129 mail/copy room. Graduate student mail is filed alphabetically by last name. Packages may be shipped to the EPP main office. For further information see the office staff. Outgoing campus and U.S mail is picked up daily from the EPP main office. All mail should either have a research number on it or already be stamped. If you have a research number, write it in the upper right hand corner. No mail will go out without a number written on it. Mail must be in the basket by 8:00 A.M. to be picked up by the post office. Any mail that goes in the basket during the day is not guaranteed to go out until 8:00 A.M. the following day. Campus mail can be placed in the box behind the front desk or mailed in any of the campus mail boxes.

A full service branch of the U.S. Postal service is located in the lower level of the Cohon University Center. Additionally outgoing stamped mail can be placed in the U.S. Postal mailboxes located on Frew Street and Forbes Avenue.

Students studying in Portugal should make arrangements to have all mail forwarded to your new address. Non-first class mail and journals received will be thrown out. First class and other mail may be forwarded at the department's discretion. If you have questions or concerns, please contact the office staff.

Upon graduation, please make arrangements to have all mail forwarded to your new address. Non-first class mail and journals received will be thrown out. First class and other mail may be forwarded up to 6 months following graduation at the department's discretion.

#### **5.6. Miscellaneous Office Equipment**

EPP has equipment that may be used by students. A data projector is kept in the Baker Hall conference and is available for student use. A speakerphone is kept in the Baker Hall conference room. In addition, both of our conference rooms (Wean Hall 3701 and Baker Hall 129) are equipped with video conference units that include built-in speaker phones. iPads, tablets, projectors, microphones, recorders and other equipment are available for borrowing from the University Libraries tech lending group (<http://www.library.cmu.edu/using/techlending>).

## 5.7. Computing: Andrew Network, EPP Computer Cluster, and Department Printers

### *Connecting to CMU's Andrew Network*

By the time you arrive, you will have received your new computing user ID that will allow you access to the Andrew Network System. If you have any questions on computing or getting your computer set up on the Andrew Network contact Carnegie Mellon Computing Services at [it-help@cmu.edu](mailto:it-help@cmu.edu) or x8-HELP (412/268-4357). They also have walk-in hours between 9AM-5PM at Cyert Hall 119.

Computer/network registration information can be found here for wired and wireless connections: <http://www.cmu.edu/computing/network/index.html>

### *Department Printers*

The following machines in EPP may be used for printing:

Peggy – (ip: 128.2.64.235) Color printer. Location: EPP main office, left hallway  
Legend – (ip: 128.2.66.240) Black & White printer, scanner, and copy machine. Location: EPP Baker Hall 129 copy/mailroom  
Inscription – (ip: 128.2.67.98) Laser printer. Location: back of the EPP main office  
Fred/NPI128077D) – (ip: 172.21.17.65) Color printer. Location: Hamburg Hall A204  
Plaid – (ip: 128.2.113.165) Black & White printer, scanner, copy machine. Location: Wean Hall 3710  
Funk – (ip: 172.21.17.64) Black & White printer, scanner, copy machine. Location: Hamburg Hall A204

### *Setting Up Printing*

The Department of Electrical and Computer Engineering (ECE) has developed a utility to assist users in adding printers to their machines. This utility works best with HP printers, but does also streamline the process for non-HP printers, as well.

### *Installing the Printer Utility*

- Go to <http://userguide.ece.cmu.edu/>
- Click on the Carnegie Mellon University logo.
- Login with your Andrew ID.
- On the following page, click on the Services menu, and then click Printing / Imaging.
- On the next page, select the (utility install) option for the appropriate operating system.
- You may now need to click on the Carnegie Mellon University logo once again.
- On the following page, you will find instructions on how to download and install the utility. However, as instructed, especially if you're adding a non-HP printer, make sure that you have the appropriate driver for the machine downloaded before installing and running the utility.
- This link shows how to find and install printer drivers on a Windows system:  
<http://windows.microsoft.com/en-us/windows-vista/find-and-install-printer-drivers>
- This link shows how to find and install printer drivers on a Mac system:  
[http://support.apple.com/kb/HT3669?viewlocale=en\\_US&locale=en\\_US](http://support.apple.com/kb/HT3669?viewlocale=en_US&locale=en_US)
- Run the utility, select your printer and click on OK.
- In rare instances, you may need to change the printer driver assigned to the printer that was added through the utility. In those instances, please contact me for assistance.

