Welcome

To our new students, 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.

To our returning students, welcome back to the start of a new semester. Please take the time to read the handbook as some of the policies and procedures have changed since last year.

This handbook is designed to help guide you through some of the ins and outs of graduate 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 graduate students are encouraged to consult during their tenure at Carnegie Mellon University. These include the College of Engineering’s graduate policies website and graduate student handbook, The Word (Carnegie Mellon’s online student handbook), the Office of Graduate and Post-Doctoral Affairs, the Office of the Dean of Student Affairs, and others. Information on these resources is included in the appendices of this handbook.

As EPP has grown, we have had to develop more policies and procedures. While college and university policies and protocols are binding, we try to be as flexible as possible with EPP policies and procedures while striving to be fair and equitable among students. Thus, if you encounter a problem that just does not 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.

Peter Adams, Department Head
Nick Muller, Associate Department Head for Graduate Affairs
Jeremy Michalek, EPP MS Program Committee Chair
Peter Luetkehans, Business Manager
Carnegie Mellon University Vision and Mission

To have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship.

To create a transformative educational experience for students focused on deep disciplinary knowledge; problem solving; leadership, communication, and interpersonal skills; and personal health and well-being.

To cultivate a transformative university community committed to (a) attracting and retaining diverse, world-class talent; (b) creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish; and (c) ensuring individuals can achieve their full potential.

To impact society in a transformative way — regionally, nationally, and globally — by engaging with partners outside the traditional borders of the university campus.

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 university ombudsman, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-1018. Obtain general information about Carnegie Mellon University by calling 412-268-2000.

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. You can obtain a copy by contacting the Carnegie Mellon Police Department at 412-268-2323. The annual security and fire safety report also is available online at www.cmu.edu/police/annualreports.

Information regarding the application of Title IX, including to admission and employment decisions, the sexual misconduct grievance procedures and process, including how to file a report or a complaint of sex discrimination, how to file a report of sexual harassment, and how the university responds to such reports is available at www.cmu.edu/title-ix. The Title IX coordinator may be reached at 5000 Forbes Ave., 140 Cyert Hall, Pittsburgh, PA 15213; 412-268-7125; or tix@cmu.edu.
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/.

University Policies & Expectations

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

- Academic Integrity Policy: www.cmu.edu/policies/student-and-student-life/academic-integrity.html
- University Policies Website: www.cmu.edu/policies/
- Graduate Education Website: www.cmu.edu/graduate/policies/index.html

See Appendix A: Highlighted University Resources for Graduate Students and The WORD, Student Handbook for additional information about The Word and University resources.
University Academic Calendar

The Academic Calendar can be found at www.cmu.edu/hub/calendar/index.html and provides information on all deadlines including registration dates, class start dates, add/drop deadlines, exam dates and more.
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1 Department of Engineering and Public Policy

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 on that set of public policy-relevant problems in which a detailed treatment of the technical issues is central to producing a satisfactory policy solution.

Major areas of graduate research in the department include energy and environmental systems, information and communication technology policy, risk analysis and communication, and technology innovation policy. EPP 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.

At the undergraduate level, the department offers an additional major in EPP with the five traditional departments in the College of Engineering and an additional major in Science, Technology and Public Policy with other science and humanities departments. The department also offers a minor in Technology & Policy. At the graduate level, we offer the Master of Science in Engineering and Public Policy and a research-oriented PhD. EPP is also home to the Engineering & Technology Innovation Management (E&TIM) master’s degree program.

The department has approximately 47 faculty including tenure-track, research-track, teaching-track and special faculty. Some faculty have full-time appointments in EPP, but the majority hold a joint, affiliated, or courtesy appointment in another department. CMU offers a unique environment in which interdisciplinary research is encouraged and these types of appointments work. For a listing of the EPP faculty go to: www.cmu.edu/epp.

1.1 Using the Graduate Student Handbook

This booklet is a compilation of policies, guidance, and organizational details for students in the Department of Engineering and Public Policy. Students should be familiar with its contents and refer to it as situations or questions arise. Additional and up-to-date information to support the handbook materials is available on the EPP Graduate Student Canvas site.

Students with questions or concerns should contact the appropriate departmental staff or faculty member. While each individual’s responsibilities are different, students are generally encouraged to reach out to the person they feel most comfortable with.

1.2 Departmental Personnel

Appendix B provides a complete list of relevant staff and their contact information. If you have any doubt as to who is appropriate to contact for a question that may arise, contact the MS advisor for guidance.
A full listing of EPP departmental faculty and staff is available on the EPP website. The EPP department main offices are located in Wean Hall, 5100 hallway. Main office phone is 412-268-2670.

1.3 General Office Procedures, Security and Safety
EPP office spaces and common areas should be kept neat and clean, doors should be locked, and issues reported to appropriate department staff or University Policy as needed.

Food with strong odors should not be cooked during normal work hours. Wipe up splatters and spills immediately. Wash and put away cups and utensils.

Do not leave food in or around desk areas. Office trash bins are only emptied once a week. Place all food waste in the hallway trash bins.

Return furniture to original locations, turn off equipment and lights and close and lock the doors when leaving an area.

1.4 Departmental Green Practices
EPP is committed to becoming a green department. In an effort to reduce our carbon footprint we use compostable plates, bowls, cups, napkins, and flatware. We use 100% recycled copy paper, provide recycle bins, compost in the Wean Hall main office. Composting is provided for most seminars and we request that attendees bring their personal reusable cup, plate, and flatware.

See CMU’s Green Practices Committee Website for more information about initiatives for campus energy, recycling, green history, and events: www.cmu.edu/environment. Contact the front office coordinator with questions or suggestions for EPP Green Practices.

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 EPP main office; Other Materials – (like scrap metal from furniture & equipment + more) through Facilities Management Services.

1.5 Copying, Printing, Scanning, Faxing, Mail, Package Delivery, etc.
A large printer/copier/scanner and a fax machine is located in the EPP main office. Please see the office staff for directions on scanning documents or if there is an equipment malfunction. Large printing and copying jobs should be done outside of business hours or in batches and refill paper when complete.

EPP has equipment that may be used by students. Data projectors are kept in the Wean Hall conference room. Tablets, iPads, projectors, microphones, recorders and other equipment are
available for borrowing from the University Libraries tech lending group
www.library.cmu.edu/using/techlending.

Students should not have personal mail sent to campus. Outgoing campus and U.S mail is
picked up daily from the EPP main office. Mail must have proper postage and 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 business day. Campus mail can be
placed in the basket behind the front desk.

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 on Forbes Avenue. UPS services are available at Tartan
Ink located on the lower level of the Cohon University Center.

