Integrated Innovation Institute
2016-2017 Graduate Student Handbook

Pittsburgh & Silicon Valley Campuses

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

Master of Science in Software Management

Master of Science in Technology Ventures
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Welcome to the Integrated Innovation Institute!

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

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

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

Jonathan Cagan
George Tallman and Florence Barrett Ladd Professor in Engineering,
Department of Mechanical Engineering
Associate Dean for Strategic Initiatives, College of Engineering
Co-Director, Integrated Innovation Institute

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

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

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

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

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

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

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

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

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

Bi-Costal Degree – Pittsburgh and Silicon Valley Campuses
The bicoastal Master of Science in Technology Ventures 16-month program begins at Carnegie Mellon’s main campus in Pittsburgh during the spring semester then transfers to the Silicon Valley for a summer internship and full academic year at the Silicon Valley campus. Combining Carnegie Mellon’s world-class technology academics and research with the world’s most exciting entrepreneurial ecosystem, this master’s degree will equip students with the tools and skills to bring high tech ideas to market.

- Master of Science in Technology Ventures – 16 months
- Master of Science in Technology Ventures – Dual-Degree
Mission Statement
The Integrated Innovation Institute combines the strengths of engineering, design and business to cross train students so they can become elite innovators, enhancing the innovation process and generating impact.

Degrees Offered

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

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

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

Bi-Costal Degree
The Master of Science in Technology Ventures 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. MS-TV 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 engineering, material science and chemical engineering. Residency is required at respective campuses during the degree. Residency is required at each campus during the designated semesters to complete this degree.
Graduate Student Handbook
As a student in the Integrated Innovation Institute, you are expected to adhere to all policies set forth in this handbook. Additional resources for College of Engineering and University policies are available on web sites listed at the end of this handbook.

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

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

- Academic Integrity Website: [www.cmu.edu/academic-integrity](http://www.cmu.edu/academic-integrity)
- University Policies Website: [www.cmu.edu/policies/](http://www.cmu.edu/policies/)
- Graduate Education Website: [http://www.cmu.edu/graduate/policies/index.html](http://www.cmu.edu/graduate/policies/index.html)

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

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

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

The Carnegie Mellon Code

Students at Carnegie Mellon, because they are members of an academic community dedicated to the achievement of excellence, are expected to meet the highest standards of personal, ethical and moral conduct possible. These standards require personal integrity, a commitment to honesty without compromise, as well as truth without equivocation and a willingness to place the good of the community above the good of the self. Obligations once undertaken must be met, commitments kept.

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

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

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

Student Consumer Information

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

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

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

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

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

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

Integrated Innovation Institute
Directors & Founders

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

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

Jonathan Cagan, George Tallman and Florence Barrett Ladd Professor in Engineering, Department of Mechanical Engineering; Associate Dean for Strategic Initiatives, College of Engineering
Email: cagan@cmu.edu

Staff

Pittsburgh

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

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

Ben Walfish, Finance and Personnel Administrator
Email: ben13@cmu.edu - Phone: 412-268-8655
Sarah Collins, Senior Recruiting & Admissions Coordinator  
Email: scollin1@andrew.cmu.edu - Phone: 412-268-8673

Amanda Mitchell, Administrative Coordinator  
Email: ajmitche@andrew.cmu.edu - Phone: 412-268-6800

Silicon Valley

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

Sheryl Root, Program Director, Technology Ventures Degree  
Email: sherylr@andrew.cmu.edu - Phone: 650-335-2870

Mary Christine Zeise, Director of Admissions & Alumni Relations,  
Email: cz27@andrew.cmu.edu - Phone: 650-335-2810

Marfrisa Geronimo Gipner, Administrative Assistant, CMU-Emirates Innovation Lab & VentureBridge  
Email: marfrisa.gipner@sv.cmu.edu - Phone: 650-335-2825

Affiliated Colleagues

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

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

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

Sari Smith, Director of Student Affairs – Silicon Valley Campus  
Email: sari.smith@sv.cmu.edu

Lauren Hildesheim, Director of Career Services – Silicon Valley Campus  
Email: lauren.hildesheim@sv.cmu.edu
Faculty

For a complete list of Integrated Innovation Institute Faculty, please visit our [directory](#).