### *Printing to Legend and Inscription:*

Since both Legend and Inscription are located in the EPP main office suite, and are used by the administrative staff, the following printing procedures are to be adhered to:

1. Large printing jobs (25 + pages) should not be done between 9:00 a.m. and 5:00 p.m. Large jobs tie-up the laser writer and makes it difficult for the rest of the people who have printing jobs.
2. Before printing a large job, make sure you check on the paper load in the printer before you start. If the paper runs out, there may be a long gap before it is noticed and other jobs get backed up.

## **5.8. Free Software**

More than 170 Microsoft software packages are available at **no charge** for all CMU engineering students and faculty. Microsoft calls this the DreamSpark program and entry to the DreamSpark site is available from this user guide:

<https://userguide.ece.cmu.edu/services/software/dreamspark-software/>. Students and faculty may access this site using their Web ISO (andrew ID and password).

## **5.9. Purchasing and Travel Reimbursement Policies and Procedures**

### ***Purchasing Procedure***

All purchases of goods, services, and equipment using University funds, including restricted accounts and research grants and contracts, must receive **PRIOR** approval from Barbara Bugosh, Business Manager, or, in the case of research grants and contracts, the faculty principal investigator. Please complete all requested information on the attached form (including appropriate signatures) to insure prompt and accurate purchases. If you are not sure, please ask before buying. Only authorized department staff are able to confirm an order with an outside vendor. Please plan ahead. Rush orders for pick-up or delivery and orders of over \$1,000 are difficult to accommodate.

If you use your own funds to make a purchase, it may not be possible to reimburse you for the expenditure. Since the University is a tax-exempt institution, under many circumstances sales tax will not be reimbursed. All purchases must have prior approval of the principal investigator when charging to external funding.

Original receipts and packing slips for all purchases are to be promptly given to Jaime Montgomery for reconciliation and purchase documentation.

### ***Reimbursement Policy***

#### **Business Expenses**

Legitimate business expenses can be reimbursed by the department provided you have the following:

- Original receipt indicating item purchased and proof of payment
- Business purpose for purchasing item
- Approved account to be charged for reimbursement
- Approval (by faculty) and subsequent signature for reimbursement
- Signed expense report

#### **Travel Expenses**

Legitimate travel expenses can be processed and reimbursed by the department once you provide the following:

- The department reimbursement form (provided in email from Barbara Bugosh, and available from Jaime Montgomery) is to be completed and submitted for any business expense, domestic or international travel.
- The proper signature prior to submitting expenses charged to a grant require the signature of the PI (principal investigator).
- The grant number or name.

**Note: All expenses submitted over 90 days from the date charged are taxable to the traveler.**

#### Reminders of the ER processing requirements

- list the dates and business purpose for the submittal;
- submit *original* receipts;
- when travel expenses are being charged to a grant, submit meal receipts for reimbursement;
- reimbursement for any expenses when attending a workshop or conference must include a copy of the agenda;
- restaurant receipts submitted must be the detailed items receipt **AND** the credit card charge receipt or paid receipt;
- restaurant receipts for 5 people or less **must** list full names of attendees, when over 5 people, supply the total number of people included on the receipt;
- receipts must show your name, that they are paid with a copy of the itemized receipt, or credit card statement showing your name with the charge is acceptable;
- when renting a vehicle only the cost for a compact economy car is reimbursable, do not accept the additional insurance. You are covered by the CMU policy while traveling for business;  
GPS costs will not be reimbursed;
- Alcohol will not be reimbursed on grant funding;
- Personal car mileage is calculated at 57.5 cents per mile; mileage covers gas, but not tolls. A MapQuest printout with a start point of 5000 Forbes Avenue and the end destination point is to be included;
- Federal requirement (the Fly America Act) states that domestic grantees must use U.S. flag carriers to the maximum extent possible when commercial air transportation is the means of travel between the United States and a foreign country or between foreign countries. This requirement shall not be influenced by factors of cost, convenience or personal travel.
- When booking your flights, if you are traveling outside of the dates of the conference for personal travel, you **MUST** also print out a copy of what the flights would have cost for just the dates of business travel the same day that you book your ticket. This is called a “constructive cost” and must be included with your reimbursement. If the constructive cost is higher than the actual ticket price, you will be reimbursed the value of the actual ticket purchased. If the constructive cost is lower than the amount of the actual ticket, you will only be reimbursed the amount of the constructive cost.