1.6       Workspace for MS students
Upon arrival at EPP all students will receive keys that will open the doors to a dedicated EPP MS
conference room and a dedicated EPP MS workspace in Wean Hall. Students will have swipe
card access to Wean Hall outside of business hours. The workspace is equipped with four
desks, a printer, and print supplies. If keys are lost, there is a $10 per key replacement cost. It is
the responsibility of the last person leaving each room to close and lock the door. Unlocked
doors in unoccupied spaces leave the area vulnerable to theft. While Carnegie Mellon campus
is relatively safe, we have had office thefts over the years. Please be diligent! Upon graduation,
all keys must be returned or a $10 per key charge will be assessed.

1.7       Purchasing and Reimbursement
No business or travel-related purchases or purchases of goods, services or equipment using
University funds without prior approval by the EPP business office will be reimbursed.

1.8       Graduate Student Organizations
Several organizations support graduate students within the department, college, and university
including:

The EPP Student Facilitation Board (SFB)
International Students in EPP (IS=EPP)
Graduate Organization of Womxn+ in EPP (GROW+)

More information about these groups, representation and membership is available on the EPP
Graduate Student Canvas site.

2       Master's Degree Attainment

2.1       Degree Title
The degree title awarded is Master of Science in Engineering and Public Policy.
2.2 Statute of Limitations - Master of Science

All units required for a MS degree, whether earned in residence or transferred from another institution, must be recorded on your transcript within six years of the date on which you are enrolled in the program. Once this time-to-degree limit has lapsed, the person may resume work towards a master’s degree only if newly admitted to a currently offered master’s degree program under criteria determined by that program. This statutory period can be extended by the college's associate dean for graduate and faculty affairs for special circumstances that do not make it possible for the student to complete the requirements within the statutory period, such as leave of absence, military or public service, family or parental leave, or temporary disability. Any request for a waiver of the statute of limitations for master’s degree studies must be approved by the head of the department or program offering the master’s degree, and by the college's associate dean for graduate and faculty affairs. The waiver request must explain the exceptional circumstances that warrant an extension. For cases in which a waiver is granted, the waiver will cover specific courses and will specify a period of time for completion of the program. Students who are pursuing a master’s 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. For more information, please view the University’s policy: [www.cmu.edu/policies/student-and-student-life/masters-students-statute-of-limitations.html](http://www.cmu.edu/policies/student-and-student-life/masters-students-statute-of-limitations.html).

2.3 Registration

Each semester, students must go through the process of registering for classes for the next semester. CMU has streamlined the process of enrollment by creating The Hub located on 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 financial aid, billing and payments, registration and academic records, [www.cmu.edu/hub](http://www.cmu.edu/hub).

Students will receive an email from Enrollment Services indicating when it is time to register for the upcoming semester. Registration typically occurs in April for the fall semester; and in November for the spring semester. All students intending to continue in the following semester SHOULD register at their scheduled time as noted in the email from Enrollment Services. The process of registration is handled online via the Hub’s website by clicking the Student Information Online (SIO) link. Students should meet with the MS advisor prior to registration.

To be considered full time, students must be registered for 36 or more units. For international students, anything less than full time registration is considered a violation of visa status.

EPP students may take courses in any of CMU's departments or schools. Students should refer to the course description and course profile for more information about a particular course and whether it is suited for their background and academic interests. Course information is available on the Hub’s website under the Schedule of Classes link. Students should consult with the MS advisor regarding how a particular course will fulfill requirements for the MS degree.
Students may also cross-register for courses at other local institutions of higher education (see PCHE cross-registration below). 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 Master’s Degree Program Requirements

3.1 Total Units and Required Coursework
The total number of units required for degree attainment is 96 units.

EPP Core courses -- 24 units
• 19-701 – Introduction to the Theory and Practice of Policy Analysis
• 19-702 – Quantitative Methods for Policy Analysis
Quantitative methods -- 24 units
• Courses with advisor approval that address quantitative methods appropriate for the student’s course of study, such as Probability and Statistics, Applied Data Analysis, Multi-Criteria Decision Making, Quantitative Entrepreneurship, among others.
Social Analysis methods – 24 units
• Courses with advisor approval that address social science or analysis methods appropriate for the student’s course of study, such as Microeconomics, Managerial and Engineering Economics, Energy Policy and Economics, Organizational Behavior for Engineers, among others.
Elective – 24 units
• Courses or research units with advisor approval appropriate for the student’s course of study. These may include courses in specific topical areas (e.g., energy systems, information systems, climate issues, cybersecurity, technology innovation) or additional quantitative or social science courses.

In addition, courses must meet the following criteria:
• A minimum 3.0 QPA is required for graduation.
• A grade of C (2.0) or better is required for a course to count toward graduation, but no more than two courses with a grade of C or C+ may be used to meet course requirements.
• All courses to meet the 96-unit requirement must be taken for a letter grade. Courses taken Pass/Fail and passed, or audited courses may not be used to complete course requirements.
• At least 84 units must be graduate-level courses (course numbers XX-600 or above).
• A maximum of 12 units of undergraduate courses can be counted towards the 96 units required for the degree. Undergraduate courses must be at the 300-level or above to count towards the degree.
• A minimum of 60 units must be in EPP, 19-xxx courses.
• No more than 18 units of research, 19-690 MS Project, can be counted toward the degree.
• Courses used for current or prior Undergraduate or MS degrees may not be used for the EPP MS.
• For information on treatment of transfer credits see the section below.

3.2 Drop/Add/Withdraw Procedures
Students taking undergraduate and Masters level courses must follow the procedures and deadlines for adding, dropping, or withdrawing from courses as identified on the academic calendar. Information can be found at https://www.cmu.edu/hub/registrar/course-changes/index.html. Please note that separate deadlines and calendars are in effect for doctoral level courses, and for the Heinz College and Tepper School of Business.

Students wishing to withdraw from a course after the drop deadline must obtain approval from the MS advisor, and complete and submit a Course Withdrawal Request (pdf) form which must be signed by the MS advisor. Students withdrawing from a course during the withdrawal period receive a “W” grade for that course. This “W” grade does not affect a student’s QPA. A graduate student can petition the department head to remove a W grade from their transcript if there are extenuating circumstances.

3.3 Cross-Registration through the Pittsburgh Council on Higher Education (PCHE) and Transfer Courses
Carnegie Mellon University offers students the opportunity to take courses for credit through a cross-registration program (see Pittsburgh Council on Higher Education (PCHE) and Cross-registration below) and through the receipt of transfer credit from other accredited institutions. Students in EPP must receive approval from the Associate Department Head for Graduate Affairs before counting on these credits. If approved, the Carnegie Mellon University transcript will include information on such courses as follows:

Carnegie Mellon courses and courses taken through the university's cross-registration program will have grades recorded on the transcript and be factored into the QPA. All other courses will be recorded on this transcript indicating where the course was taken, but without grades. Such courses will not be taken into account for academic actions, honors or QPA calculations.

Suspended students may take courses elsewhere; however, they may only receive transfer credit if they received prior approval from the associate department head for graduate affairs.