Campus Locations

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<th>Silicon Valley</th>
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<td>Carnegie Mellon University</td>
<td>Carnegie Mellon University</td>
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<tr>
<td>Integrated Innovation Institute</td>
<td>NASA Research Park</td>
</tr>
<tr>
<td>4612 Forbes Avenue</td>
<td>Building 23</td>
</tr>
<tr>
<td>Pittsburgh, PA 15213</td>
<td>Moffett Field, CA 94035-0001</td>
</tr>
<tr>
<td>Phone: 412-268-6800</td>
<td>Phone: 650-335-2810</td>
</tr>
<tr>
<td>Fax: 412-268-8670</td>
<td>Fax: 650-603-7032</td>
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Integrated Innovation Institute Policies/Resources – All Campuses

Statute of Limitations for Masters Degree Studies
All units required for a masters 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 masters degree studies must be approved by the head of the department or program offering the masters degree, and by the college's Associate Dean for Graduate and Faculty Affairs. The waiver request must explain the exceptional circumstances that warrant an extension. For cases in which a waiver is granted, the waiver will cover specific courses and will specify a time period for completion of the program. See more at the College of Engineering website.

Residency Requirements
All full-time degrees require residency at their primary campus of origin. While some courses are taught via distance learning, a complete degree cannot be attained without residency. The MS-TV degree requires residency at the Pittsburgh campus for the first spring term semester and the remaining 3-semesters are completed at the Silicon Valley campus. NOTE: Part time students in the MS in Software Management program are exempt from the residency requirement.

Distance Learning Courses
The Integrated Innovation Institute embraces distance learning opportunity 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 in Pittsburgh and Silicon Valley for courses as part of our full-time degree curriculum. Exams and/or final presentations are held during the schedule course time or posted final schedules.

Students enrolled in the part-time Software Management 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. This headset is an additional cost to students in the part-time Software Management program.

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

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

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

See more at the College of Engineering Policies website.

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

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

Schedule of Classes
Students can review the Schedule of Classes.

Note on Course Numbers
Each Carnegie Mellon course number begins with a two-digit prefix, which designates the department offering the course. 49-xxx courses are offered by the Integrated Innovation Institute. As of spring 2016, the University has designated the following course sequencing for all degrees:

Graduate Courses: xx-6xx courses and higher
Undergraduate Courses:
  Freshmen: xx-1xx
  Sophomore: xx-2xx
  Junior: xx-3xx
  Senior: xx-4xx

Schedule of Classes Legend: http://www.cmu.edu/hub/legend.html
Grades & Grading Policy
The general grading policy is described on the university grading policy page. The following are specific policies for graduate grading from the College of Engineering.

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

Grades lower than ‘C’ are considered failure in the College of Engineering and will not count toward degree requirements.

Grade Point Average
In order to graduate, each student must have a grade point average (GPA) of at least 3.0 in:
- Core GPA (average of all core course units taken)
- Cumulative GPA (average of all units taken)

Course work or graduate project units with a grade lower than a ‘C’ will not be considered toward graduate degree requirements; however, they will be calculated into the student’s cumulative GPA.

Retaking a Course
If students do not pass a core course, they must either retake the course or take a different course that will fulfill the requirement. Retaking a course would also be necessary if students do not meet the GPA requirement.

All grades are recorded on the transcript and factored into the cumulative GPA computation; however, only the new grade is factored into the required core GPA computation if the course is a required core course.

Transfer Courses
Integrated Innovation Institute does not accept transfer credit for courses completed at Carnegie Mellon University or at any other institutions for any master’s degree. This includes any courses completed as undergraduate, graduate or non-degree seeking student at CMU.