**Full university travel policy: [www.cmu.edu/finance/controller/bte/index.html](http://www.cmu.edu/finance/controller/bte/index.html)**

## ***Conditions***

All receipts must have proof of purchase indicated. To avoid paying tax, see if a staff member can purchase the item for you.

### **5.10. Hygiene**

Practicing good hygiene matters not only to your office mates but also to prospective employers. First impressions go a long way in the interview process, and poor body odor and bad breath can be very strong deterrents. Poor hygiene gives an impression of being sloppy – not taking the time to keep oneself clean. While you may not think anyone notices, people do. So please, make it a habit to shower regularly and practice overall good hygiene.

### **5.11. EPP Graduate Student Advisory Committee (SAC)**

The EPP Graduate SAC exists to provide students with a friendly and open forum in which they can share ideas, research, concerns, and experiences. SAC coordinates academic and social activities, addresses topics relevant to both Engineering and Public Policy and life as a graduate student, and provides a mechanism for communication and input to the Department on policy and other matters. A board consisting of one student from each year's class, plus EPP's GSA representative, meets regularly to plan and coordinate SAC activities. Board meetings are open to ALL students, and Department-wide planning meetings are held once a semester. All graduate students are defacto members of SAC.

The SAC serves three major roles: (1) as a link to the department, making sure concerns of students are expressed and considered in departmental decision making; (2) as coordinator of the SAC seminar series, consisting of bi-weekly seminars of various types, presented by students, faculty members, or outside speakers; (3) as planner of social activities and manager of GSA funds, provided from student activity fees.

If you are interested in being involved with SAC, please get in touch with the Associate Department Head.

### **5.12. Departmental Green Practices and the Green Team EPP**

EPP is committed to becoming a green department. In an effort to reduce our carbon footprint we use compostable plates, bowls, and flatware. We use 100% recycled copy paper, provide recycle bins, compost in the Baker Hall kitchen, and collect items for TerraCycle. Composting is provided for most seminars and we request that attendees bring their personal reusable cup, plate, and flatware.

In the past, Green Team EPP has worked hard to green the department. This is a voluntary group of EPP faculty, students, and staff. The team has completed an environmental sustainability assessment to identify areas that need improvement. This check list includes an assessment of office energy, lights, indoor air quality, waste management (reduce, reuse, recycle), green purchasing, transportation, commuting & travel, and general workplace practices.

See CMU's Green Practices Committee Website for more information about initiatives for Campus energy, recycling, green history, and events: [www.cmu.edu/greenpractices](http://www.cmu.edu/greenpractices). If you would like to contribute to or join the Green Team EPP, please contact Adam Loucks ([aloucks@andrew.cmu.edu](mailto:aloucks@andrew.cmu.edu) or x8-1090).

Remember to recycle! On campus recycling includes: Paper and Cardboard – in all hallways & rooms; Plastic/Glass/Metal – in all hallways & rooms; Computers – through Facilities Management Services; Batteries and fluorescent light bulbs -- in Baker Hall 129; Other Materials – (like scrap metal from furniture & equipment + more) through Facilities Management Services.

Visit the EPP Copy Room to see the terracycle collection. Products such as chip bags and energy bar wrappers are upcycled to create new products.

### **5.13. Business Cards**

Business cards can be ordered through Adam Loucks. The department provides \$14 toward the total cost. The current rate for business cards is \$28 for 100 cards and \$2 for each addition 50 cards. Please allow 2 weeks for delivery.

### **5.14. Personal Webpage**

If you have a website or profile information you want to add to the EPP department website, contact the department's media coordinator at [clf2@andrew.cmu.edu](mailto:clf2@andrew.cmu.edu) or 412-268-5570. As a CMU affiliate, you receive free space for a personal website. You can visit Computing Services for support publishing your site with the Andrew Publishing System at the following sites:

<https://www.cmu.edu/computing/web/webpublishing/personal/index.html>  
<https://www.andrew.cmu.edu/server/publish.html>

### **5.15. Doctoral Student Blackboard Site**

We have created a Blackboard site for EPP doctoral students. Information such as university contacts, seminar announcements, job postings, dissertation guidelines, relevant forms and templates are located on this site. In addition a copy of this handbook will be made available sometime during the fall semester. The link to the site is:  
<https://blackboard.andrew.cmu.edu/webapps/portal/frameset.jsp>

## **6. University Health Services and Student Health Insurance**

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, 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.