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. [https://www.cmu.edu/policies/student-and-student-life/cross-college-university-registration.html](https://www.cmu.edu/policies/student-and-student-life/cross-college-university-registration.html).


### 3.4 Internship/Co-ops

International students are required to consult with Office of International Education for eligibility before seeking an internship/co-op or signing an offer contract (required addition to ensure the university is in compliance with immigration laws for F & J status students).

### 3.5 Applying for an EPP PhD

Students in good standing who wish to apply for a PhD in EPP should first discuss this option with the MS advisor and potential faculty advisors for their doctoral studies. Students will need to complete a new online application. The application fee will be waived and some prior application materials may be re-uploaded, and students should work with the admissions coordinator for further guidance on procedures to follow. Although the usual deadline for doctoral applications is in mid-December for admission the following Fall semester, internal candidates may apply after the deadline with permission, but as early in their second semester as possible.

### 3.6 Certification of Degree

The degree title awarded is Master of Science in Engineering and Public Policy. The MS program advisor along with the associate department head for graduate affairs certify the degree.

### 3.7 Master’s Degree Program Length

It is expected that master’s students will complete the degree in three semesters. Students who are qualified and interested may elect to take a heavier course load and complete the degree in two semesters. Students that satisfy the MS degree requirements in two semesters (nine months) will be deemed as graduated and will be unable to continue to the third semester.

### 3.8 Part-time Master’s Degree Student

Students enrolled as a part-time in the MS program must enroll for a minimum of 12 units each semester. Part-time students are encouraged to complete the degree program as quickly as possible. International students seeking part-time status may be limited due to visa restrictions and should consult with the MS advisor and/or the Office of International Education about visa implications.

### 3.9 Leave of Absence

A student may need to take a temporary leave of absence for many reasons. Students are required to file a Leave of Absence form with the HUB, after securing the appropriate signature approvals. Return from voluntary leave of absence requires program approval through a Request for Return from Leave of Absence form. Students in good standing in all courses, and
not on academic probation when taking a Leave of Absence, will be reinstated with the same standing as prior to the leave. Students in poor standing or on academic probation at the time they requested a Leave of Absence, must submit a written request asking for re-instatement to the program which will be evaluated by Department Head and Associate Department Head. All requests for reinstatement must be submitted within the time limit imposed by the 6-year student statute of limitations described in the College of Engineering Graduate Student Handbook. See also the University Leave of Absence process: https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/.

3.10 Withdrawal of a Degree
The university reserves the right to withdraw a degree even though it has been granted should there be discovery that the work upon which it was based or the academic records in support of it had been falsified. In such a case, the degree will be withdrawn promptly upon discovery of the falsification. The complete reference to this university policy is available at: www.cmu.edu/policies/student-and-student-life/withdrawal-of-a-degree.html.

3.11 Academic Advising
The Senior Academic Program Manager is the official MS advisor for all students entering the program. The role of the advisor is to assure that students are aware of program requirements and policies, to work with students to maintain satisfactory status, and to support student’s next steps in professional and career development. The role of students in academic advising is to know program requirements and work with the advisor on course selection, to be prepared for advising sessions, and to seek assistance when needed.

Additional information related to academic advising, course requirements, course selection, departmental policies, etc. is available on the EPP Graduate Student Canvas site. All EPP MS students will be given access to the site at the start of their enrollment.

Working with the Senior Academic Program Manager on course selection is important to ensure that requirements for the degree are fulfilled. Students are also encouraged to work with another faculty member for advising on specific technical interests. In addition to working with the MS advisor to tailor a course of study, students are responsible for monitoring curriculum progress through the Student Information Online (SIO) and the Stellic academic audit application. Curriculum progress sheets are available for download from the EPP Graduate Student Canvas site as well.

3.12 Resources for Academic Conflicts, and Exceptional or Challenging Situations
The EPP Department assigns a faculty member to serve as the Graduate Student Ombudsperson. The graduate ombudsperson for EPP is available as a resource to listen to concerns, to provide advice on potential remedies, and to bring concerns to the department’s attention. To the extent possible, student interactions with the ombudsperson are confidential.

Additionally, students may confer with the university graduate ombudsman on issues of process or other concerns as they navigate conflicts. See Appendix A for other support offices.
3.13 Summary of Graduate Student Appeal and Grievance Procedures

Graduate students will find the Summary of Graduate Student Appeal and Grievance Procedures on the Graduate Education Resource webpage. This document summarizes processes available to graduate students who seek review of academic and non-academic issues. Generally, graduate students are expected to seek informal resolution of all concerns within the applicable department, unit or program before invoking formal processes. When an informal resolution cannot be reached, however, a graduate student who seeks further review of the matter is to follow the formal procedures outlined here. These appeal and grievance procedures shall apply to students in all graduate programs of the University.

https://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html

4 Grades and Grading

4.1 Grades and Grading Scale

EPP follows the grading policy used by College of Engineering.

https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html. The College follows the University’s grading policy:

www.cmu.edu/policies/student-and-student-life/grading.html. Students pursuing the MS in EPP are expected to carry an overall 3.0 grade-point average or above throughout the course of their studies.

Students enrolled in 19-690 MS Project will receive a letter grade. Courses taken Pass/Fail and passed, or audited courses may not be used to fulfill course requirements.

4.2 Process for Appealing Final Grades

Final grades will be changed only in exceptional circumstances and only with the approval of the instructor and the department, unit or program. Grading is a matter of sound discretion of the instructor and final grades are rarely changed without the consent of the instructor who assigned the grade. The following circumstances are the unusual exceptions that may warrant a grade appeal: (a) the final grade assigned for a course is based on manifest error (e.g., a clear error such as arithmetic error in computing a grade or failure to grade one of the answers on an exam), or (b) the faculty or staff member who assigned the grade did so in violation of a University policy.

www.cmu.edu/graduate/policies/appeal-grievance-procedures.html

4.3 GPA Requirements and QPA Requirements for Graduation

A minimum 3.0 QPA is required for graduation. A grade of C (2.0) or better is required for a course to count toward graduation, but no more than two courses with a grade of C or C+ may be used towards meet course requirements.

4.4 Master’s Students with Unsatisfactory Academic Performance

At the end of each semester, after final grades have been posted, the academic performance of each student is reviewed. Students with a cumulative QPA of less than 3.0, or who have earned a QPA of less than 3.0 in the most recent full semester completed, will be placed on academic probation. Students placed on academic probation will be notified in writing and should meet with their advisor to determine an academic plan of action.
Academic probation includes the following consequences:

- Students may have any scholarships, and/or financial awards rescinded.
- Students cannot be selected to receive awards.

Academic probation will be automatically removed during the next academic review if the semester and cumulative QPA are 3.0 or better. Students with a cumulative QPA lower than 3.0 at the end of two consecutive semesters may be removed from the EPP program. The student will be notified in writing and should meet with their advisor as soon as possible to discuss their academic situation. The student will then meet with the Department Head. If a decision for removal from the program is made, the student will receive the decision in writing. When an informal resolution cannot be reached, a student who seeks further review of the matter is to follow the formal procedures outlined in 3.15 Summary of Graduate Student Appeal and Grievance Procedures above.