Course Units per Semester
Integrated Innovation Institute defines the maximum overload of units each semester as 60 units. Overloading must be approved by program director and co-directors. Course overloading does not accelerate degree progress, as full time students must maintain a minimum of 36 units per semesters outlined by curriculum.

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

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

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

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

**Graduate Student Appeal and Grievance Procedures - University Processes**

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

Graduate students are expected to seek informal resolution of all concerns within the applicable department, unit or program before invoking formal processes. When an informal resolution cannot be reached, however, a graduate student who seeks further review of the matter is to follow the formal procedures outlined here.

These appeal and grievance procedures shall apply to students in all graduate programs of the University. Students should refer to the department specific information in this handbook for department and college information about the administration and academic policies of the program. Additionally, students may confer with the graduate student ombudsman, Suzie Laurich-McIntyre, slaurichmcintyre@cmu.edu, on issues of process or other concerns as they navigate conflicts.

**“Grandfather” Policy - New Policies**

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

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

Please view the Carnegie Mellon University – Academic Calendar here: [http://www.cmu.edu/hub/docs/calendars/1617-academic-calendar.pdf](http://www.cmu.edu/hub/docs/calendars/1617-academic-calendar.pdf)

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.

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

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

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

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

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

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

Integrated Innovation Institute Logos and Brands
Requests for the Integrated Innovation Institute Style Guide and Logo can be submitted to Allison Hodsdon, allisonh@andrew.cmu.edu.

Intellectual Property Policy

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

During Graduate Student Orientation, Integrated Innovation students will sign the Intellectual Property agreement form.
Academic Integrity

Please review the University expectations on Academic Integrity.

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

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

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

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

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

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

Plagiarism is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded. Examples of referenced sources include but are not limited to:
1. Text, either written or spoken, quoted directly or paraphrased.
2. Graphic elements.
3. Passages of music, existing either as sound or as notation.
5. Scientific data.
6. Concepts or material derived from the work, published or unpublished, of another person.

Unauthorized assistance refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another individual, published or unpublished written sources, and electronic sources. Examples of unauthorized assistance include but are not limited to:
1. Collaboration on any assignment beyond the standards authorized by this policy statement and the course instructor(s).
2. Submission of work completed or edited in whole or in part by another person.
3. Supplying or communicating unauthorized information or materials, including graded work and answer keys from previous course offerings, in any way to another student.
4. Use of unauthorized information or materials, including graded work and answer keys from previous course offerings.
5. Use of unauthorized devices.
6. Submission for credit of previously completed graded work in a second course without first obtaining permission from the instructor(s) of the second course. In the case of concurrent courses, permission to submit the same work for credit in two courses must be obtained from the instructors of both courses.

The complete policy can be found at on the University’s Policy Website.

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

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

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

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

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

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

**Leave of Absence or Withdrawal from Integrated Innovation Institute**

Review the University’s policy on [Student Leave](#).

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

**Contacts to discuss University departure plan:**
- MII-PS & MII-PS Advanced Study: Emma Zink, zink@cmu.edu
- MS-SM: Gladys Mercier, gladys.mercier@sv.cmu.edu
- MS-TV: Sheryl Root, sherylr@andrew.cmu.edu
Graduate students should discuss their plans to leave the University with the corresponding contact for their program. Together, graduate students, staff and Institute directors will help to develop a plan for departure and potential return to the Integrated Innovation Institute.

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

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

Forms for Departure/Return:
- Leave of Absence
- Withdrawal
- Return from Leave of Absence

Integrated Innovation Institute Required Internship Approval Process

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

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

**International Students**

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

Curricular Practical Training (CPT) Application Process

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

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

**NOTE:** All offer letters MUST include the following information: a) whether the position is full time or part time; b) start and end dates – these MUST align with the summer academic term; c) physical address of location you will work. The offer letter must include a description of the work you will be hired to perform and the name & contact information of your immediate supervisor.
STEP 2: Submit the two-page CPT form, with the first page completed, to your department administrator (Emma Zink for MII-PS Advanced Study; Chris Zeise & Student Services Coordinator, for MS-SM and MS-TV). You and your employer should select a start date that allows a minimum of 4-6 business days for processing paperwork. The end date may not go beyond the end of the summer term.

