Integrated Innovation Institute
2018-2019 Graduate Student Handbook

Pittsburgh & Silicon Valley Campuses

Master of Integrated Innovation for Products & Services
Master of Integrated Innovation for Products & Services – Advanced Study
Master of Science in Software Management
Master of Science in Technology Ventures
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Appendix A. University Resources
I. Introduction

A. Welcome

On behalf of the Integrated Innovation Institute (iii) faculty and staff, I wish to welcome you to our master's degree programs. I expect your experience at Carnegie Mellon University will be both productive and rewarding, and I look forward to getting to know you and working with you.

This handbook is intended to supplement University information found in the Carnegie Mellon University (The Word) and College of Engineering Graduate Student Handbooks. Please review both handbooks as soon as you can so that you have the opportunity to become familiar with iii and University policies. If you have any questions, please reach out to me directly or to your primary campus contact.

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

Peter Boatwright
Allan D. Shocker Professor of Marketing and New Product Development,
Tepper School of Business
Director, Integrated Innovation Institute

While this handbook is specific to the student's academic experience at the Integrated Innovation Institute, there are several other resources and offices graduate students are encouraged to consult during their tenure at Carnegie Mellon University. Information about The Word (the student handbook), the Office of the Assistant Vice Provost for Graduate Education, the Office of the Dean of Student Affairs, and others are included in Appendix A of this handbook.
B. Background Statement

The Integrated Innovation Institute is built on three primary disciplines: engineering, design, and business. Just like successful products or services, successful innovation covers technological performance (engineering), human interface (design), and economic value (business). The Integrated Innovation Institute focuses on education and research in innovation methods and practice. We are one of the few top educational institutions that unites the three disciplines to cross train students to become elite innovators, which enhances the effectiveness of thinking and generating results.

The Integrated Innovation Institute has homes at two of the Carnegie Mellon University campuses: Pittsburgh and Silicon Valley. The Institute is administratively housed within the College of Engineering.

C. Degrees Offered

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

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

Silicon Valley Campus
The Master of Science in Software Management (MSSM) can be completed full-time in one year (12- or 16-month option). There is also a part-time option available that can be completed in two years. In the 12-month full-time option, students are expected to be enrolled in the fall, spring, and summer semesters. In the 16-month full-time option, students are enrolled in the fall and spring semesters, and then expand their study with a required summer internship and additional fall term. Residency in Silicon Valley is required to complete the full-time 12- and 16-month degree options.
Bi-Coastal Degree
The Master of Science in Technology Ventures (MSTV) is a 16-month full-time degree. Students begin during the spring semester at the Pittsburgh campus, then transition to the Silicon Valley Campus for a summer internship and full academic year of courses. MSTV is also offered in a dual degree format for Carnegie Mellon students earning a master's degree in a traditional engineering discipline including: biomedical, mechanical, civil and environmental, electrical and computer, materials science, and chemical engineering. Residency is required at each campus during the designated semesters to complete this degree.

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

E. Program Directors, Faculty & Staff

iii Director & MIIPS Program Director
Peter Boatwright
Allan D. Shocker Professor of Marketing and New Product Development, Tepper School of Business
Email: pbhb@andrew.cmu.edu

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

Program Directors & Staff

Pittsburgh Campus
Sarah Collins, Senior Recruiting & Admissions Coordinator
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Allison Hodsdon, Marketing Manager
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Ben Walfish, Finance & Personnel Administrator
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Emma Zink, Associate Director
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Silicon Valley Campus
Leia Delabahan, Academic Advisor
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Gladys M. Mercier, MSSM Program Director
Email: gladys.mercier@sv.cmu.edu - Phone: 650-335-2820

Sheryl Root, MSTV Program Director
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Chris Zeise, Director of Admissions & Alumni Relations
Email: chris.zeise@west.cmu.edu - Phone: 650-335-2810
II. Pre-Matriculation

This section presents guidelines for accepted students prior to matriculation into their programs.

A. Deferral

The Integrated Innovation Institute does not allow admission deferrals as admission decisions are based on the current applicant pool. Students are only offered admission into the program for the academic year for which they applied. Students cannot request a ‘Leave of Absence’ prior to matriculation as this is considered a deferral.

B. Applicant’s Responsibility

It is the responsibility of the applicant to provide all required information on the program application.

As a condition of enrollment at Carnegie Mellon, applicants admitted to an Integrated Innovation Institute program must submit final transcripts upon completion of their undergraduate or master’s degree program from the institution conferring their degree. Failure to provide an official transcript confirming the conferral of an undergraduate degree one week before the first day of class at Carnegie Mellon, or failure to graduate, will nullify admission to the Integrated Innovation Institute.

Additionally, if an applicant is an international student, all required documents must be submitted to the Office of International Education in a timely manner prior to student orientation. All students attending classes at the Silicon Valley campus must submit complete additional paperwork to comply with the California Private Postsecondary Education Act, prior to arriving in California.
It is the applicant’s responsibility to arrive for student orientation the week prior to courses beginning. Attendance at orientation is required for all Integrated Innovation Institute students.

C. Degree Program Changes/Requests

When applying to the Integrated Innovation Institute, we recommend that prospective students research and connect with our Admissions team to make sure you are applying for the degree program and length that best fits your interests and career goals. Students should only apply for one degree program per application cycle.

If at some point during the application process you discover you would like to change the degree to which you are applying, please email the Admissions Team and they can update your record for the Admissions Committee to review.

After you have received an offer of admissions to a specific degree within the Integrated Innovation Institute, you could request to be evaluated for a different program within the same degree prior to your submission of your enrollment deposit or the enrollment deadline (April 15th, 2019), whichever comes first.

After you've submitted your enrollment deposit or reach the enrollment deadline, program switching is no long permitted without an extenuating circumstance and review from the III Director.

D. Confidentiality of Communications

All information provided to students as a result of their application is considered confidential and should not be communicated to other applicants. Applicants are expected to comply with the confidentiality requirement as a condition of admission.

E. Academic Integrity

Please review the University expectations on [Academic Integrity](#).

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

2. Policy Statement

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

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

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

### 3. Policy Violations

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

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

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

- Text, either written or spoken, quoted directly or paraphrased.
- Graphic elements.
- Passages of music, existing either as sound or as notation.
- Mathematical proofs.
- Scientific data.
- Concepts or material derived from the work, published or unpublished, of another person.

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

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

The complete policy can be found at on the University's [policy website](#).

### 4. Procedures & Policies

When a concerning event occurs, the faculty investigates and determines if a violation has been committed. Most likely, the faculty will request a meeting with the student to present their concern. If the faculty decides that a violation occurred, they will inform the student's program head, department head (if different), dean, dean of college that the course is offered in, dean of student affairs, and the provost, and include the course-level penalty that they have the authority to impose (up to and including failure in the course). In addition, the Integrated Innovation Institute has the authority to impose penalties at the department level.

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

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

If a second violation occurs, the Integrated Innovation Institute has the authority to permanently drop the offending student from the Integrated Innovation Institute. In order to keep this process just, students have the right to request an appeal to the provost's office. The specific process to do so will be included in the student's academic integrity violation letter.

In accordance with the University's policy, a student who violates the academic integrity policy will not be permitted to drop the course in which the offense occurred in order to avoid penalty. If a student attempts to drop the course, they will be re-enrolled.

F. Residency Requirements

All full-time degrees require residency at their primary campus of origin. While some courses are taught via distance learning, a complete degree cannot be attained without residency. The MSTV degree requires residency at the Pittsburgh campus for the first spring semester, and the final academic semesters (fall & spring) are completed in California in connection with the Silicon Valley campus.

NOTE: Part-time students in the MSSM program are exempt from the residency requirement. The part-time MIIPS degree requires residency at the Pittsburgh campus.

G. Distance Learning Courses

The Integrated Innovation Institute embraces distance learning courses for students between the Pittsburgh and Silicon Valley campuses. These courses are taught via synchronous modes of course facilitation. This requires students to be present in the classroom for courses in Pittsburgh and Silicon Valley as part of the full-time degree curriculum. Exams and/or final presentations are held during scheduled course time or posted final schedules.

Students enrolled in the part-time MSSM program are required to attend courses during their scheduled time, either in person or via remote access. When attending a course via remote access, students are required to join via
headset, which should be considered as an additional cost for the part-time MSSM program.

Note: F-1 students have an immigration restriction of no more than “one online course” per semester. An “online course” is considered to be an asynchronous course that does not hold a regular class meeting (Building/Room = DNM, aka 'does not meet').

H. Academic Calendar

Carnegie Mellon manages the official University calendar on The Hub website. Please note that colleges and schools within CMU often release their own academic calendars, and students must meet the course add/drop deadlines for each specific college/school. To support the varied calendars around the University, the Integrated Innovation Institute will release an academic calendar for students in Pittsburgh and Silicon Valley each fall term. Integrated Innovation tries to respect scheduled holiday breaks and special events within the University's Academic Calendar and reserves the right to adjust the schedule of classes as needed.

Please note that the different add/drop deadlines for mini courses vs. full semester courses could impact tuition charges. It is the student’s responsibility to meet appropriate deadlines for registration.