4.5 Academic Integrity Policy

Please review the University Policy on Academic Integrity [www.cmu.edu/policies/student-and-student-life/academic-integrity.html](http://www.cmu.edu/policies/student-and-student-life/academic-integrity.html). The policy includes the University expectations around academic integrity and provides definitions of cheating, plagiarism, and unauthorized assistance. A review of the University’s Academic Disciplinary Actions procedures [www.cmu.edu/student-affairs/theword/academic-discipline/index.html](http://www.cmu.edu/student-affairs/theword/academic-discipline/index.html) is also recommended. These procedures outline the process for investigating, reporting, and adjudicating violations of the University Policy on Academic Integrity. The procedures also outline the appeal process.

5 Safeguarding Educational Equity

5.1 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
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.

5.2 Assistance for Individuals with Disabilities

The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical, digital, and programmatic access to ensure that students with disabilities have equal access to their educational experience. We work to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973. Students who would like to receive accommodations can begin the process through Disability Resources’ secure online portal (https://rainier.accessiblelearning.com/cmu/) or email access@andrew.cmu.edu to begin the interactive accommodation process.

Students with physical, sensory, cognitive, or emotional disabilities are encouraged to self-identify with the Office of Disability Resources and request needed accommodations. Any questions about the process can be directed to access@andrew.cmu.edu, or call (412) 268-6121, http://www.cmu.edu/education-office/disability-resources/.

5.3 Policy Against Sexual Harassment and Sexual Assault

The University prohibits sex-based discrimination, sexual harassment, sexual assault, dating/domestic violence and stalking. The University also prohibits retaliation against individuals who bring forward such concerns or allegations in good faith. The University’s Sexual Misconduct Policy is available at https://www.cmu.edu/policies/administrative-and-governance/sexual-misconduct/index.html. The University’s Policy Against Retaliation is available at https://www.cmu.edu/policies/administrative-and-governance/whistleblower.html. If you have been impacted by any of these issues, you are encouraged to make contact with any of the following resources:

- Office of Title IX Initiatives, https://www.cmu.edu/title-ix/ 412-268-7125, tix@cmu.edu
- University Police, 412-268-2323

Additional resources and information can be found at: https://www.cmu.edu/title-ix/resources-and-information/index.html

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1 See www.cmu.edu/student-affairs/theword/code/index.html
5.4 Maternity Accommodation
Students whose anticipated delivery date is during the course of the semester may consider taking time away from their coursework and/or research responsibilities. Any student who gives birth to a child while engaged in coursework or research is eligible to take either a short-term absence or formal leave of absence. 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 appropriate academic contact(s) (advisor, associate dean, etc.) may be reviewed during this meeting.

● Students in coursework should consider options for the semester of the anticipated birth such as working with their course instructors to receive incomplete grades, electing to drop to part-time status or taking a full 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 and for resuming upon return.

● Master’s students who receive an academic stipend funded by Carnegie Mellon are eligible to continue to receive stipend funding for up to six (6) weeks during a Short-Term Maternity Accommodation or a Formal Leave of Absence. Continued academic stipend funding may be extended by two (2) weeks, for a total of eight (8) weeks, if an absence longer than six weeks is medically necessary. To receive this support students must be registered with the Office of the Dean of Students. https://www.cmu.edu/graduate/programs-services/maternity-accommodation-protocol.html

5.5 Consensual Intimate Relationship Policy Regarding Undergraduate Students
This policy addresses the circumstances in which romantic, sexual or amorous relationships/interactions with undergraduate students, even if consensual, are inappropriate and prohibited. The purpose of this policy is to assure healthy professional relationships. This policy is not intended to discourage consensual intimate relationships unless there is a conflicting professional relationship in which one party has authority over the other as in the policy. www.cmu.edu/policies/student-and-student-life/consensual-relationships.html

6 Additional Policies and Protocols

6.1 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 www.cmu.edu/hub.

6.2 Change of Address
Departments are asked to encourage students to keep their current local address up-to-date in SIO. This supports a university initiative to have accurate living information for students for official program/department/college/university notices, the ability to facilitate wellness checks, ensure international students are in compliance with visa requirements, etc.

6.3 Computing Services and Accessing the CMU Andrew Network
Questions on computing and connecting to the Andrew Network should be sent to the Carnegie Mellon Computing Services at it-help@cmu.edu, 412/268-4357.

For information on computer/network registration for wired and wireless connections, visit: www.cmu.edu/computing/services/endpoint/network-access/.

CMU Computing Services has a wide array of free software programs for download onto personal machines, as well as computing clusters with access to other software licensed for student use. Students may access this information using their Web ISO (andrew ID and password).

6.4 New Policy Governance
Students are bound by the rules and procedures set forth in the Graduate Student Handbook published in the academic year in which they enter the program. As noted in the Preface, while college and university policies and protocols are binding, the department attempts to be flexible 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 a student has the option of being governed by the older policy.

6.5 Employment Eligibility Verification
If you are receiving a stipend, are a TA, or are you planning to have a position with CMU then Employment Eligibility Verification is required. Form I-9 must be completed within 3 business days of beginning work for any type of compensation (stipend or employment). Additional details are highlighted below.

To ensure compliance with federal law, Carnegie Mellon University maintains the Employment Eligibility Verification (I-9) Policy [pdf] covering the university’s I-9 and E-Verify requirements:

- Every individual receiving a stipend from CMU or employed by CMU must comply with the I-9 Policy by completing the Form I-9 within three business days following the first day of stipend start date/employment.
• Individuals who expect to work on a federally funded project are further responsible for submitting an E-Verify Processing Request Form to the Office of Human Resources if required.

For more information, please see CMU’s Guidance for Completing the Form I-9 and E-Verify Requirements at CMU [pdf], or visit the Human Resources Service website to learn more about Form I-9 and E-Verify and to schedule an appointment to complete the Form I-9.

7 Financial Support

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

7.2 Fees and Additional Charges
Students are responsible for paying health insurance, a student activities fee, technology fee, and the Port Authority bus fee each year. See for below for information on paying health insurance.

7.3 Student Health Services and Insurance
Carnegie Mellon Student Health Services offers a range of services, similar to those offered by any doctor’s office outside of the University, but the cost is often more affordable.

University Health Services (UHS) is staffed by physicians, advanced practice clinicians and registered nurses who provide general medical care, allergy injections, first aid, gynecological care and contraception as well as on-site pharmaceuticals. There is a small visit fee to see the physicians and advanced practice clinicians; nurse visits are free of charge. Fees for prescription medications, laboratory tests, diagnostic procedures and referral to the emergency room or specialists are the student’s responsibility. UHS also has a registered dietician and health promotion specialist on staff to assist students in addressing nutrition, drug and alcohol and other healthy lifestyle issues.