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

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

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

Pre-completion Optional Practical Training (OPT):
Find additional details on the OIE – Pre-Completion OPT Application
- Students carrying a full load of courses may be permitted to take on the additional employment (work) of pre-completion OPT based on prior academic performance.
- It is the student’s responsibility to maintain academic performance to successfully fulfill degree requirements.
- If student is also carrying course overload, the advisor may choose to decline pre-completion OPT based on prior academic performance.
- Keep in mind that applications for pre-completion OPT may take up to 90 days to be processed (also pre-completion OPT can only be authorized if a student has completed two consecutive semesters enrolled full time)
- Please meet with your OIE advisor for additional questions or eligibility for Pre-completion OPT.
Graduation Certification Process and Degree Title

Degree Titles offered from the Integrated Innovation Institute:

**Master of Integrated Innovation for Products & Services**
Certification Process
- Awarded from the Pittsburgh Campus
- May Graduation Certification Only
- The Associate Director processes degree audits in May after final grades are posted. Institute Co-Director reviews and signs all degree audits before processing.

**Master of Integrated Innovation for Products & Services – Advanced Study**
Certification Process
- Awarded from the Pittsburgh Campus
- December Graduation Certification Only
- The Associate Director processes degree audits in December after final grades are posted. Institute Co-Director reviews and signs all degree audits before processing certification.

**Master of Science in Software Management**
Certification Process
- Awarded from the Silicon Valley Campus
- August & December Graduation Certification Only; 12-month MS completes in August; 16-month MS completes in December.
- Student Services Coordinator processes the degree audits in August & December after final grades are posted. The Program Director reviews and signs all degree audits before processing certification.

**Master of Science in Technology Ventures**
Certification Process
- Awarded from the Silicon Valley Campus
- May Graduation Certification Only
- Student Services Coordinator processes the degree audits in May after final grades are posted. The Program Director reviews and signs all degree audits before processing certification.
Financial Resources

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

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

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

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

Outside Employment
Full-time students are not encouraged to consider employment outside of the university during the academic year due to the demanding academic expectations of our degrees. Please see the policy on Internships for students on page 21. International students must contact the Office of International Education regarding ability to hold employment

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

There are two methods of purchasing:
- Purchasing Request – CMU orders supplies (preferred)
  - Related: Travel Request Form
- Expense Reimbursements – Student purchases supplies

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.

All completed forms as well as any questions regarding policies can be emailed to finance-iii@andrew.cmu.edu.

Purchasing Requests
Please give the Integrated Innovation Institute buyer 2 business days for processing when requesting the purchase of an item. Consult the form for more information.

Expense Reimbursements
The University is a tax exempt organization in Pennsylvania and 21 other states. Therefore, any sales tax paid on items purchased by students will not be refunded. To avoid paying tax, please complete a Purchasing Request Form. (Does not apply to meals during pre-approved travel.)

Some sponsored courses through the Integrated Innovation Institute allow students to purchase materials for their course-related projects and prototyping.
- Classes will announce if projects are eligible for reimbursement.
- Students must fill out and submit a Reimbursement Form, along with the itemized receipts within 10 days (and no later than 30 days) of the purchase. All receipts must have proof of purchase indicated.

All purchases made by students must be processed within 90 days or the purchases will be taxed as income. See the Reimbursement Request Form for more information.

Travel Policies
The Travel Request Form should be used to request any travel related to work or courses at the Integrated Innovation Institute. Please note that additional forms or documentation may be required. Airfare, hotels, and rental cars can be booked and paid for by travelers (with prior approval) – a Reimbursement Request Form should be completed for these expenses.
Rental cars are required for all travel over 50 miles round trip from the Integrated Innovation Institute. Consult the form for more information.