University Health Services provides the information on student health insurance. 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 September 5<sup>th</sup> and the charge will be removed. Details on this process can be found on the University Health Website: [www.cmu.edu/HealthServices/](http://www.cmu.edu/HealthServices/) under the "Student Insurance" Link.

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>, 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.

Students graduating in December who do not wish to retain CMU health insurance in the spring will need to contact University Health Services before the end of December for appropriate forms and details.

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](mailto:health@andrew.cmu.edu), <http://www.cmu.edu/HealthServices/>.

## **7. University 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 at [www.cmu.edu/police](http://www.cmu.edu/police).

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. Students can obtain a copy by contacting the University Police Department. The annual security and fire safety report is also available online at <http://www.cmu.edu/police/annualreports>.

## **8. Professional Behavior as an EPP Graduate Student**

Graduate students in EPP have the opportunity to be part of the diverse and vibrant community that is Carnegie Mellon University, and in particular, the close-knit EPP community of fellow graduate students, faculty, and staff. Maintaining this productive, broad-minded, collegial, and exciting community is a responsibility of all its members. As stated in “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.

...

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.<sup>4</sup>

Graduate school provides unique challenges when it comes to upholding the high standards we set for ourselves. Many will find new friends within this new community, friends who are also colleagues. It is important to remember that in the workplace, we must model workplace-appropriate behavior; what might be appropriate while among friends off-campus may not always be appropriate in the workplace. We must all strive to maintain an atmosphere that is safe and inclusive, and keep in mind the diversity of our workplace in all of our interactions. The President’s Diversity Advisory Council has written:

The campus culture that we aim to shape will welcome, value, and support faculty and students of various ethnicities, religions, languages, colors and perspectives, and create an environment in which men and women can freely pursue their talents and callings in a climate that nurtures their full potential. This culture of diversity will not only celebrate the freedom and vitality to be found in a great American research university, but will allow us to demonstrate leadership both within our own nation and in the international arena. Only a diverse campus community can offer our students a model of the workplaces and politics in which we expect them to exercise leadership in the years after graduation. We need to prepare them for such environments by making Carnegie Mellon itself a model of inclusion and respect for differing perspectives and diverse ways of living, learning, and flourishing.

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<sup>4</sup> See [http://www.cmu.edu/student-affairs/theword/comm\\_standards/standards.html](http://www.cmu.edu/student-affairs/theword/comm_standards/standards.html).

Furthermore, we expect our students to carry this model of inclusion forward to improve their own workplaces and life experiences.<sup>5</sup>

Creating a culture of “inclusion and respect” is something that takes work and is not always easy. We must work together and support each other in order to uphold these high standards, so that we can all enjoy “living, learning and flourishing” in EPP and at CMU.

## **Resources**

Maintaining our community standards takes effort from all of us. As we strive to achieve this goal, we have the opportunity to learn from and support each other. Carnegie Mellon provides students, faculty, and staff with many resources to help us uphold CMU’s (and EPP’s) community standards. These include:

- *The WORD*<sup>6</sup>, published and maintained by the Division of Student Affairs, is the official student handbook covering the rights and the responsibilities of all members of CMU, in particular its students.
- *The Diversity Resource Guide*<sup>7</sup> provides many resources about community and diversity at Carnegie Mellon. In particular, the documents *Benefits of Diversity at Carnegie Mellon University* and *A Guiding Principle for University Culture* provide important information about the history of diversity at CMU, and the University’s vision for the role of diversity in our community.
- The Office of the Dean of Student Affairs<sup>8</sup> is an important resource for all students, and has staff available to EPP PhD students to confidentially discuss questions and concerns about community standards. Their website contains important information about diversity and diversity-related activities on-campus<sup>9</sup>, as well as links to non-CMU resources.<sup>10</sup>
- The Student Life Office<sup>11</sup> is another resource for information concerning community standards, student safety, and personal development. In particular, Jess Klein<sup>12</sup> is available to discuss individual and community issues around the themes of gender and diversity.

## **Violations of Community Standards**

Sometimes, students might believe that their right to work and learn in a safe, inclusive environment has been threatened. CMU and EPP take such matters very seriously. If an EPP graduate student would like to discuss concerns around a potential violation of community standards by faculty, staff, students, or others at CMU, there are a number of contacts that they can reach out

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<sup>5</sup> See *The Benefits of Diversity for Education at Carnegie Mellon*, at <https://www.cmu.edu/diversity-guide/pdfs/benefitsofdiversity.pdf>.