1. Practicum Course Registration

All students must register for practicum courses at the beginning of the semester per Carnegie Mellon University's academic calendar add deadlines. Late adds will not be approved for course numbers 49-748, 49-792, and 49-859.

2. Class Attendance Policy

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

As a new student at Carnegie Mellon University and the Integrated Innovation Institute, review the following resources prior to the first day of classes.

1. **Computing Services**

   See the Get Started with Computing Services website for more information.

2. **The HUB**

   The HUB is Carnegie Mellon’s one-stop student service center. The staff in The HUB provide services related to enrollment including billing and payments, financial aid, course registration and scheduling, transcript and verification requests, diplomas, grades, and more. ID cards for the Pittsburgh campus are issued by The Hub. The CMU Silicon Valley campus distributes student IDs during orientation week. The HUB assists currently enrolled students, parents/guardians of currently enrolled students, faculty, staff, and departments with all of the above.

3. **Student Information Online (SIO)**

   SIO is a secure site where you can find important, personalized information including E-Bills and student account information, financial aid status/eligibility, grades and QPA, and course schedule. Within SIO, you can register for classes and make modifications to course schedules, update contact information, enroll in Online Banking, authorize friends and family to receive your E-Bill, request verifications, and much more. To begin using SIO, log on with your Andrew User ID and password. When you first log in, be sure to update your information under the My Info tab.
4. **Canvas Learning Management System**

Canvas, Carnegie Mellon's Learning Management System, is a tool for faculty to communicate with students and distribute course documents, assignments, and other resources.

The Integrated Innovation Institute maintains a Canvas page for each of the degree programs: CMUiii MIIPS, CMUiii MSSM, and CMUiii MSTV. The intention of the degree specific pages is to share important information, including departmental policies, relevant events and job postings, and program-specific resources. In addition, the pages house discussion questions as well as important calendar dates.

5. **Box File Storage & Collaboration**

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

After accepting the Integrated Innovation Institute's offer of admission, students should create an academic plan and review required courses on the department website or the degree-specific Canvas page.

A. Preparing an Academic Plan

1. Student Responsibility

It is the sole responsibility of the student to manage the academic progression of their program. Students are expected to ensure that they are taking the necessary prerequisites and courses to complete degree requirements on time. Curriculum and degree requirements can be found in Section V. If a student is not progressing as expected, students are expected to seek advice and counsel from their program director and academic advisor.

2. Degree Requirements Timeframe

Students must complete their degree requirements within the elected timeframe outlined by their admissions letter.

Students must be physically present to attend class at the start of the semester. For remote students within Software Management, physically present means actively participating in class via virtual transmission of both video and audio at the specified time that class is held.

If extenuating circumstances exist that prevent a student from arriving to campus at the start of the semester, the student must notify their academic advisor immediately. Attendance from the start of the semester is crucial to a student's progress in their program, and an extended absence, especially at the beginning, will have a detrimental impact. If a student has not arrived to
begin their program by the 10th day of class, that student is withdrawn from
the University.

3. Statute of Limitations

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

4. Course Availability & Waitlists

The Integrated Innovation Institute cannot guarantee that courses will be
offered each semester or in a specific semester. Students may refer to the
Schedule of Classes website to determine course availability each semester.
In addition, the Integrated Innovation Institute cannot guarantee that a
student will be offered a seat in a specific course. This applies to courses
offered by iii as well as other departments at Carnegie Mellon. The Integrated
Innovation Institute will provide required courses needed for students to
maintain academic progress with their degree each semester.

If a student is on a waitlist for a course, the student must attend the first
week of classes and speak directly with a faculty member to determine if
there is availability to register from the waitlist. Material in the course is
covered quickly and every course meeting is required.

B. Registering for Courses

Academic advisors and student services coordinators will register all new
students for required courses in the first semester of the degree programs.
For subsequent semesters, it is the student’s responsibility to register for courses through Student Information Online (SIO) after meeting with their academic advisor to discuss their course plan.

**C. Double Counting Courses**

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

**D. Audit Policy**

Auditing courses is not permitted within the Integrated Innovation Institute. Students must register for a course through SIO for the units allocated in order to sit in a course.

**E. Program Transfer**

Program transfer is not feasible within the Integrated Innovation Institute and externally. Students must reach out to their program director if there are questions about this policy.

**F. Final Exams**

All students must attend final exams and project presentations as scheduled by the University and individual course instructors. If a student believes that a final exam or presentation presents a scheduling conflict, they must discuss the issue with the course instructor. Please keep this in mind when arranging travel at the end of a semester; having purchased airline tickets is not a proper excuse for missing a final exam.

**G. Enrollment Verifications**

Enrollment Services is the only University office that can provide an official letter of enrollment, official transcript, and enrollment verification. Enrollment verifications can be requested online through SIO.
H. Change of Address

Students are responsible for updating their address through their student account on SIO in a timely manner and will be held responsible for any failure to receive official college notices due to not having a correct address on file. F-1 students may jeopardize their status if address information is not kept current.

I. Degree Titles & Graduation Certification Process

Master of Integrated Innovation for Products & Services
Certification process:
- Awarded from the Pittsburgh campus
- May graduation certification only
- Certified by: MIIPS Program Director

Master of Integrated Innovation for Products & Services – Advanced Study
Certification process:
- Awarded from the Pittsburgh campus
- December graduation certification only
- Certified by: MIIPS Program Director

Master of Science in Software Management
Certification process:
- Awarded from the Silicon Valley campus
- Full-time students: August & December graduation certification only
- Part-time students: May, August & December graduation certification
- Certified by: MSSM Program Director

Master of Science in Technology Ventures
Certification process:
- Awarded from the Silicon Valley campus
- August, December & May graduation certification
- Certified by: MSTV Program Director
  - Note: MS in Engineering Dual Degrees are certified by home engineering departments.
Note: For students attending the dual degree with Strathclyde, CMU degrees will be certified after completion of requirements at Strathclyde.
IV. Academic Standards

A. Grades

1. University Grading Standards

The general grading policy is described on the University's grading policy page. This policy offers details concerning the University's grading principles for students taking courses and covers the specifics of assigning and changing grades, grading options, drops/withdrawals, and course repeats. It also outlines graduate grading standards.

2. College of Engineering Grading Standards

The College of Engineering's grading policy is described below and on the Graduate Policies page.

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

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

B. Academic Performance

1. Grade Point Average

In order to graduate, each student must have a grade point average (QPA) of at least 3.0 in all required coursework and total units for the degree. Additionally, the cumulative QPA for all units taken as a graduate student at Carnegie Mellon must be at least 3.0.
Coursework or graduate project units with a grade below a C (2.0 QPA) will not be considered toward graduate degree requirements; however, they will be calculated into the student's cumulative QPA.

2. Academic Standing

Good academic standing is defined as having a QPA of at least 3.0. A student will receive a warning letter for a QPA below 3.0 in the most recently completed semester. Students will have one semester to improve their QPA to at least 3.0 to return good academic standing. If a student is not in good academic standing, it is their responsibility to consult with their academic advisor in a timely manner. Students not in good academic standing for more than one semester could be subject to academic suspension or dismissal from the Integrated Innovation Institute/Carnegie Mellon University.

A student can be in good academic standing and on probation at the same time due to incidents unrelated to their academic performance.

3. Retaking a Course

If a student does not pass a required course, they must either retake the course or take a different course that will fulfill the requirement. Retaking a course is also necessary if students do not meet the QPA requirement for the degree or specific course.

All grades are recorded on the transcript and factored into the cumulative QPA computation.

4. Required Course Waiver Policy

For students who have significant work experience or academic background within a specific skill or topic area, a required course waiver may be requested. If a required course is waived, students will register for a replacement course to maintain the overall unit requirements per degree.

To request this consideration, the student must show significant evidence that they have completed a similar course and/or mastered topics outlined in the course. A substitute course will be determined as part of the approval process and should be within the Integrated Innovation Institute.
Consideration for substitute courses is at the discretion of the program director.

As a general note, the curriculums within the Integrated Innovation Institute are designed to be completed as a cohort to develop a common language and knowledge set within a specific degree area. The majority of students complete the required curriculum as outlined within each specific degree.

To request a waiver of a required course, the student will need to submit a written (email or physical) request to the degree program director.

5. Course Overload Policy

The Integrated Innovation Institute offers students a rich curriculum of courses that allow for mastery of knowledge and skill sets across its disciplines. Such mastery cannot be achieved if students are over-burdened with the demands of too many courses. The Integrated Innovation Institute supports an ideal of a well-rounded, balanced student life and education.

Integrated Innovation expects and encourages a broad and diverse co-curricular college experience and has set limits on how many courses a student should be allowed to take in a given semester. This policy on overloading is designed to allow students the time for course content mastery as well as the personal reflection on and integration of knowledge that make for successful intellectuals, professionals, and citizens.

A permitted course overload does not accelerate a student’s timeline for graduation. Students are still required to maintain their full-time unit status each semester as defined for each degree within Section V in the Graduate Student Handbook.