In addition to providing direct health care, University Health Services (UHS) administers the Student Health Insurance Program. The Student Health insurance plan offers a high level of coverage in a wide network of health care providers and hospitals. It also covers most of the fees for care at Student Health Services. Graduate students should contact UHS to discuss options for health insurance for spouses, domestic partners and dependents. Appointments can be made by visiting UHS’s website or by telephone, 412-268-2157.

Information on the current rates and plans is available on the UHS website. 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. Details on this process can be found on the University Health Website:  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 Nelnet Campus Commerce by the due date. https://www.cmu.edu/health-services/student-insurance/plans.html

Health insurance plans for the academic year begin August 1 and run through July 31. Questions should be directed to University Health Services at x8-2157 (off campus dial 412/268-2157), email shinsure@andrew.cmu.edu.

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

7.5 Office of the Dean of Students Emergency Support Funding
Graduate students who find themselves in need of immediate funds for emergency situations should contact the Office of the Dean of Students (see Appendix A), www.cmu.edu/student-affairs/index.html, to inquire about the types of emergency funding available to enrolled students.

8 International Students

8.1 Office of International Education (OIE)
The Office of International Education is the liaison to the University for all non-immigrant students and scholars. Non-immigrant students enrolled at CMU and planning to leave the country MUST check with OIE to assure the necessary documentation for exiting and re-entry into the U.S. is completed.

8.2 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. International students who plan to work in the U.S. should make an appointment to talk with an OIE counselor during their first semester in the program in order to learn the necessary procedures. 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.

9 Career and Professional Development

In addition to the program MS advisor, the Master’s degree program has a career and professional development staff member who can provide support in exploring different career options, developing networking skills, and navigating a job search. Students can make an appointment with the EPP MS career advisor through Handshake. If students have professional news, events or similar activities of interest to the greater EPP community, information can be submitted to the department for inclusion in our media activities. www.cmu.edu/epp/news/submit.html.

9.1 Career and Professional Development Center

The Career and Professional Development Center (CPDC) at Carnegie Mellon University provides career and professional guidance and resources to students. Students can access career resources, events calendar, student affairs calendar, and more by visiting the CPDC’s website for more information: www.cmu.edu/career.

9.2 Personal Webpage and LinkedIn

As a CMU affiliate, students receive free space for a personal website. Contact Computing Services for support publishing your site with the Andrew Publishing System at the following sites:

www.cmu.edu/computing/services/comm-collab/websites/
www.andrew.cmu.edu/server/publish.html

In lieu of or in addition to a personal website, students are encouraged to establish a professional presence on LinkedIn (or other publicly-facing professional profile) and keep it up-to-date. Students can request to join the EPP group on LinkedIn as well.

9.3 Intellectual Property Policy and Relevant 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/policies/administrative-and-governance/intellectual-property.html
Appendix A: 2021-2022 Highlighted University Resources for Graduate Students and The WORD, Student Handbook

Key Resources for Graduate Student Support
- Office of Graduate and Postdoc Affairs
- Office of the Dean of Students
- Center for Student Diversity and Inclusion
- Assistance for Individuals with Disabilities
- Eberly Center for Teaching Excellence and Educational Innovation
- Graduate Student Assembly
- Office of International Education
- Veterans and Military Community
- Ethics Reporting Hotline
- Policy Against Retaliation

Key Resources for Academic and Research Support
- Computing and Information Resources
- Student Academic Success Center
- University Libraries
- Research at CMU
- Office of Research Integrity & Compliance

Key Resources for Health, Wellness & Safety
- Counseling and Psychological Services
- University Health Service
- Campus Wellness
- Religious and Spiritual Life Initiatives
- University Police
- Shuttle and Escort Services
- The WORD

Office of Graduate and Postdoc Affairs
www.cmu.edu/graduate; grad-ed@cmu.edu
The Office of Graduate and Postdoc Affairs provides central support for all master's and doctoral students, as well as academic programs, with a focus on supporting graduate student success at Carnegie Mellon.

Examples of resources offered through the Office of Graduate and Postdoc Affairs include but are not limited to:
- Website with university resources, contact information for CMU programs and services, calendar of events related to graduate students
- Bi-monthly newsletter to all graduate students with information on activities, resources and opportunities
- Professional Development Seminars and Workshops
- GSA/Provost Conference Funding Grants
- GSA/Provost Small Research Grants (GuSH)
- Consultations on issues related to the graduate student experience

The Office of Graduate and Postdoc Affairs also works with the colleges and departments by informing and assisting in developing policy and procedures relevant to graduate students and working with departments on issues related to graduate students. Additionally we partner with many other offices and organizations, such as the Graduate Student Assembly, to support the holistic graduate student educational experience.

Office of the Dean of Students
https://www.cmu.edu/student-affairs/dean

The Office of the Dean of Students provides central leadership of the metacurricular experience at Carnegie Mellon including the coordination of student support. Vice President of Student Affairs and Dean of Students Gina Casalegno leads the Division of Student Affairs which includes the offices and departments listed below (not an exhaustive list).
Graduate students will find the enrollment information for Domestic Partner Registration and Maternity Accommodations in the Office of the Dean of Students or on their website. This Office also manages the Student Emergency Support Funding process. There are three forms of support funding for enrolled students: emergency student loans, maternity loans, and the Tartan Emergency Support Fund. These funds are made available through generous gifts of alumni and friends of the university as well as support from student organizations, Undergraduate Student Senate and the Graduate Student Assembly. Students will be provided with additional information about the various types of funding during a consultation meeting with a member of the Dean of Students team. Tuition costs are not eligible for Student Emergency Support Funding.

Additional resources for graduate students include College Liaisons and the Student Support Resources team. College Liaisons are senior members of the Division of Student Affairs who work with departments and colleges addressing student concerns across a wide range of issues. College Liaisons are identified on the student SIO page in the Important Contacts list. The Student Support Resources team offers an additional level of support for students who are navigating any of a wide range of life events. Student Support Resources staff members work in partnership with campus and community resources to provide coordination of care and support appropriate to each student’s situation.

The Division of Student Affairs includes (not an exhaustive list):

- Athletics, Physical Education and Recreation
- Career and Professional Development Center (CPDC)
- Center for Student Diversity and Inclusion
- Cohon University Center
- Counseling & Psychological Services (CaPS)
- Dining Services
- Office of Community Standards and Integrity (OCSI)
- Office of Student Leadership, Involvement, and Civic Engagement (SLICE)
- University Health Services (UHS)
- Wellness Initiatives

Center for Student Diversity & Inclusion
https://www.cmu.edu/student-diversity/

Diversity and inclusion have a singular place among the values of Carnegie Mellon University. The Center for Student Diversity & Inclusion actively cultivates a strong, diverse and inclusive community capable of living out these values and advancing research, creativity, learning and development that changes the world.