<sup>6</sup> <http://www.cmu.edu/student-affairs/theword/index.html>

<sup>7</sup> <http://www.cmu.edu/diversity-guide/helpful-resources/index.html>

<sup>8</sup> See <http://www.studentaffairs.cmu.edu/dean/>. The Office of the Dean of Student Affairs is located in Warner Hall 301, and their phone number is (412) 268-2075.

<sup>9</sup> <http://www.studentaffairs.cmu.edu/dean/multicultural/dialogue/index.html> and <http://www.studentaffairs.cmu.edu/dean/multicultural/training/index.html>

<sup>10</sup> <http://www.studentaffairs.cmu.edu/dean/multicultural/training/webresources.html>

<sup>11</sup> <http://www.studentaffairs.cmu.edu/student-life/>

<sup>12</sup> Email: [jeklein@andrew.cmu.edu](mailto:jeklein@andrew.cmu.edu)

to in complete confidentiality: these include the contacts listed in the previous section, the University Campus Police (412-268-6232), as well as an online, confidential ethics reporting tool.<sup>13</sup>

### **Safeguarding Educational Equity**

#### **Policy Against Sexual Harassment/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: [http://www.cmu.edu/policies/documents/SA\\_SH.htm](http://www.cmu.edu/policies/documents/SA_SH.htm). 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

Students should feel free to reach out to any of the above resources if they feel that community standards have been violated and/or their safety has been threatened. These resources and contacts exist to be used, and students should consult them whenever they need to or want to. In order to create and maintain a collegial, safe, and intellectually stimulating community of faculty, staff, and students, we all have to play our part; these resources are there for those of us who witness or are the victims of violations of our community standards, or who simply wish to discuss difficulties of any kind that they might be having. EPP, and CMU at-large, want to support our graduate students to ensure we are all learning and working in a respectful, fulfilling, and safe environment, and CMU provides these resources as one way to assist us in achieving that essential goal.

## **9. Student Housing**

Carnegie Mellon does not provide campus housing for Graduate Students. The Housing Office does, however, provide an extensive list of apartment and house rentals for students looking for housing. Students are welcome to visit the housing office located in Morewood Gardens E-101, or their website: [www.housing.cmu.edu](http://www.housing.cmu.edu). Also available at the Housing Office are detailed maps of Pittsburgh streets, day care facilities and schools, campus furniture sales, and several booklets on the city of Pittsburgh.

## **10. Graduate Student Transition and Emergency Loans**

The Graduate Student Transition Loan is a no-interest Semester loan available to first semester Carnegie Mellon graduate students receiving monthly stipend payments. The loan is made available to assist with transition cost and may not exceed 75% of the student's

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<sup>13</sup> Accessed via [www.reportit.net](http://www.reportit.net), with the login "tartans" and password "plaid."

monthly gross stipend (exclusive of tuition). The loan must be requested prior to September 15 for the fall semester, and prior to January 15 for the spring semester. Loan repayment will occur in equal semi-monthly installments each semester through payroll deduction.

The form is available from the Hub's website and should be completed and submitted to the Graduate Program Administrator.

<http://www.cmu.edu/hub/billing/docs/transition-loan.pdf>

Emergency Student Loans are available from the Carnegie Mellon Office of the Dean of Student Affairs. These loans are available to any enrolled student who may need help with academic supplies, food, medicine, or other unexpected needs. Students will need to apply directly with Student Affairs, located in Warner Hall 301, phone x8-2075 (off-campus phone 412/268-2075).

## **11. Intellectual Property Policy and Miscellaneous Policy Websites**

Students involved in projects could in some cases be involved in the development of intellectual property with commercial value. In such cases, the student should refer to the University policy governing intellectual property that can be found at:

[www.cmu.edu/student-affairs/theword/acad\\_standards/creative/intellectual.html](http://www.cmu.edu/student-affairs/theword/acad_standards/creative/intellectual.html)

Other policy websites that should be noted are:

- University Policies: [www.cmu.edu/policies/StudentPolicy.html](http://www.cmu.edu/policies/StudentPolicy.html)
- COE Graduate Student Policies:  
[http://engineering.cmu.edu/current\\_students/graduates/phd\\_policies.html](http://engineering.cmu.edu/current_students/graduates/phd_policies.html)
- CMU Graduate Education Policies: [www.cmu.edu/graduate/policies/](http://www.cmu.edu/graduate/policies/)
- CMU Graduate Student Services: [www.cmu.edu/graduate/student-services/index.html](http://www.cmu.edu/graduate/student-services/index.html)
- Regulations/restrictions on CMU Research: [www.cmu.edu/osp/regulatory-compliance/export-compliance.html](http://www.cmu.edu/osp/regulatory-compliance/export-compliance.html)
- Academic Integrity Website: [www.cmu.edu/academic.integrity](http://www.cmu.edu/academic.integrity)
- The Word/CMU Student handbook: [www.cmu.edu/student-affairs/theword/index.html](http://www.cmu.edu/student-affairs/theword/index.html)

## **12. CMU Counseling and Psychological Services**

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.