Overloading is defined as taking more than the maximum units in a single semester as defined by the student's degree program. Under certain circumstances, students may overload (up to 60 units) with approval from their academic advisor and program director.

Eligibility for overloading is defined by a specific QPA per degree (see below) in the last completed semester AND current cumulative QPA. Overloading is never permitted in the first semester of enrollment.
MIIPS: 3.75 QPA (or higher)
MSSM: 3.6 QPA (or higher)
MSTV: 3.75 QPA (or higher)

Eligibility does not automatically allow the student to register for more than 48 units; eligible students must be granted special permission by completing the following steps:

- Complete the Petition to Carry an Overload Request Form. Forms must be submitted one week prior to the add deadline for each mini/semester.
- Meet with the primary academic advisor to discuss overloading.
- If permission is granted, primary academic advisor processes the online unit increase.

All petitions approved before final grades are posted for the semester preceding the overload semester are subject to revocation if the student does not achieve the required semester QPA (or higher). It is the student’s responsibility to discuss this matter with their primary academic advisor.

If approval for overloading is granted after the deadline for adding courses, a Late Add Form must be completed after the advisor increases the maximum units on the student’s record.

Notes for specific degrees:
- **MIIPS Degrees:** Students can petition for overload, up to 54-units maximum in their spring term and, for MIIPS Advanced Study students, final fall term.
- **MSSM Degrees:** Students can petition for overload, up to 60-units maximum in the spring and final terms of the program.
- **MSTV Degrees:** Dual Degree students must have approval from their home engineering department, along with the Integrated Innovation Institute for the first two semesters in Pittsburgh. Students are not permitted to overload during the first fall semester at the Silicon Valley campus. Students can petition for overload, up to 60-units maximum in the final spring term.
IV. Degree Requirements

A. MIIPS & MIIPS Advanced Study

1. Full-time Status

Full-time degree requirements for the MIIPS & MIIPS Advanced Study curriculums are outlined below. All full-time students are required to maintain full-time student status as defined by the University (36 units per semester) throughout their degree. Total unit minimums/maximums per semester for the MIIPS degrees are outlined below.

2. Part-Time Status

Part-time students are only eligible to consider the MIIPS degree option. Part-time student status must be defined at the point of enrollment or with approval from the program director. This degree will take 2-3 years to complete depending on the plan of study determined with the academic advisor. Part-time students are expected to make work accommodations to attend classes when they are offered during the standard meeting times. Course times will vary each semester/year. International students considering part-time student status must maintain their visa/sponsorship status outside of the University. Per Carnegie Mellon’s Office of International Education, F-1 visa status requires enrollment as a full-time student (36-units minimum).

3. Registration Process & Procedures

Students work closely with iii staff in Pittsburgh to confirm registration for the fall and spring terms. Advising appointments are required before students register for each term. Fall term registration is completed during the summer prior to entering the program. Spring term registration is completed in mid-November.
Students are automatically registered for the required first-semester courses for the MIIPS & MIIPS Advanced Study degrees prior to the start of their programs.

4. Academic Advising

Students receive various levels of academic support through the Integrated Innovation Institute. The associate director and student services coordinator are the primary advisors for MIIPS and MIIPS Advanced Study students. Students can receive advice regarding courses and career development from the director, faculty, and other support staff as well.

5. Elective Courses

Students are required to complete a minimum number of elective units per degree program as noted below. Lists of pre-approved, recommended elective courses will be provided via email prior to the required advising appointments each semester. If interested in a course not included on the list, students must request approval prior to registration. All electives are required to complement the curriculum and goals of the MIIPS degrees.

Please note elective offerings change every semester and each academic year. Additionally, placement in pre-approved or recommended electives is not guaranteed.

MIIPS students are required to complete a minimum of 18 and a maximum of 24 units of approved elective courses, of which at least 6 must be Integrated Innovation Institute electives (49-xxx courses).

MIIPS Advanced Study students are required to complete a minimum of 42 and a maximum of 60 units of approved elective courses, of which at least 12 must be Integrated Innovation Institute electives (49-xxx courses).

a. Elective Unit Distribution within Other Schools/Colleges

MIIPS & MIIPS Advanced Study students are limited to a maximum of 24 elective units* per department in schools/colleges outside of the Institute throughout the duration of their enrollment.
Example elective unit scenario:

- Tepper School of Business – 18 units
- School of Design – 12 units
- Integrated Innovation Institute – 12 units

*Notes:
- No undergraduate courses are permitted as elective units for degree requirements.
- School of Computer Science – 12-unit total for duration of enrollment; HCI courses can reach 24-unit degree cap.
- Tepper School of Business – Limit 3 mini courses per semester; 24-unit total for duration of enrollment.
- 1- or 3-unit non-iii courses with pass/fail grading do not count toward elective unit requirement or total semester course requirement and can be considered as needed/available per degree.

b. Total Courses Per Mini

Carnegie Mellon University divides each semester into two mini sessions. The mini sessions are defined as follows:

- Fall term: Mini 1; Mini 2
- Spring term: Mini 3; Mini 4
- Summer term: Mini 5; Mini 6

Integrated Innovation Institute coursework is offered throughout these mini semesters. In order to maintain a balanced curriculum/course load during the MIIPS & MIIPS Advanced Study degrees, the following total mini course restrictions are in place:

- Fall term: Mini 1 & Mini 2 – 5-course limit per mini
- Spring term: Mini 3 – 5-course limit; Mini 4 – 4-course limit

6. Curriculum of Study for MIIPS Degree

a. Fall Term

Required Course Units: 54 units
Minimum Term Units: 54 units
Maximum Term Units: 60 units

Two of Three Fundamentals Courses:
(Based on undergraduate degree/work experience)
49-700 - Engineering Design Fundamentals – 6 units
49-701 - Industrial Design Fundamentals – 6 units
49-702 - Business Fundamentals – 6 units

One of the Following Entrepreneurship Courses:
49-802 - Innovation & Entrepreneurship – 12 units
49-854 - Business Models and Strategy – 6 units

All of the Following Required Courses:
49-710 - Visual Processes – 6 units
49-712 - User Research Methods – 6 units
49-730 - Design for Manufacture & Sustainable Design – 6 units
49-733 - Designing Smart Systems – 6 units
49-740 - Integrated Product Development Methods – 6 units

Professional Development Courses:
49-703 - Career Planning for Integrated Innovators – 6 units
49-704 - Integrated Innovation Seminar & Workshop Series – 0 units

Elective Courses
Based on availability and total unit requirements after required courses are registered.

b. Spring Term

Required Course Units: 30 units
Minimum Term Units: 42 units
Maximum Term Units: 48 units

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

Professional Development Course:
49-704 - Integrated Innovation Seminar & Workshop Series – 0 units
Elective Courses
12-18 units of electives, based on availability and total unit requirements after required courses are registered.

7. Curriculum of Study for MIIPS Advanced Study Degree

a. Fall Term #1

Required Course Units: 54 units
Minimum Term Units: 54 units
Maximum Term Units: 60 units

Two of Three Fundamentals Courses:
(Based on undergraduate degree/work experience)
49-700 - Engineering Design Fundamentals – 6 units
49-701 - Industrial Design Fundamentals – 6 units
49-702 - Business Fundamentals – 6 units

One of the Following Entrepreneurship Courses:
49-802 - Innovation & Entrepreneurship – 12 units
49-854 - Business Models and Strategy – 6 units

All of the Following Required Courses:
49-710 - Visual Processes – 6 units
49-712 - User Research Methods – 6 units
49-730 - Design for Manufacture & Sustainable Design – 6 units
49-733 - Designing Smart Systems – 6 units
49-740 - Integrated Product Development Methods – 6 units

Professional Development Courses:
49-703 - Career Planning for Integrated Innovators – 6 units
49-704 - Integrated Innovation Seminar & Workshop Series – 0 units

Elective Courses
Based on availability and total unit requirements after required courses are registered.
b. Spring Term

Required Course Units: 30 units
Minimum Term Units: 42 units
Maximum Term Units: 48 units

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

Professional Development Course:
49-704 - Integrated Innovation Seminar & Workshop Series – 0 units

Elective Courses
12-18 units of electives, based on availability and total unit requirements after required courses are registered.

c. Summer Term

Required Course Units: 3 units
49-747 - Integrated Innovation Institute Internship/Practicum – 3 units

Students completing an internship may also take 12 units of coursework during summer term. Students are responsible for the additional tuition costs during summer term. Additionally, students must maintain full-time student status during subsequent semesters.

d. Fall Term # 2

Required Degree Units: 12 units
Minimum Term Units: 36 units
Maximum Term Units: 48 units

Required Course:
49-748 - Integrated Innovation Institute Masters Essay – 12 units
Elective Courses:
24-36 units of electives, based on availability and total unit requirements after required courses are registered.

8. Required Degree Units
   a. MIIPS

Students must complete a minimum of 102 units and successfully complete all required courses to be eligible for graduation. The average grade of 102 units applied to the degree shall be at least a B (3.0 QPA). Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement. At least 18 units of the total must be used toward electives relevant to the product development process and approved by an advisor.