The Center offers resources to enhance an inclusive and transformative student experience in dimensions such as access, success, campus climate and intergroup dialogue. Additionally, the Center supports and connects historically underrepresented students and those who are first in their family to attend college in a setting where students’ differences and talents are appreciated and reinforced, both at the graduate and undergraduate level. Initiatives coordinated by the Center include, but are not limited to:

- First generation/first in family to attend college programs
- LGBTQ+ Initiatives
- Race and ethnically-focused programs, including Inter-University Graduate Students of Color Series (SOC) and PhD SOC Network
- Women’s empowerment programs, including Graduate Women’s Gatherings (GWGs)
- Transgender and non-binary student programs

Assistance for Individuals with Disabilities
http://www.cmu.edu/disability-resources/

The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical, digital, and programmatic access to ensure that students with disabilities have equal access to their educational experience. We work to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973. Students who would like to receive accommodations can begin the process through Disability Resources’ secure online portal or email access@andrew.cmu.edu to begin the interactive accommodation process.

Students with physical, sensory, cognitive, or emotional disabilities are encouraged to self-identify with the Office of Disability Resources and request needed accommodations. Any questions about the process can be directed to access@andrew.cmu.edu, or call (412) 268-6121.
Eberly Center for Teaching Excellence & Educational Innovation
www.cmu.edu/teaching
We offer a wide variety of confidential, consultation services and professional development programs to support graduate students as teaching assistants or instructors of record during their time at Carnegie Mellon University and as future faculty members at other institutions. Regardless of one’s current or future teaching context and duties, our goal is to disseminate evidence-based teaching strategies in ways that are accessible and actionable. Programs and services include campus-wide Graduate Student Instructor Orientation events and our Future Faculty Program, both of which are designed to help participants be effective and efficient in their teaching roles. The Eberly Center also assists departments in creating and conducting customized programs to meet the specific needs of their graduate student instructors. Specific information about Eberly Center support for graduate students is found at www.cmu.edu/teaching/graduatesupport/index.html.

Graduate Student Assembly
www.cmu.edu/stugov/gsa/index.html
The Graduate Student Assembly (GSA) is the branch of Carnegie Mellon Student Government that represents, and advocates for the diverse interests of all graduate students at CMU. GSA is composed of representatives from the different graduate programs and departments who want to improve the graduate student experience at the different levels of the university. GSA is funded by the Student Activities Fee from all graduate students. GSA passes legislation, allocates student activities funding, advocates for legislative action locally and in Washington D.C. on behalf of graduate student issues and needs, and otherwise acts on behalf of all graduate student interests. Our recent accomplishments are a testament to GSA making a difference, and steps to implementing the vision laid out by the strategic plan. https://www.cmu.edu/stugov/gsa/About-the-GSA/Strategic Plan.html.

GSA offers an expanding suite of social programming on and off-campus to bring graduate students from different departments together and build a sense of community. GSA is the host of the Graduate Student Lounge on the 3rd floor of the Cohon University Center- a great place to study or meet up with friends. GSA also maintains a website of graduate student resources on and off-campus. Through GSA’s continued funding for professional development and research conferences, the GSA/Provost Conference Funding Program and GSA/Provost GuSH Research Grants are able to run, as managed by the Graduate Education Office. As we move forward, GSA will continue to rely on your feedback to improve the graduate student experience at CMU. Feel free to contact us at <gsa@cmu.edu> to get involved, stop by our office in the Cohon University Center Room 304 or become a representative for your department.

Office of International Education (OIE)
http://www.cmu.edu/oie/
Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. The Office of International Education (OIE) is the liaison to the University for all non-immigrant students and scholars, as well the repository for study abroad opportunities and advisement. OIE provides many services including: advising on personal, immigration, study abroad, academic, and social and acculturation issues; presenting programs of interest such as international career workshops, tax workshops, and cross-cultural and immigration workshops; 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 and pre-departure programs.

Veterans and Military Community
http://www.cmu.edu/veterans/
Military veterans are a vital part of the Carnegie Mellon University community. Graduate students can find information on applying for veteran education benefits, campus services, veteran’s groups at CMU, and non-educational resources through the Veterans and Military Community website. There are also links and connections to veteran resource in the Pittsburgh community. The ROTC and Veteran Affairs Coordinator can be reached at urovaedbenefits@andrew.cmu.edu or 412-268-8747.

Carnegie Mellon Ethics Hotline
https://www.cmu.edu/hr/resources/ethics-hotline.html
The health, safety and well-being of the university community are top priorities at Carnegie Mellon University. CMU provides a hotline that all members of the university community should use to confidentially report suspected unethical activity relating to areas below:
• Academic and Student Life
• Bias Reporting
• Environmental Health and Safety
• Financial Matters
• High-Risk Incident
• Human Resource Related
• Information Systems
• Research
• Threat of Business Interruption
• Threat of Violence or Physical Harm
• Title IX

Students, faculty and staff can anonymously file a report by calling 877-700-7050 or visiting www.reportit.net (user name: tartans; password: plaid). All submissions are reported to appropriate university personnel. The hotline is NOT an emergency service. For emergencies, call University Police at 412-268-2323.

Policy Against Retaliation
It is the policy of Carnegie Mellon University to protect from retaliation any individual who makes a good faith report of a suspected violation of any applicable law or regulation, university Policy or procedure, any contractual obligation of the university, and any report made pursuant to the Carnegie Mellon University Code of Business Ethics and Conduct. Additional details regarding the Policy Against Retaliation are available at https://www.cmu.edu/policies/administrative-and-governance/whistleblower.html

Key Offices for Academic & Research Support
Computing and Information Resources
www.cmu.edu/computing

Computing Services maintains and supports computing resources for the campus community, including the campus wired and wireless networks, printing, computer labs, file storage, email and software catalog. As members of this community, we are all responsible for the security of these shared resources. Be sure to review the Safe Computing (https://www.cmu.edu/computing/safe/) section and the University Computing Policy (https://www.cmu.edu/policies/information-technology/computing.html)

Visit the Computing Services website (https://www.cmu.edu/computing/) to learn more. For assistance the Computing Services Help Center is available at 412-268-4357 (HELP) or ithelp@cmu.edu.

Student Academic Success Center
https://www.cmu.edu/student-success/
Student Academic Support Programs

Tartan Scholars
● The Tartan Scholars program was created to provide support for limited resourced students through an intentional first year undergraduate experience with the goals of enhancing the cohort’s skill and community building through a lens of self-authorship, growth mindset, and a sense of belonging. As part of the Student Academic Success Center, Tartan Scholars are invited to join the University and participate in summer initiatives and pre-orientation activities prior to their first year at the University.

● There are opportunities for graduate students to serve as accountability, learning, or development partners, workshop facilitators, and presenters. Contact Diane Hightower at ddhighto@andrew.cmu.edu for more details.