### **13. Eberly Center for Teaching Excellence**

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

### **14. Assistance for Individuals with Disabilities**

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

For more information please see <http://www.cmu.edu/hr/eos/disability/index.html>. Students with disabilities are encouraged to self-identify with Equal Opportunity Services by contacting Larry Powell, 412-268-2013, [lpowell@andrew.cmu.edu](mailto:lpowell@andrew.cmu.edu) to access the services available at the university and initiate a request for accommodations.

### **15. 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.

### **16. University Libraries**

The University Libraries has created an EPP research guide website with information and services relevant for EPP students. The link to this site is: <http://guides.library.cmu.edu/epp>.

Librarians Lynn Berard and Sue Collins are the main contacts for EPP students and are happy to help provide information and guidance.

Of note is the Interlibrary Loan service. This service allows you to borrow materials not available at the CMU libraries. The student simply needs to visit the Hunt Library and complete an Interlibrary Loan form. Our library will conduct a search to find a library that has the material you need and they will put through a request for the material. Receipt of the material is usually 7-10 days.

Another service provided by the university library is to make available copies of CMU doctoral dissertations. These dissertations can be borrowed from Hunt Library with a CMU ID card.

More information on these and other services they offer can be found on their website: <http://search.library.cmu.edu/>.

## **17. Graduate Student Assembly**

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, <http://www.cmu.edu/stugov/gsa/>. 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.

## **18. Office of the Assistant Vice Provost for Graduate Education**

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)

## **Appendix 1: EPP Faculty Affiliation Record & University and Department Contacts**

### EPP Faculty Affiliation Record

Faculty Member*	Affiliation with Other Departments
Peter Adams DH 2112, x8-5624	Civil and Environmental Engineering
Jay Apt (A) Posner 254B, x8-3003	Tepper School of Business
Daniel Armanios PH 126B, x8-7039	
V. S. Arunachalam (O) Located in India, vsa@cmu.edu	Materials Science and Engineering The Robotics Institute
Inés Azevedo BH 129F, x8-3754	
Michel Bezy (O) bezy@andrew.cmu.edu	Carnegie Mellon in Rwanda
Al Blumstein (A) HbH 2101B, x8-8269	H. John Heinz III College
Travis Breaux (A) WeH 5103, x8-7334	Institute for Software Research
Timothy Brown (O) HH A302	
Wändi Bruine de Bruin (O) wandi@cmu.edu	
Kathleen Carley (A) WeH 5130, x8-6016	Computer Science; Social and Decision Sciences; Heinz College; and Tepper School of Business
Elizabeth Casman (O) BH 131C, x8-3765	
Jared Cohon (A) PH 107B, x8-1765	Civil and Environmental Engineering President Emeritus, Carnegie Mellon
Lorrie Faith Cranor CIC 2207, x8-7534	School of Computer Science
Alex Davis PH 126B; x8-7026	
Neil Donahue (A) DH 2116, x8-4415	Chemical Engineering Chemistry
Pedro Ferreira HbH 3042, x8-5526	H. John Heinz III College
Paul Fischbeck PH 208F, x8-3240	Social and Decision Sciences
Baruch Fischhoff PH 219E, x8-3246	Social and Decision Sciences
Eden Fisher (O) HbH A206, x8-9067	
Erica Fuchs (on leave) BH 131E, x8-1877	
Michael Griffin (O) BH 129D, x8-2299	
Alex Hills (O) Located in Alaska; ahills@cmu.edu	Electrical and Computer Engineering

\* (A) - indicates Affiliated Faculty; (O) - indicates Research, Teaching, Part-time, or Other Special Faculty.