Please note that registering for minimum units each semester will not result in successful, on-time completion of the degree. Students are responsible for meeting all degree requirements for on-time graduation.

   b. MIIPS Advanced Study

Students must complete a minimum of 141 units and successfully complete all required courses to be eligible for graduation. The average grade of 141 units applied to the degree shall be at least a B (3.0 QPA). Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement. At least 42 units of the total must be used toward electives relevant to the product development process and approved by an advisor.

Please note that registering for minimum units each semester will not result in successful, on-time completion of the degree. Students are responsible for meeting all degree requirements for on-time graduation.

B. MSSM 16 Months, MSSM 12 Months, & MSSM Part-Time

1. Full-Time Status

Full-time degree requirements for the MSSM 16- and 12-month curriculum are outlined below. Full-time students must attend courses and complete
the degree on campus. Some courses may be offered during evening hours. Degree unit requirements are outlined below. All students are required to maintain full-time status at 48 units per semester as set by the degree requirements. If a student is permitted to overload courses one semester for individual academic progress, the 48-unit requirement still applies in subsequent semesters.

2. Part-Time Status

Students registered below 36 units are considered part-time. Students can complete the program part-time in two years (six academic semesters, including summer terms). Part-time students take one 12-unit course at a time, in the evenings. If schedule permits, day-time courses could be considered by academic advisor recommendation.

3. Registration Process & Procedures

Students work closely with their academic advisor to confirm registration for the fall, spring, and summer terms. For incoming students, fall-term registration is completed during the summer prior to entering the program. Full-time students will be registered into their required core courses. Electives will be assigned during Orientation Week in August. All students are responsible for subsequent registration for following semesters.

4. Academic Advising

Students receive various levels of academic support through the Integrated Innovation Institute. For questions regarding course registration, degree requirements, and class schedules, students should contact their academic advisor. For questions related to MSSM curriculum content and program structure, students should contact their program director. Students can receive advice regarding courses and career development from the director, faculty, and other support staff as well.

5. Elective Courses

Students will be informed of elective options offered by the Integrated Innovation Institute and any approved electives outside of the iii prior to course registration each semester. Part-time students typically choose their first elective during their first spring term. If students are interested in taking
an elective course outside of the iii that has not already been approved, they should contact their academic advisor before registration.

When registering for 12-unit mini electives offered by the Integrated Innovation Institute, students are only permitted to register for two 12-unit courses per mini due to the large time commitment for each course. Additionally, no undergraduate courses are permitted as elective units for degree requirements.

6. Curriculum of Study for MSSM Full-Time 12-Month Degree

a. Fall Term

Required Course Units: 48 units
49-752 - Product Definition & Validation – 12 units
49-760 - Foundations of Software Management – 12 units
49-786 - Software Engineering Management – 12 units
Restricted Elective (placement at New Student Orientation) – 12 units

Recommended/Optional Professional Development Course(s):
These courses may be taken in addition to the maximum 48 units.
49-794 - Software Management Industry Workshop – 3 units
39-669 - Career & Professional Development for Eng. Master's Students – 3 units

b. Spring Term

Required Course Units: 48 units
Maximum Course Units: 60 units
49-762 - Software Product Strategy – 12 units
49-763 - The Business of Software – 12 units
49-771 - Process and Project Management – 12 units
Elective Requirement – 12 units of approved electives

c. Summer Term

Required Course Units: 48 units
Maximum Course Units: 60 units
Electives Courses:
48 units of approved electives

7. Curriculum of Study for MSSM Full-Time 16-Month Degree

a. Fall Term #1

Required Course Units: 48 units
49-752 - Product Definition & Validation – 12 units
49-760 - Foundations of Software Management – 12 units
49-786 - Software Engineering Management – 12 units
Restricted Elective (placement at New Student Orientation) – 12 units

Recommended/Optional Professional Development Course(s):
These courses may be taken in addition to the maximum 48 units.
49-794 - Software Management Industry Workshop – 3 units
39-669 - Career & Professional Development for Eng. Master’s Students – 3 units

b. Spring Term

Required Course Units: 48 units
Maximum Course Units: 60 units
49-762 - Software Product Strategy – 12 units
49-763 - The Business of Software – 12 units
49-771 - Process and Project Management – 12 units
Elective Requirement – 12 units of approved electives

c. Summer Term

Required Course Units: 3 units
49-793 - Practical Training in Software Management – 3 units

Students completing an internship may also take 12 units of coursework during summer term. Students are responsible for the additional tuition costs during summer term. Additionally, students must maintain full-time student status during subsequent semesters.
d. Fall Term #2

Required Course Units: 48 units
Maximum Course Units: 60 units

Required Courses - One of the Following:
49-792 - Software Management Practicum – 12 units
49-807 - Integrated Innovation for Large Scale Problems – 12 units
49-791 - Software Management Capstone Project – 12 units

Elective Courses:
36 units of approved electives

8. Curriculum of Study for MSSM Part-Time Degree

a. Fall Term #1

Required Course Units: 24 units
49-761 - Elements of Software Management – 12 units
49-770 - Metrics for Software Managers – 12 units

b. Spring Term #1

Required Course Units: 24 units
49-771 - Process and Project Management – 12 units
Elective Requirement – 12 units of approved electives

c. Summer Term #1

Required Course Units: 24 units
24 units of approved electives

d. Fall Term #2

Required Course Units: 24 units
49-750 - Software Product Definition – 12 units
49-751 - Requirements Analysis – 12 units
e. Spring Term #2

Required Course Units: 24 units
49-762 - Software Product Strategy – 12 units
49-763 - The Business of Software – 12 units

f. Summer Term #2

Required Course Units: 24 units
24 units of approved electives

9. Required Degree Units

Students must complete a minimum of 144 units and successfully complete all required courses to be eligible for graduation. The average grade of 144 units applied to the degree shall be at least a B (3.0 QPA). Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement.

C. MSTV, MSTV Dual, MSTV ECE Dual & MSTV Strathclyde

1. Full-Time Status

Full-time degree requirements for the MSTV and MSTV Dual Degree curriculums are outlined below. Full-time students must attend courses and complete the degree as defined per campus location. All students are required to maintain full-time student status as defined by the University (36 units) throughout their enrollment. Total unit minimums/maximums per semester are outlined below.

2. Part-time Status

At this time, all students connected to the MSTV degree(s) must be registered at full-time student status.
3. Registration Process & Procedures

MSTV students beginning their first term of study on the Pittsburgh campus will work closely with their home engineering department on the course registration process and to ensure that they meet the requirements for their home engineering degree. Additionally, MSTV students will need to ensure that the applied engineering courses they are taking meet the requirements of both their MSTV and engineering programs.

Once in Silicon Valley, MSTV students will be automatically registered for required courses in the MSTV degree each semester. Students work closely with their academic advisor on the Silicon Valley campus, to ensure that they are registered for their required courses and meeting MSTV degree requirements.

4. Academic Advising

Dual-MSTV students beginning their first term of study on the Pittsburgh campus will be assigned a specific academic advisor within their home engineering department. As students transition from Pittsburgh to Silicon Valley, they will be able to correspond with their academic advisor with questions about their program.

Students receive various levels of academic support through the Integrated Innovation Institute. For questions regarding Silicon Valley course registration, degree requirements, and class schedules, students should contact their academic advisor. For questions related to MSTV curriculum content and program structure, students should contact the program director. Students are welcome to reach out to additional III staff and faculty members for questions regarding their program, and they are encouraged to reach out to the CMU-SV Career Services staff for questions regarding career and professional development. Additionally, students can maintain a relationship and seek additional advice from their home advisor while in Silicon Valley.

5. Elective Courses

Students will be informed of elective options offered by the Integrated Innovation Institute and any approved electives outside of the III prior to course registration each semester.
MSTV students will be provided with a list of Applied Technology/Engineering courses offered at the Pittsburgh campus prior to the start of their degree(s). If students are interested in taking an elective course outside of the iii that has not already been approved, they should contact their academic advisor before registration.

6. Curriculum of Study for MSTV Degree

a. Spring Term #1 – Pittsburgh

Required Course Units: 48 units
49-850 - Grand Challenge Innovation – 12 units
Applied Technology/Engineering courses – 36 units

b. Summer Term – Silicon Valley

Required Course Units: 3 units
49-859 - Master of Science in Technology Ventures - Internship/Practicum – 3 units

c. Fall Term – Silicon Valley

Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 48 units

Required Courses:
49-802 - Innovation & Entrepreneurship –12 units
49-853 - Product Management – 6 units
49-854 - Business Models and Strategy – 6 units
49-855 - Venture Governance – 6 units
49-856 - Legal Issues in New Venture Creation – 6 units
Elective Course - 12 units of approved electives
d. Spring Term # 2 – Silicon Valley

Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 60 units (with approval)

Required Courses:
49-801 – Enterprise Innovation – 12 units
49-804 – The Leadership Challenge – 6 units
49-851 – Financial Fundamentals for New Ventures – 6 units
49-852 – Agile Marketing for New Ventures – 6 units
49-857 – Dynamic Global Teams – 6 units
Elective Course – 12 units of approved electives

7. Curriculum of Study for MSTV Dual Degree

The MSTV degree can be completed in connection with master’s degrees offered in six departments in the College of Engineering. These departments include: Biomedical Engineering (BME), Chemical Engineering (ChemE), Civil & Environmental Engineering (CEE), Electrical & Computer Engineering (ECE – see section 8 below for more information about the ECE Dual), Mechanical Engineering (MechE), and Materials Science & Engineering (MSE). Students admitted to the dual degree program with MSTV will follow the semester sequence outlined below.

a. Fall Term #1 – Pittsburgh, Home Engineering Department

Degree requirements for MS in Engineering degrees are outlined per department. Please consult home department handbook(s).

b. Spring Term #1 – Pittsburgh, Home Engineering Department

Required Courses Units: 48 units
49-850 - Grand Challenge Innovation – 12 units
Applied Technology/Engineering courses – 36 units
These 48 course units will double-count toward the MS in Engineering and MSTV degree requirements. There is also a 48-unit maximum that cannot be exceeded for double-counting course units. Additionally, no undergraduate courses are permitted as elective or double-counting units for degree requirements.