Learning Support
● Supplemental Instruction: Supplemental Instruction (SI) is an academic support model that utilizes peer-assisted study sessions. The SI program provides regularly scheduled review sessions on course materials outside the classroom. SI is a non-remedial approach to learning as the program targets high-risk courses and is available in select courses based on data related to past student performance and feasibility.

● Peer Tutoring: Weekly Tutoring Appointments are offered in a one-on-one and small group format to students from any discipline who need assistance with a course that may not be supported by our other services. Weekly appointments give students the opportunity to interact regularly with the same tutor to facilitate deeper understanding of concepts. Students can register online through the Student Academic Success website.

● Academic Coaching: Academic Coaching provides holistic one-on-one peer support and group workshops to help students find and implement their conditions for success. We assist students in improving time management, productive habits,
organization, stress management, and study skills. Students will request support through the Academic Success Center website and attend in-person meetings or meet using video and audio conferencing technology to provide all students with support.

- **“Just in Time” Workshops:** The Student Academic Success team is available to partner with instructors and departments to identify skills or concepts that would benefit from supplemental offerings (workshops, boot camps) to support students’ academic success and learning. We are eager to help convene and coordinate outside of the classroom skill-building opportunities that can be open to any student interested in building skill or reinforcing course concept mastery.

- **Study Partners:** Support for students to create and benefit from their own study groups: The Student Academic Success team assists students in forming and benefiting from peer study groups, whereby all students can reap the benefits of peer-to-peer learning, student agency, and collaboration skill development. Staff from the Student Academic Success Center will be made available to instructors and students to assist with the formation of peer-led study groups. This level of support is open to any course where the instructor requests or agrees such support is appropriate and students are interested in both leading and participating.

**Language and Cross-cultural Support**
More than 60% of graduate students at Carnegie Mellon are international students, and others are nonnative speakers of English who have attended high school or undergraduate programs in the US. Many of these students want to hone their language and cross-cultural skills for academic and professional success. Students can choose from sessions on
- how to give a strong presentation,
- writing academic emails,
- expectations and strategies for clear academic writing,
- how to talk about yourself as a professional in the U.S.,
- developing clearer pronunciation,
- using accurate grammar,
- building fluency, and more.
- Students can make an appointment with a Language Development Specialist to get individualized coaching on language or cross-cultural issues.

The Student Academic Success Center is also charged with certifying the language of International Teaching Assistants (ITAs), ensuring that nonnative English speakers have the language proficiency needed to succeed as teaching assistants in the Carnegie Mellon classroom. Students preparing to do an ITA Certification should plan to take classes offered by the language support team at the SASC from the beginning of their first semester. Start by contacting the language support team at the SASC website or attend a Language Support Orientation at the SASC or in your department.

**University Libraries**
[www.library.cmu.edu](http://www.library.cmu.edu)
The University Libraries offers a wide range of information resources and services supporting graduate students in course-work, research, teaching, and publishing. The library licenses and purchases books, journals, media and other needed materials in various formats. Library liaisons, consultants and information specialists provide in-depth and professional assistance and advice in all-things information - including locating and obtaining specific resources, providing specialized research support, advanced training in the use and management of data. Sign up for workshops and hands-on topic-specific sessions such as data visualization with Tableau, cleaning data with OpenRefine, and getting started with Zotero. Weekly drop-in hours for Digital Humanities and for Research Data Research Management are scheduled during the academic year. Start at the library home page to find the books, journals and databases you need; to identify and reach out to the library liaison in your field; to sign up for scheduled workshops; and to connect with consultants in scholarly publishing, research data management, and digital humanities.

**Research at CMU**
[www.cmu.edu/research/index.shtml](http://www.cmu.edu/research/index.shtml)
The primary purpose of research at the university is the advancement of knowledge in all fields in which the university is active. Research is regarded as one of the university’s major contributions to society and as an essential element in education, particularly at the graduate level and in faculty development. Research activities are governed by several university policies. Guidance and more general information is found by visiting the Research at Carnegie Mellon website.

**Office of Research Integrity & Compliance**
[www.cmu.edu/research-compliance/index.html](http://www.cmu.edu/research-compliance/index.html)
The Office of Research Integrity & Compliance (ORIC) is designed to support research at Carnegie Mellon University. The staff work with researchers to ensure research is conducted with integrity and in accordance with federal and Pennsylvania
regulation. ORIC assists researchers with human subject research, conflicts of interest, responsible conduct of research, export controls, and institutional animal care & use. ORIC also provides consultation, advice, and review of allegations of research misconduct.

**Key Offices for Health, Wellness & Safety**

**Counseling & Psychological Services**
https://www.cmu.edu/counseling/
Counseling & Psychological Services (CaPS) affords the opportunity for students to talk privately about academic and personal concerns in a safe, confidential setting. An initial consultation at CaPS can help clarify the nature of the concern, provide immediate support, and explore further options if needed. These may include a referral for counseling within CaPS, to another resource at Carnegie Mellon, or to another resource within the larger Pittsburgh community. CaPS also provides workshops and group sessions on mental health related topics specifically for graduate students on campus. CaPS services are provided at no cost. Appointments can be made in person, or by telephone at 412-268-2922.

**Health Services**
www.cmu.edu/HealthServices/
University Health Services (UHS) is staffed by physicians, advanced practice clinicians and registered nurses who provide general medical care, allergy injections, first aid, gynecological care and contraception as well as on-site pharmaceuticals. The CMU Student Insurance Plan covers most visit fees to see the physicians and advanced practice clinicians & nurse visits. Fees for prescription medications, laboratory tests, diagnostic procedures and referral to the emergency room or specialists are the student’s responsibility and students should review the UHS website and their insurance plan for detailed information about the university health insurance requirement and fees.

UHS also has a registered dietician and health promotion specialists on staff to assist students in addressing nutrition, drug and alcohol and other healthy lifestyle issues. In addition to providing direct health care, UHS administers the Student Health Insurance Program. The Student Health Insurance plan offers a high level of coverage in a wide network of health care providers and hospitals. Appointments can be made by visiting UHS’s website, walk-in, or by telephone, 412-268-2157.

**Campus Wellness**
https://www.cmu.edu/wellness/
At Carnegie Mellon, we believe our individual and collective well-being is rooted in healthy connections to each other and to campus resources. The university provides a wide variety of wellness, mindfulness and connectedness initiatives and resources designed to help students thrive inside and outside the classroom. The BeWell@CMU e-newsletter seeks to be a comprehensive resource for CMU regarding all wellness-inspired events, announcements and professional and personal development opportunities. Sign up for the Be Well monthly newsletter via https://bit.ly/BeWellNewsletter or by contacting the Program Director for Student Affairs Wellness Initiatives, at alusk@andrew.cmu.edu.