<b>Faculty Member*</b>	<b>Affiliation with Other Departments</b>
David Hounshell (A) PH 219G, x8-3753	Social and Decision Sciences
Gabriela Hug (A)	Located in Zurich; ghug@ece.cmu.edu
Marija Ilic (A) PH B25, x8-9520	Electrical and Computer Engineering
Paulina Jaramillo Porter 126C, x8-6655	
Ramayya Krishnan (A) HbH 1505A, x8-2159	H. John Heinz III College
Deanna Matthews (O) PH 126C x8-7889	
Scott Matthews PH 123A, x8-6218	Civil and Environmental Engineering
Meagan Mauter PH 118H, x8-5688	Civil and Environmental Engineering
Jeremy Michalek (on leave) SH 323, x8-3765	Mechanical Engineering
Granger Morgan BH 131B, x8-2672	Electrical and Computer Engineering H. John Heinz III College
Nick Muller (O) HbH 2107D; x8-5191	
Spyros Pandis (O) DH B203, x8-3531	Chemical Engineering
Jon Peha BH 129B, x8-2678	Electrical and Computer Engineering
Allen Robinson (A) SH 401, x8-3657	Mechanical Engineering
Ed Rubin BH 128A, x8-5897	Mechanical Engineering
Douglas Sicker BH 129H, x8-2838	School of Computer Science
Jeffrey Siirola (O) DH A207E, x8-4531	Chemical Engineering
Marvin Sirbu BH 129K, x8-3436	Electrical and Computer Engineering Tepper School of Business Information Networking Institute
Mitchell Small (on leave) PH 123D, x8-8782	Civil and Environmental Engineering
Deborah Stine (O) BH 129A, x8-4640	
Eswaran Subrahmanian (O) HbH 2018, x8-3372	Institute for Complex Engineered Systems
Subra Suresh (A) WH 600, x8-2200	President, Carnegie Mellon University Materials Science and Engineering
Joel Tarr (A) BH 236C, x8-2609	H. John Heinz III College History
Jay Whitacre WeH 4323, x8-5548	Materials Science and Engineering
Katie Whitefoot (starting January 2016)	Mechanical Engineering

\* (A) - indicates Affiliated Faculty; (O) - indicates Research, Teaching, Part-time, or Other Special Faculty.

Jimmy Williams ( <i>O</i> ) HbH A206, x8-8370
Gabrielle Wong-Parodi ( <i>O</i> ) HbH A204C; gwongpar@cmu.edu
Haibo Zhai ( <i>O</i> ) BH 128B, x8-1088

\*(*A*) - indicates Affiliated Faculty; (*O*) - indicates Research, Teaching, Part-time, or Other Special Faculty.

**EPP Emerti Faculty:** Tung Au (Civil Engineering); James Goodby; Chris Hendrickson; Benoit Morel, Henry Piehler (Materials Science and Engineering); Francis McMichael (Civil and Environmental Engineering); Indira Nair; Sarosh Talukdar (Electrical and Computer Engineering); Bob White (Electrical and Computer Engineering)

## **Department and University Contacts, Relevant Resources**

### **Department Contacts:**

Elisabeth Bass Udyawar, Faculty Support Administrator. Location: Baker Hall 129, 412/268-5929, ebass@cmu.edu. Elisabeth provides administrative support to Professors Ines Azevedo, Erica Fuchs, Paulina Jaramillo, Ed Rubin, Meagan Mauter, and Jeremy Michalek.

Barbara Bugosh, Department Administrator and Business Financial Manager. Location: Baker Hall 129L, 412/268-5486, bugosh@cmu.edu.

Vicki Finney, Graduate Program Administrator. Location: Baker Hall 129G, 412/268-1462, vicki@cmu.edu. See Vicki for all issues that pertain to the graduate program, including matters of EPP & COE student policies, stipend and tuition issues, degree completion, and fellowship information.

Karen Fleischman, Assistant Executive Director, Engineering & Technology Innovation Management (E&TIM) master's program. Location: Hamburg Hall A206, 412/268-4743, karenk@andrew.cmu.edu.

Courtney Francis, Media Coordinator. Location: Baker Hall 129, 412/268-5570, clf2@andrew.cmu.edu.

Steve Gradeck, Administrative Support, Center for Climate and Energy Decision Making; EPP webmaster; general computing support. Location: Baker Hall 129, 412/268-6657, sgradeck@andrew.cmu.edu.