At the end of the spring term, students should complete all MS degree requirements within their home engineering department.

c. Summer Term – Silicon Valley

Required Course Units: 3 units
49-859 - Master of Science in Technology Ventures - Internship/Practicum – 3 units

d. Fall Term #2 – Silicon Valley

Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 48 units

Required Courses:
49-802 - Innovation & Entrepreneurship – 12 units
49-853 - Product Management – 6 units
49-854 - Business Models and Strategy – 6 units
49-855 - Venture Governance – 6 units
49-856 - Legal Issues in New Venture Creation – 6 units
Elective Course - 12 units of approved electives

e. Spring Term #2 – Silicon Valley

Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 60 units (with approval)
Required Courses:
49-801 – Enterprise Innovation – 12 units
49-804 – The Leadership Challenge – 6 units
49-851 – Financial Fundamentals for New Ventures – 6 units
49-852 – Agile Marketing for New Ventures – 6 units
49-857 – Dynamic Global Teams – 6 units
Elective Course – 12 units of approved electives

8. Curriculum of Study for MSTV ECE Dual Degree

During the semesters in Pittsburgh, students will take required ECE courses. Degree requirements for the MS in ECE degree are outlined in the ECE department handbook. Applied Engineering & Technology coursework can be completed during any of these semesters; these 36 units will double-count toward the MSTV and MS in Engineering degree requirements.

a. Fall Term #1 – Pittsburgh, ECE Department

ECE Course Requirements – 36 units

b. Spring Term #1 – Pittsburgh, ECE Department

Required Courses Units: 12 units
49-850 - Grand Challenge Innovation – 12 units
ECE Course Requirements – 24 units

c. Summer Term #1 – Pittsburgh, ECE Department

Students can complete course work or an ECE internship during the first summer term. Students are responsible for the additional tuition costs during summer term. Additionally, students must maintain full-time student status during subsequent semesters.
d. Fall Term #2 – Pittsburgh, ECE Department

ECE Course Requirements – 36 units

Applied Engineering & Technology coursework requirement must be completed by the end of this semester.

e. Spring Term #2 – Silicon Valley

Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 60 units (with approval)

Required Courses:
49-801 – Enterprise Innovation – 12 units
49-804 – The Leadership Challenge – 6 units
49-851 – Financial Fundamentals for New Ventures – 6 units
49-852 – Agile Marketing for New Ventures – 6 units
49-857 – Dynamic Global Teams – 6 units
Elective Course – 12 units of approved electives

f. Summer Term #2 – Silicon Valley

Required Course Units: 3 units
49-859 - Master of Science in Technology Ventures - Internship/Practicum – 3 units

g. Fall Term #3 – Silicon Valley

Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 60 units (with approval)
**Required Courses:**
49-801 – Enterprise Innovation – 12 units
49-804 – The Leadership Challenge – 6 units
49-851 – Financial Fundamentals for New Ventures – 6 units
49-852 – Agile Marketing for New Ventures – 6 units
49-857 – Dynamic Global Teams – 6 units
Elective Course – 12 units of approved electives

9. **Curriculum of Study for MSTV Strathclyde Dual Degree**

The Master of Science in Technology Ventures & University of Strathclyde – Dual Degree Program follows a specific two-year course sequence at the CMU Silicon Valley campus and University of Strathclyde.

Students admitted to the MSTV-Strathclyde Dual Degree program will follow the semester sequence outlined below.

**a. Fall Term #1 – Silicon Valley**

**Required Courses Units: 48 units**
49-802 - Innovation & Entrepreneurship – 12 units
49-850 - Grand Challenge Innovation – 12 units
49-853 - Product Management – 6 units
49-854 - Business Models and Strategy – 6 units
49-855 - Venture Governance – 6 units
49-856 - Legal Issues in New Venture Creation – 6 units

**b. Spring Term #1 – Silicon Valley**

**Required Course Units: 36 units**
Minimum Term Units: 48 units
Maximum Term Units: 60 units (with approval)
Required Courses:
49-801 - Enterprise Innovation – 12 units
49-804 - The Leadership Challenge – 6 units
49-851 - Financial Fundamentals for New Ventures – 6 units
49-852 - Agile Marketing for New Ventures – 6 units
49-857 - Dynamic Global Teams – 6 units
Elective Course – 12 units of approved electives

c. Summer Term #1 – Silicon Valley

Required Course Units: 3 units
49-859 - Master of Science in Technology Ventures - Internship/Practicum – 3 units

d. Remainder of Degree – University of Strathclyde

Fall Term #2 – U. of Strathclyde
Spring Term #2 – U. of Strathclyde
Summer Term #2 – U. of Strathclyde

U. of Strathclyde curriculum is defined based on the selection of one of three specializations:
- Design Engineering
- Systems Engineering Management
- Digital Manufacturing

Students will have their curriculum specialization selected with an advisor at U. of Strathclyde and meet the degree requirements as outlined in their Graduate Student Handbook.

48 units of pre-approved applied engineering technology courses completed at the University of Strathclyde will transfer back to CMU and double-count toward the MSTV degree requirements. There is also a 48-unit maximum that cannot be exceeded for double-counting course units. Additionally, no undergraduate courses are permitted as elective or double-counting units for degree requirements.
10. Required Degree Units

Students must complete a minimum of 147 units and successfully complete all required courses to be eligible for graduation.

For dual-degree students, 48 units are double-counted between the MS in Engineering and MSTV degree requirements, and 99 units are unique to the MSTV degree. The average grade of 147 units applied to the MSTV degree shall be at least a B average (3.0 QPA).

Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement. Degree(s) will be certificated upon completion of the MSTV degree requirements.
VI. Student Services & Resources

A. Student Support

There are multiple resources for student support throughout the Integrated Innovation Institute. The following individuals are available to assist students with difficult academic or personal situations where a sounding board and/or an intermediary can be helpful.

**MIIPS/MIIPS Advanced Study & MSTV-Pittsburgh:**
Emma Zink, Associate Director
Amanda Mitchell, Student Services Coordinator

**MSSM:**
Gladys Mercier, MSSM Program Director
Leia Delabahan, Academic Advisor

**MSTV:**
Sheryl Root, MSTV Program Director
Leia Delabahan, Academic Advisor

Students in Pittsburgh can also reach out to their College Liaison (also known as Student Affairs Contact). The name and contact information for the iii Liaison can be found in SIO under the Resources tab. The current College Liaison for iii is Kristine Kengor, Coordinator of Residential Education, Housefellow & Coordinator for Civic Engagement. The College Liaison can provide campus and outside resources for a number of issues and concerns, including financial, mental and physical health, and work-life balance.

For students located in Silicon Valley, the Director of Student Affairs is available to assist students with additional Silicon Valley campus resources to help with student support needs for topics including transportation cards, housing, health & wellness, and student activities.
Examples of situations where students are encouraged to seek advice or assistance include:

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

If additional help is desirable, the student would be asked before sharing information with other parties, unless immediate health or safety concerns are noted.

### B. Career Services

#### 1. Pittsburgh Campus

Students located on the Pittsburgh campus can utilize Carnegie Mellon University’s central Career and Professional Development Center (CPDC) for career-related questions. The CPDC organizes career development workshops, events, and company information sessions, and is heavily involved in organizing campus-wide job fairs that bring employers to campus.

Points of contact on the Pittsburgh campus (CPDC) (as of August 2018):

- Marcie Foy, Associate Director & Career Consultant (CIT)
- Shaina Tsupros, Associate Director & Career Consultant (CIT)
- Lindsay Pelz Luciano, Associate Director & Career Consultant (CIT)

#### 2. Silicon Valley Campus

Students located on the Silicon Valley campus receive support from the SV Campus Career Services team. Working closely with the CPDC in Pittsburgh, the CMU-SV Career Services team is available for students who have questions related to topics including exploring professional interests, reviewing a resume or cover letter, improving approach for finding a
job/internship, interviewing practice, communication & language services, and building a professional network.