**Religious and Spiritual Life Initiatives (RSLI)**
www.cmu.edu/student-affairs/spirituality
Carnegie Mellon is committed to the holistic growth of our students, including creating opportunities for spiritual and religious practice and exploration. We have relationships with local houses of worship from various traditions and many of these groups are members of CMU’s Council of Religious Advisors. We also offer programs and initiatives that cross traditional religious boundaries in order to increase knowledge of and appreciation for the full diversity of the worldview traditions. Our RSLI staff are here to support students across the spectrum of religious and spiritual practice and would be more than happy to help you make a connection into a community of faith during your time at CMU.

**University Police**
http://www.cmu.edu/police/
412-268-2323 (emergency only), 412-268-6232 (non-emergency)
The University Police Department is located at 300 South Craig Street (entrance is on Filmore Street). The department’s services include police patrols and call response, criminal investigations, fixed officer and foot officer patrols, event security, and crime prevention and education programming as well as bicycle and laptop registration. Visit the department’s website for additional information about the staff, emergency phone locations, crime prevention, lost and found, finger print services, and annual statistic reports. Carnegie Mellon University publishes an annual campus security and fire safety report describing the university’s security, alcohol and drug, sexual assault, and fire safety policies and containing statistics about the number and type of crimes committed on the campus and the number and cause of fires in campus residence facilities during the preceding three years.
Graduate students can obtain a copy by contacting the University Police Department at 412-268-6232. The annual security and fire safety report is also available online at https://www.cmu.edu/police/annualreports/.

**Shuttle and Escort Services**
Parking and Transportation coordinates the Shuttle Service and Escort Service provided for CMU students, faculty, and community. The Shuttle & Escort website has full information about these services, stops, routes, tracking and schedules.

**The WORD**
http://www.cmu.edu/student-affairs/theword/
The WORD is Carnegie Mellon University's student handbook and serves as the foundation for the department (and sometimes college) handbook. The WORD contains university-wide academic policy information and resources, community policies and resources, and describes the university level procedures used to review possible violations of these standards. It is designed to provide all students with the tools, guidance, and insights to help you achieve your full potential as a member of the Carnegie Mellon community. Information about the following is included in The WORD (not an exhaustive list) and graduate students are encouraged to bookmark this site and refer to it often. University policies can also be found in full text at: http://www.cmu.edu/policies/.

Carnegie Mellon Vision, Mission
Statement of Assurance
Carnegie Code

Academic Standards, Policies and Procedures
- Educational Goals
- Academic and Individual Freedom
- Statement on Academic Integrity Standards for Academic & Creative Life
- Assistance for Individuals with Disabilities
- Master’s Student Statute of Limitations
- Conduct of Classes
- Copyright Policy
- Cross-college & University Registration
- Doctoral Student Status Policy
- Evaluation & Certification of English Fluency for Instructors
- Final Exams for Graduate Courses
- Grading Policies
- Intellectual Property Policy
- Privacy Rights of Students
- Student’s Rights

Research
- Human Subjects in Research
- Office of Research Integrity & Compliance
- Office of Sponsored Programs
- Policy for Handling Alleged Misconduct of Research
- Policy on Restricted Research

Tax Status of Graduate Student Awards

Campus Resources & Opportunities
- Alumni Relations
- Assistance for Individuals with Disabilities
- Athletics, Physical Fitness & Recreation
- Carnegie Mellon ID Cards and Services
- Cohon University Center
- Copying, Printing & Mailing
- Division of Student Affairs
- Domestic Partner Registration
- Emergency Student Loan Program
- Gender Programs & Resources
- Health Services
Appendix B: Department and University Contacts

**Department Contacts**

Peter Adams, Professor and Department Head. Location: Wean Hall 5222, 412/268-5624, peteradams@cmu.edu.

Baruch Fischhoff, Professor and EPP Graduate Ombudsperson. Location: Posner Hall 385B, 412/268-3246, baruch@cmu.edu. The EPP Graduate Ombudsperson is available as a confidential resource to listen to concerns, provide advice on potential remedies, and to bring concerns to the department’s attention.

Jenny Hurst, Career Counselor. Location: Hamburg Hall A206D, 412/268-6426, jennyhur@andrew.cmu.edu.

Paulina Jaramillo, Professor and Chair of EPP Diversity, Equity and Inclusion Committee. Location: Wean 5117, 412/268-6655, paulina@cmu.edu. The Chair of EPP’s Diversity Committee oversees the department’s efforts to improve diversity in the department, promote a welcoming culture, and is available to listen to and help with concerns related to diversity, equity, and inclusion.

Deborah Kuntz, Senior Academic Coordinator. Location: Wean Hall 5107, 412/268-3303, deborahk@andrew.cmu.edu. Debbie maintains the graduate studies canvas site, and coordinates the graduate admissions process.

Adam Loucks, Front Office Coordinator and Support Staff. Location: Wean Hall 5215, 412/268-1090, aloucks@andrew.cmu.edu. Contact Adam for issues pertaining to general office maintenance (such as if the lights go out in the office, the air conditioning stops working, etc.), incoming & outgoing mail, reservations for the EPP conference room and equipment, and social media publicity.

Peter Luetkehans, Department Administrator and Business Financial Manager. Location: Wean Hall 5111, 412/268-5486, pluetkeh@andrew.cmu.edu.

Deanna Matthews, Teaching Professor and Associate Department Head for Undergraduate Affairs. Location: Wean Hall 5103, 412/268-7889, dhm@cmu.edu.

Jeremy Michalek, Professor and EPP MS Program Committee Chairman. Location: Wean Hall 5212B, drj@andrew.cmu.edu, 412-268-3765.

Nick Muller, Associate Department Head for Graduate Affairs. Location: Tepper 4215, 412/268-8121, nzm@andrew.cmu.edu.

Nesli Ozdoganlar, Senior Academic Program Manager and MS Advisor. Location: Hamburg Hall A206, 412/268-5626, neslio@andrew.cmu.edu.

Patti Steranchak, Assistant to Peter Adams and Granger Morgan. Location: Wean Hall 5216, 412/268-1085, patti@cmu.edu.

Lucas Valone, EPP Webmaster and Support Staff. Location: Wean Hall 5121, lvalone@andrew.cmu.edu. Lucas provides administrative support for the Center for Climate and Environmental and Decision Making (CEDM). Lucas also coordinates EPP media.

**University Contacts**

Alaine Allen, Associate Dean for Diversity, Equity, and Inclusion, College of Engineering. Location: Ansys Hall 226, alainea@andrew.cmu.edu.

William Sanders, Dean, College of Engineering. Location: Ansys Hall 219, sanders@cmu.edu.

Shelley Anna, Associate Dean for Graduate and Faculty Affairs and Strategic Initiatives, College of Engineering. Location: Ansys Hall, sanna@andrew.cmu.edu.

Elizabeth Vaughan, Associate Dean of Student Affairs, Director of Student Leadership, EPP Student Affairs Liaison. Location: Cohon University Center 103, 412/268-8704, eav@andrew.cmu.edu.

John Papinchak, University Registrar. Location: Warner Hall 220.

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