Deborah Kuntz, Program Coordinator. Location: Baker Hall 126, 412/268-3303, deborahk@andrew.cmu.edu. Debbie provides administrative support to the Associate Department Head for Undergraduate Affairs and the Graduate Program Administrator. Debbie maintains the doctoral studies blackboard site, coordinates the graduate admissions process, and coordinates graduate student office moves.

Adam Loucks, Front Desk and Support Staff. Location: Baker Hall 129, 412/268-1090, aloucks@andrew.cmu.edu. Adam will be the one you want to contact for issues pertaining to basic office maintenance (such as if the lights go out in your office, the air conditioning stops working, etc.); incoming & outgoing mail; he handles reservations for the EPP Baker and Wean conference rooms and equipment; and handles administrative details for the qualifying exams

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

Scott Matthews, Associate Department Head / Head of Graduate Education Committee. Location: Porter Hall 123A, x8-6218, hsm@cmu.edu.

Jaime Montgomery, Financial Assistant. Jaime processes expense reimbursements, and maintains department keys. Location: Baker Hall 129, 412/268-1703, jaimemon@andrew.cmu.edu.

Julie Mull, Administrative Support, Engineering & Technology Innovation Management (E&TIM) master's program. Location: Hamburg Hall A206, 412/268-1420, jmull@andrew.cmu.edu.

Korin Sharp, EPP Washington DC Office Director. Location: AAAS Building, Washington, DC, ksharp@andrew.cmu.edu, 202/326-6238/6239.

Douglas Sicker, Department Head. Location: Baker Hall 129H, 412/268-2838, sicker@cmu.edu.

Patti Steranchak, Assistant to the Department Head. Location: Baker Hall 129I, 412/268-1085, pc0x@andrew.cmu.edu.

### **University Contacts:**

Vijayakumar Bhagavatula, Associate Dean for Graduate Affairs, COE. Location: Scaife Hall 110, 412/268-2478, vk16@andrew.cmu.edu.

James Garrett, Dean, COE. Location: Scaife Hall 110, 412/268-5090, garrett@cmu.edu. (Assistant: Sue Haslett, 412/268-6196, sh2s@cit.cmu.edu).

Holly Hippensteel, Assistant Dean of Student Affairs. Location: Warner Hall 325, 412/268-2075, hbh@andrew.cmu.edu.

Suzanne Laurich-MacIntyre, Assistant Vice Provost for Graduate Education and Ombudsman. Location: Warner Hall 553, 412/268-7307, suzannel@andrew.cmu.edu.

Lindsay Pelz, Foreign Student Advisor for COE, Office of International Education. Location: Warner Hall 301, 412/268-5231, lindsay@cmu.edu.

John Papinchak, University Registrar. Location: Warner Hall 220, 412/268-7404.

Melissa Skasik, COE Hub Liaison, 412/268-8186, skasik@andrew.cmu.edu.

## **Relevant Resources:**

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

The Hub. Location: Warner Hall 19, x8-8186. Web address: [www.cmu.edu/hub](http://www.cmu.edu/hub)

CMUWorks Service Center. Location: 4516 Henry Street, Oakland (in the UTDC Building),  
412/268-4600. Web address: [www.cmu.edu/cmuworks/](http://www.cmu.edu/cmuworks/)

Intercultural Communications Center. Location: University Center, x8-4979,  
[eslhelp@andrew.cmu.edu](mailto:eslhelp@andrew.cmu.edu). Web address: [www.cmu.edu/icc](http://www.cmu.edu/icc)

Office of the Dean of Student Affairs. Location: Warner Hall 301, x8-2075.

Office of International Education. Location: Warner Hall 321, x8-5231. Web address:  
[www.studentaffairs.cmu.edu/oie/](http://www.studentaffairs.cmu.edu/oie/)

University Health Services. Location: Morewood Gardens E-Tower, x8-2157. Web address:  
[www.studentaffairs.cmu.edu/HealthServices](http://www.studentaffairs.cmu.edu/HealthServices)

Counseling and Psychological Services. Location: Morewood Gardens, E-Tower, 2<sup>nd</sup> Floor,  
412/268-2922. Phone answers 24 hours a day, for more information see [www.cmu.edu/counseling](http://www.cmu.edu/counseling).

The Word (CMU's online student handbook) [www.cmu.edu/student-affairs/theword](http://www.cmu.edu/student-affairs/theword).

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: [www.cmu.edu/graduate/policies/](http://www.cmu.edu/graduate/policies/)

**The full set of Appendices are available on the  
EPP Doctoral Student Blackboard Site and/or upon request.**