Points of contact on the CMU-SV Career Services team (as of August 2018):
- Lauren Schachar, Director of Career Services
- Leigh Mason, Career Consultant
- Jennifer Wolfeld, Communication & Language Specialist

3. Handshake

Handshake is Carnegie Mellon’s online recruiting system. Through Handshake, employers can request accounts to post jobs, request interviews and information sessions, and review student resumes. Students and alumni can apply to positions, sign up for interviews, and find contact information for thousands of recruiters. Handshake may be accessed through the CPDC website and is used by both the Pittsburgh campus’ CPDC and the CMU-SV Career Services team.

4. Experiential Learning Requirements

The Experiential Learning Requirement at the Integrated Innovation Institute is predominantly completed by students through a summer internship. Depending on flexibility within specific degrees, students might find alternative experiences through a summer project on campus, practicum experience, or applying to VentureBridge as part of a summer team.

MSTV students can only complete the Experiential Learning Requirement with an internship.

Students will register for one of the following courses to complete this requirement:
- 49-746 - Integrated Innovation Institute Internship
- 49-792 - Software Management Practicum
- 49-793 - Practical Training in Software Management
- 49-859 - Master of Science in Technology Ventures – Internship

To complete this requirement, students must work for a minimum of 9 weeks, with at least 20 hours of work per week at an experiential learning opportunity related to their degree.
All students must complete the Experiential Learning Requirement Form for departmental approval. After the internship is approved, students will be registered for summer internship units in their SIO account.

Specific guidelines and deadlines for students applying for internships will be released to all students in degrees with required internships at the beginning of the fall semester. Deadlines for internship placement will be communicated to each degree program. Please note that for students on an F-1 visa, additional processing time will be needed for Curricular Practical Training documentation—see section C below for more information.

The Integrated Innovation Institute works closely with all students during their internship search and is supportive of students who may be interested in alternative placement options. Students are encouraged to be proactive throughout the internship search process and to notify their program director/academic advisor if any concerns or issues arise during their search.

5. Ethical Job/Internship Search Policy

Accepting an offer is a commitment to the employer, just as they have made a commitment to the candidate. Reneging reflects poorly on the candidate and potentially damages Carnegie Mellon’s reputation and relationships with employers. Instances of reneging that are reported by an employer will be investigated by the CPDC/CMU-SV Career Services and may result in loss of recruiting privileges for the student. See the [CPDC policy on ethical job/internship searches](#).

6. Working on Campus

Students are eligible to work on campus during the semester. There may be opportunities for students to work as Teaching Assistants (TAs), Technology Course Assistants (TCAs), Research Assistants (RAs), or Graduate Student Workers (GSWs) for the Integrated Innovation Institute. The majority of positions will be posted in Handshake; occasionally, students may find positions directly from a faculty member without a job posting. A limited amount of RA/TA/TCA positions are filled each semester.

Graduate students are required to have a certain level of fluency in English before they can instruct, as required by the English Fluency in Higher Education Act of 1990. Through this act, all institutions of higher education in
the state of Pennsylvania are required to evaluate and certify the English fluency of all instructional personnel including teaching assistants. The full policy for Carnegie Mellon University can be reviewed here. All students who are selected for a TA position and are non-native English speakers must take the International Teaching Assistant Test (ITA Test) conducted by the Intercultural Communication Center (ICC) before they start working as a TA.

RA, TA, and TCA positions may be available with other departments. Students who fulfill these positions should follow the guidelines of the department in which the position resides.

In each of these roles, the graduate student is to perform tasks related to the academic course and/or project. Students are not permitted to enroll in the course for which they are working as RA, TA, TCA within the Integrated Innovation Institute.

F-1 and J-1 students may work on campus 20 hours or fewer per week while school is in session and full-time during vacation terms or any official school breaks. The full guidelines for on-campus employment for international students can be viewed here.

If a student is interested in an on-campus job, it is recommended to look for only one position (TA, RA or TCA) that ranges from a maximum of 10-12 hours of work per week. This will allow students to successfully manage the academic demands and expectations of III coursework.

7. Off-Campus Employment

Full-time students are not encouraged to consider employment outside of the University during the academic year due to the demanding academic expectations at CMU. International students should contact the Office of International Education regarding any questions or eligibility to consider employment outside of Carnegie Mellon.

C. International Student Resources

1. Office of International Education (OIE)
The Office of International Education is the primary resource for any questions regarding international student status for students at Carnegie Mellon University.

It is important that all students in F-1 or J-1 visa status at Carnegie Mellon review the following links:

- Settling In Guide
- Maintaining Legal Status
- Employment Options
- Travel Tips & Advice
- Leaving Carnegie Mellon

**a. Curricular Practical Training (CPT)**

For students on an F-1 or J-1 visa, the internship placement will require the appropriate work authorization before beginning an internship in the U.S. F-1 and J-1 students should work with OIE to apply for Curricular Practical Training (CPT). The procedure for applying for CPT will be communicated to students at some point during the spring term, depending on location. After attending a CPT session, review the CPT PowerPoint for information about applying for a Social Security Number (SSN), travel before/after internship, etc. View more detailed information about CPT on the OIE website.

Per regulations for the Office of International Education, all offer letters MUST include the following information:

- whether the position is full-time or part-time;
- start and end dates – these MUST align with the summer academic term;
- physical address of work location;
- description of the work expected to be performed; and
- name & contact information of immediate supervisor.

An Employer Template Letter is available to CPT employers, if useful.

**b. Optional Practical Training (OPT)**

Optional Practical Training (OPT) is a work authorization for F-1 students allowing them the opportunity to apply knowledge gained in their degree program to off-campus work. The work must be directly related to the student's level and major field of study. OPT is recommended by OIE and
authorized by the U.S. Citizenship and Immigration Services (USCIS). This authorization can take two to three months to obtain. All iii degrees are eligible for the STEM Extension of OPT. View more detailed information about OPT on the OIE website.

Pre-Completion OPT could be an option for F-1 students in their final term for part-time work in certain situations. More detailed information can be found on the OIE Pre-Completion OPT Application PowerPoint.

2. **Global Communication Center (GCC)**

On the Pittsburgh campus, the Global Communication Center provides free communication consulting for the CMU community. Trained communication consultants help CMU students, faculty, and staff convey their ideas logically, clearly, and effectively in one-on-one sessions and classroom workshops.

For students on the Silicon Valley campus, the GCC is available for students remotely through eTutoring appointments. Students can also request Skye video appointments by emailing the GCC directly.

3. **Intercultural Communication Center (ICC)**

On the Pittsburgh campus, the Intercultural Communication Center (ICC) provides support to help non-native English speakers (NNES) improve the language and cultural skills needed to succeed in their academic programs. Additionally, the ICC helps international teaching assistants (ITAs) and faculty develop the skills they need to provide effective instruction in the U.S.

The ICC website lists opportunities for trainings and workshops to attend throughout the academic year.

Students interested in working as a teaching assistant or technology classroom assistant should complete the ITA Testing Requirement prior to starting any TA or TCA position at both the Pittsburgh & Silicon Valley campuses.

For students on the Silicon Valley campus, the CMU-SV Career Services team offers a variety of communication and language services. Resources include learning opportunities to improve English skills and hone presentation and writing skills through workshops, one-with-one tutoring, and self-paced
materials. Some workshops are designed for non-native English speaking students.

D. Student Facilities

1. iii Building Policies

   a. Pittsburgh: 4612 Forbes Avenue, 311 South Craig Street, & GATF (4615 Forbes Avenue)

   Building policies for the three iii spaces in Pittsburgh can be found in the iii Building Policies document. Please contact iii@cmu.edu for clarification or with any questions not outlined in the document.

   b. Silicon Valley: NASA Research Park, Buildings 19 & 23

   Facility policies for the NASA Research Park buildings 19 & 23 can be found on the CMU Silicon Valley website.

2. Pittsburgh Campus

   a. Receiving Mail on Campus

   If students are ordering materials for a class-related project or assignment, items can be shipped to the Pittsburgh address listed below:

     Student’s Name
     Integrated Innovation Institute
     Carnegie Mellon University
     4612 Forbes Avenue
     Pittsburgh, PA 15213

   Personal mail should never be sent to the iii. Graduate students can rent SMC mail boxes from University Postal Services.
b. University Computer Clusters

Public computer labs are available across campus and offer a variety of Windows, Mac and Linux computers, peripherals, and an extensive complement of software. Most are open and available to students 24 hours/7 days a week during the academic year. A list with locations can be viewed here.

c. Printing/Copying

Students have access to limited black & white printing at 311 S. Craig Street. Additionally, all students are allotted a $40/semester print quota, which is associated with each student's CMU ID and debited when releasing print requests at print stations. More information can be found on the Computing Services website.

Students interested in printing professional-grade or higher quality color prints should consider other resources on campus or use Tartan Ink, located in the basement of the Cohon University Center (CUC), on campus.

d. Video Conferencing

The classroom space at 4612 Forbes Avenue is equipped with video conferencing equipment for iii classes and course project-based usage. To reserve the video conferencing space, email iii@cmu.edu at least 48 hours before the event. Instructions for using the video conferencing equipment are located on the classroom podium at 4612 Forbes Avenue. Classroom availability depends on class schedules, iii and University programs and events, and other space requirements.

e. Student Work Space

A full list of building rules and policies can be found in the iii Building Policies document. Students have access to the 4612 Forbes Avenue and 311 S. Craig Street iii spaces 24 hours/7 days a week with their Andrew ID Card.

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

311 S. Craig Street is a dedicated space with team meeting rooms, an Internet of Things (IoT) station, tabletop prototyping, and a student lounge for MIIPS students. Students will be assigned lockers at 311 S. Craig Street as needed throughout the academic year.

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

**f. Maker Spaces**

The Pittsburgh campus has two main facilities for making: the Hammerschlag labs including Tech Spark, and the iDEAte labs in Hunt Library. Various 1- or 3-unit courses are generally required for access to these spaces for project creation.

**g. Facilities Management**

Students should report all non-emergency building issues such as burned-out lights, shortage of supplies, damage to furniture or fixtures, etc., by sending an email to iii@cmu.edu.

Building emergencies during regular business hours – such as leaks, electrical faults, flooding, power outages, etc. – should be reported to the nearest iii staff member or by calling 412-268-6800. After regular business hours, students should report any emergencies to Campus Police at 412-268-2323.

Both buildings are cleaned nightly by the University's Facilities Management Services (FMS). In support of the efforts of FMS, students must cleanup project materials and properly store supplies each day.
3. **Silicon Valley Campus**

   **a. Room Assignments**

   All full-time students will be provided with a key for shared student spaces in Building 19 at New Student Orientation.

   **b. Receiving Mail on Campus**

   If a student is ordering materials for a class-related project or assignment, items can be shipped to the Carnegie Mellon University Silicon Valley campus at the address listed below:

   Carnegie Mellon University Silicon Valley  
   Student's Name  
   NASA Ames Research Park  
   Building 23  
   Moffett Field, CA 94035

   When the student's package arrives, the campus administrative coordinator or facilities and events manager will notify the student that their package has arrived via email with the location where it can be picked up.

   **c. Printing/Copying**

   There are multiple black & white printers/copiers for students' use at no cost in Buildings 19 & 23 at the Silicon Valley campus. There are posters with instructions next to the printers/copiers, which are located in the Building 19 kitchen and in the PhD wing. In Building 23, there is a printer/copier located on the first floor near classroom 110 and in the second-floor mailroom.

   **d. Telephone Usage**

   Phones in iii spaces at the Silicon Valley campus are equipped for local phone calls only.
e. Video Conferencing

Rooms in both Buildings 19 & 23 are equipped with video conferencing equipment for class and team meetings. Please view the room usage policy [here](#) for Silicon Valley campus. To reserve rooms with video conferencing capability, check the CMU-SV Google Calendar for availability and schedule a meeting. During required student orientation, there will be an overview of how to add calendars to a personal calendar and how to reserve rooms. Instructions for using the video conferencing equipment are located in each room. Questions about IT/AV issues should be sent to Help Center, [help@sv.cmu.edu](mailto:help@sv.cmu.edu).

f. Student Work Spaces

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

During the week, many of the rooms in Buildings 19 & 23 are used primarily as teaching/classroom facilities. Outside of class hours, students can use the space for meetings as long as they schedule the time on the Google Calendar. Friday evening through Sunday evening, students can schedule rooms to work in and meet for extended hours. Any whiteboard or tabletop should be cleaned for a class or meeting with limited notice. Students must label any project work and take pictures of any whiteboard materials they wish to save. While students are eligible to reserve conference and study room spaces, only CMU-SV staff members may reserve classroom space on the Google Calendar. If a student is interested in reserving a classroom for an event, they must first contact their academic advisor or the director of student affairs.
g. Carnegie Mellon Innovation Lab (CMIL)

Students on the Silicon Valley campus can request access to CMIL. The lab contains a variety of equipment including:

- Ultimaker 2+ 3D printer
- Oscilloscopes (40 MHz and 200 MHz)
- Regulated DC power supplies
- 5MHz function generator
- Agilent digital multimeter
- ESD safe electronics work area
- Soldering irons
- Weller rework station
- Various hand tools

In order to access the lab, students must contact Sari Smith, Director of Student Affairs, on the procedure for obtaining CMIL access cards.

h. Facilities Management

Students should report any damages, repairs, or security concerns for the facilities to Facilities Help, Building 19, Room 1052, 650-335-2852, facilities@sv.cmu.edu.

Buildings 19 & 23 are cleaned nightly by NASA’s Flagship Services. In support of the efforts from Flagship, students must clean up project materials and properly store supplies each day.

E. Health & Wellness

Carnegie Mellon and the Integrated Innovation Institute believe that the individual and collective well-being of our community is rooted in healthy connections, to each other and to campus resources. There is a wide variety of resources available to students at both campuses, detailed in the sections below.

To protect their health and that of others within the campus community, all students at Carnegie Mellon are required to carry health insurance. Incoming students must meet these requirements before the deadlines for their first semester of enrollment. Students are notified about insurance and required
immunization requirements via email prior to the start of their first semester of enrollment.

1. Pittsburgh Campus

University Health Services is open and available to all students at the Pittsburgh campus. Information about hours and specific services can be found here.

A list of University sponsored or promoted wellness resources can be found at the links below:

- Campus Wellness
- Paws to Relax - dogs to cuddle with on campus
- Stress Management Resources - includes links to various campus programs
  - University Health Services offers individual stress management consultations at no cost to students. Visit Health Connect to schedule an appointment with a Health Promotion Specialist to create a personal plan to improve stress management skills.
- CaPs - Counseling and Psychological Services (no cost services)
- Academic Development

2. Silicon Valley Campus

The CMU Silicon Valley website maintains a detailed list of health & wellness activities and resources here.

Students at the Silicon Valley campus have access to health and wellness resources through One Medical 24/7. Important information about this health care resource to the Silicon Valley student community can be found here.

F. Student Groups

1. Graduate Student Association (GSA)

   a. Pittsburgh Campus
Each year, an Integrated Innovation Institute graduate student representative is elected from the class to participate in GSA meetings at the Pittsburgh campus and host GSA events for Integrate Innovation students. Selected representatives will receive a copy of the complete by-laws as Integrated Innovation Institute GSA representative. These by-laws will include detailed instruction for finances, budget management, and event organization as a GSA rep.

b. Silicon Valley Campus

Students at the Silicon Valley campus are encouraged to participate in student organizations supported by GSA funding throughout the year.

Examples of student organizations include:
  • Design Dojo
  • Product Management Club
  • Drone Club
  • Social Innovation Club
  • Entrepreneurship Club

During student orientation, students will have an opportunity to sign up to join an existing student organization or create their own.

G. iii Financial Procedures & Resources

Some iii courses may require the purchase of items for or by students that can be refunded with prior approval. Course professors and iii staff will inform students if this is the case.

Students must receive approval before purchasing goods, services, and equipment using University funds including restricted accounts and research grants and contracts. If approval is not received, the Integrated Innovation Institute may not approve the request. Email finance-iii@andrew.cmu.edu to seek approval for all purchases. An attempt should be made to source materials from the Integrated Innovation Institute prior to purchasing or requesting a purchase.

There are two methods of purchasing at the Integrated Innovation Institute: authorized staff orders supplies directly (the preferred method) and students
purchase items then seek reimbursement. Purchasing documents and policies can be found on the program-specific CMUiii Canvas pages.

H. Travel/Conference Funding

Integrated Innovation Institute students can apply for the conference funding lottery provided by GSA and the Provost’s Office for students. Students may apply for funding individually or in a group to attend a conference, whether as a participant or as a presenter. The Office of the Assistant Vice Provost for Graduate Education manages the process. Students can find more information about the application process and deadlines at on the Graduate Education page.
VII. Tuition & Fees

The current Integrated Innovation Institute tuition rate and other University fees can be found on the iii website.

A. Tuition Billing & Payments

The tuition rate for students entering iii programs is set in the spring for the class entering in the following fall or spring. In accordance with the tuition increase for the new academic year, the tuition for a student’s second fall semester will likely increase.

Full-time students will be charged tuition per semester, for each semester in which they are enrolled. Part-time students will be charged tuition at the per-unit rate.

The HUB handles the tuition billing and payment process for all Carnegie Mellon students. For the University’s billing and payment policy, please refer to the Billing & Payments section on The HUB website.

Please note there are different add/drop deadlines for mini courses vs. full semester courses. This could impact tuition charges. It is the student’s responsibility to meet appropriate deadlines for registration within all colleges/schools at Carnegie Mellon.

B. University Financial Aid

Students should refer to the graduate student financial aid information found on The HUB website. Students will find the Graduate Financial Aid Guide, information about funding options, and how to apply for financial aid as well as other helpful links.

Graduate students who find themselves in need of immediate funds for emergency situations should contact the Office of the Dean of Student Affairs to inquire about an Emergency Student Loan.
C. Student Financial Obligation & Past Due Accounts

Integrated Innovation Institute students are subject to, and must be aware of, the Carnegie Mellon policy regarding student financial obligation.
VIII. Departmental & University Policies & Expectations

It is the responsibility of each member of the Carnegie Mellon community to be familiar with University policies and guidelines. In addition to this departmental Graduate Student Handbook, the following resources are available to assist you in understanding community expectations:

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

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

A. 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.

B. **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.

C. **Leave of Absence/Withdrawal**

Review the University’s policy on student leaves and withdrawal.

A leave of absence (LOA) is taken when a student needs to leave the University temporarily, with the firm and stated intention of returning. A withdrawal means a student leaves the University with no intention of returning.
Part-time students who only anticipate skipping registration for one mini do not need to petition for LOA and can re-enroll in courses for the following mini session.

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

Contacts to discuss University departure plan:

- MIIPS & MIIPS Advanced Study: Emma Zink, Associate Director
- MSSM: Gladys Mercier, Program Director
- MSTV: Sheryl Root, Program Director

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

If taking a LOA, return plans should be discussed and noted in the student's academic file. Please note the Statutes of Limitation for a master's degree (Section III.A.3).

Forms for Departure or Return from Leave of Absence with the University are housed on the University Registrar's website.

**D. Graduate Student Appeal & 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. Students should refer to the department-specific information in this handbook for department and college information about the administration and academic policies of the
program. Additionally, students may confer with the graduate student ombudsman, Suzie Laurich-McIntyre, slaurichmcintyre@cmu.edu, on issues of process or other concerns as they navigate conflicts.

E. **Student Privacy Rights**

Under the Family Education Rights and Privacy Act (FERPA), students have the right to:

- inspect and review their education records;
- request an amendment to their education records if they believe they are inaccurate or misleading;
- request a hearing if their request for an amendment is not resolved to their satisfaction;
- consent to disclosure of personally identifiable information from their education records, except to the extent that FERPA authorizes disclosure with their consent; and
- file a complaint with the U.S. Department of Education Family Policy Compliance Office if they believe their rights under FERPA have been violated.

F. **Policy on Photo & Video Release**

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

G. **Intellectual Property**

Students enrolled at the Integrated Innovation Institute are expected to adhere to the Intellectual Property guidelines as set forth by the University. During student orientation, Integrated Innovation students will sign the Intellectual Property Agreement form.

H. **Pets & Other Animals**

Dogs, cats, and other pets are not permitted in any University buildings with the only exception being guide dogs.
I. **Alcohol & Drugs**

Unlawful possession, use, or distribution of illicit drugs or alcohol by students or employees on Carnegie Mellon property or as part of any of its activities is prohibited. In addition, all University social activities, on and off campus, that serve alcoholic beverages are subject to the social host policy. All students should be aware of Carnegie Mellon's policy on alcohol and drugs.

J. **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 can begin the process through Disability Resources secure online portal or email access@andrew.cmu.edu to begin the interactive accommodation process.

Students with disabilities are encouraged to self-identify with the Office of Disability Resources by contacting Catherine Getchell, 412-268-6121, getchell@cmu.edu to access the services available at the University and initiate a request for accommodations.

K. **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. 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; and
• Counseling & Psychological Services, 412-268-2922.

L. Maternity Accommodation Protocol

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

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

A. Return of University Property

Integrated Innovation Institute students must return all borrowed department equipment and University materials - such as software, manuals, library books/materials, tech and Internet of Things (IoT) items, or any other Carnegie Mellon property - prior to their departure from the program.

B. Alumni Email Contact

After graduation, the Integrated Innovation Institute encourages alumni to create an @alumni.cmu.edu email or provide iii staff with some other permanent email to foster communication and keep the iii alumni community strong and well-informed about updates.

Graduating students can learn more about the email transition process from Carnegie Mellon University on the Computing Services website.
IX. Grandfather Clause

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

Last Updated: August 20, 2018
Appendix A. University Resources

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

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

The Office of the AVPGE often collaborates 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 is 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. 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

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

The Office of the Dean provides central leadership of the metacurricular experience at Carnegie Mellon. The offices that fall under the division of Student Affairs led by Vice President and Dean of Student Affairs Gina Casalegno, include (not an exhaustive list):

- Athletics
- Career and Professional Development Center
- Cohon University Center
- Counseling & Psychological Services (CaPS)
- Dining Services
- Housing Services
- Office of Community Standards and Integrity
- Office of Student Leadership, Involvement, and Civic Engagement
- University Health Services
- Wellness Initiatives

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

The Office of Integrity and Community Standards also provides consultation, support, resources and follow-up on questions and issues of Academic Integrity: www.cmu.edu/academic-integrity.
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/education-office/disability-resources/
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 can begin the process through Disability Resources secure online portal or email access@andrew.cmu.edu to begin the interactive accommodation process.

Students with disabilities are encouraged to self-identify with the Office of Disability Resources by contacting Catherine Getchell, 412-268-6121, getchell@cmu.edu to access the services available at the university and initiate a request for accommodations.
Support for graduate students who are or will be teaching is provided in many departments and centrally by the Eberly Center for Teaching Excellence & Educational Innovation. The Eberly Center offers activities for current and prospective teaching assistants as well as any graduate students who wish to prepare for the teaching component of an academic career. The Center also assists departments in creating and conducting programs to meet the specific needs of students in their programs. Specific information about Eberly Center support for graduate students is found at [www.cmu.edu/teaching/graduatestudentsupport/index.html](http://www.cmu.edu/teaching/graduatestudentsupport/index.html).

**Carnegie Mellon Ethics Hotline**

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

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

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

**Graduate Student Assembly**

[www.cmu.edu/stugov/gsa/index.html](http://www.cmu.edu/stugov/gsa/index.html)

The Carnegie Mellon Student Government consists of an Executive Branch and a Legislative Branch. This is the core of traditional student government, as governed by the Student Body Constitution. The Executive Branch serves the entire student body, graduate and undergraduate, and consists of one president and four vice-presidents. The Legislative Branch for graduate students, The Graduate Student Assembly (GSA) passes legislation, allocates student activities funding, advocates for legislative action 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 managed by the Office of the Assistant Vice Provost for Graduate Education. 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/resources/index.html](http://www.cmu.edu/stugov/gsa/resources/index.html). Each department has representation on GSA and receives funding directly from GSA’s use of the student activities fee for departmental activities for graduate students. The department rep(s) is the main avenue of graduate student representation of and information back to the graduate students in the department.

**Intercultural Communication Center (ICC)**

[www.cmu.edu/icc/](http://www.cmu.edu/icc/)

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

**Office of International Education (OIE)**

[http://www.cmu.edu/oie/](http://www.cmu.edu/oie/)

Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. Office of International Education (OIE) is the liaison to the University for all non-immigrant students and scholars. OIE provides many services including: advising on personal, immigration, academic, social and acculturation issues; presenting programs of interest such as international career workshops, tax workshops, and cross-cultural and immigration workshops; 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.
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 veteran education benefits, campus services, veteran’s groups at CMU, non-educational resources and international military service information 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 uro-vaedbenefits@andrew.cmu.edu or 412-268-8747.

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

The Carnegie Mellon Computing Policy establishes guidelines and expectations for the use of computing, telephone and information resources on campus. The policy is supported by a number of guidelines graduate students should know. The policy and guidelines are available at: www.cmu.edu/computing/guideline/index.html.

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

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

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

**Counseling & Psychological Services**
[https://www.cmu.edu/counseling/](https://www.cmu.edu/counseling/)

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

**Health Services**
[www.cmu.edu/HealthServices/](http://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. 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.

**Campus Wellness**
https://www.cmu.edu/wellness/
At the university, 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. To sign up for the e-newsletter, text BEWELLATCMU to 22828 and share your preferred email address.

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

**Shuttle and Escort Services**

University Police coordinates the Shuttle Service and Escort Service provided for CMU students, faculty, and community. University Police [Shuttle & Escort website](http://www.cmu.edu/police/shuttle) has full information about these services, stops, routes, tracking and schedules.

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/Fire%20and%20Safety%20Reports.html.

**The WORD**

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

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

Carnegie Mellon Vision, Mission
Carnegie Code
Academic Standards, Policies and Procedures
- Educational Goals
- Academic and Individual Freedom
- Statement on Academic Integrity
- Standards for Academic & Creative Life
Assistance for Individuals with Disabilities
Master's Student Statute of Limitations
Conduct of Classes
Copyright Policy
Cross-college & University Registration
Doctoral Student Status Policy
Evaluation & Certification of English Fluency for Instructors
Final Exams for Graduate Courses
Grading Policies
Intellectual Property Policy
Privacy Rights of Students
- Research
- Human Subjects in Research
Disorderly Conduct
Equal Opportunity/Affirmative Action Policy
Freedom of Expression Policy
Health Insurance Policy
Immunization Policy
Missing Student Protocol
Non-Discrimination Policy
On-Campus Emergencies
Pets
Political Activities
Recycling Policy
Riotous and Disorderly Behavior
Safety Hazards
Scheduling and Use of University Facilities
Sexual Harassment and Sexual Assault Policy
Smoking Policy
Student Accounts Receivable and Collection Policy and Procedures
Student Activities Fee
Student Enterprises
Workplace Threats and Violence Policy

Statement of Assurance

Last updated: May 31, 2018