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

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

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

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

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

Carnegie Mellon Blackboard - A Course Management Tool
Blackboard is a course management tool for faculty to communicate with students, distribute course documents, assignments and other resources.

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

Assistance for Individuals with Disabilities
The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical and programmatic campus access to all events and information within the Carnegie Mellon community. We work to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Sections 503 and 504 of the Rehabilitation Act of 1973. Students who would like to receive accommodations must submit a Voluntary Disclosure of Disability Form to access@andrew.cmu.edu to begin the interactive accommodation process.
For more information please see review the Office of Disability Resource website. Students with disabilities are encouraged to self-identify with Equal Opportunity Services by contacting Larry Powell, 412-268-2013, lpowell@andrew.cmu.edu to access the services available at the university and initiate a request for accommodations.

Safeguarding Educational Equity - Policy Against Sexual Harassment and Sexual Assault

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

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

Office of Title IX

Carnegie Mellon University prohibits all forms of sexual misconduct, including sexual harassment, sexual assault, domestic and dating violence, and stalking. The University also prohibits retaliation (or taking negative actions against a person) in connection with reporting sexual misconduct.

Read Carnegie Mellon University’s Policy Against Sexual Assault and Sexual Harassment

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.
Student Facilities & Resources

Pittsburgh Campus

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

University Computer Clusters: Computer clusters are available throughout campus.

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

Telephone Usage: 311 S. Craig Street are equipped for phone calls connected with University related projects and coursework.

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

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

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

311 South Craig Street is a dedicated space with team meeting rooms, tabletop prototyping* and a student lounge for MII-PS students. Students 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 Emma Zink or Amanda Mitchell before proceeding at 4612 Forbes Avenue or 311 South Craig Street. If needed, additional arrangements for larger prototyping projects can be reviewed on a case-by-case basis.*

**Facilities Management:** Please report any damages, repairs, security concerns for the facilities to Emma Zink or Amanda Mitchell.

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

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

**Silicon Valley Campus**

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

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

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

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

**Use of Video Conferencing:** Rooms in both Buildings 19 & 23 are equipped with video conferencing equipment for class and team meetings. To reserve rooms with video conferencing capability, check the Google Calendar for availability and schedule an appointment. Instructions for using the video conferencing equipment are located in each room. Questions about IT/AV issues should be sent to: Help Center, help@sv.cmu.edu.
**Student Work Space:** Students have access to buildings 19 & 23, 24 hours/7 days a week with their Andrew ID Card. Only students connected to CMU-SV are permitted in the building. If students invite a guest to the building, they are responsible for escorting the guest throughout the space.

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

**Facilities Management:** Please report any damages, repairs, security concerns for the facilities to Stacy Marshall; Building 19, Room 1052; 650-335-2852; Facilities Help, facilities@sv.cmu.edu.

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

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

Master of Integrated Innovation for Products & Services (9 months/Part Time Option)
Master of Integrated Innovation for Products & Services – Advanced Study (16 months)

Full-time vs. Part-time Status
Full-time degree requirements for the MII-PS & MII-PS Advanced Study curriculum 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 minimum/maximums per semester are outlined below.

Part-time students are only eligible to consider the MII-PS degree options. Part-time student status must be defined at the point of enrollment. This degree will take 2-3 years to complete depending on plan of study determined with 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 from each semester/year. International students considering a part-time student status must maintain their visa/sponsorship status outside of the University. Per Carnegie Mellon University’s Office of International Education, F-1 visa status requires enrollment as a full-time student (36 units).

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

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

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

Student Support
There are multiple resources for student support throughout the Integrated Innovation Institute.

Emma Zink, Associate Director, is available to assist MII-PS & MII-PS Advanced Study students with difficult academic or personal situations where a confidential sounding board and/or an intermediary can be helpful.
Helen Wang, Student Affairs Liaison & Director of First-Year Student Life, is available to assist students with additional Carnegie Mellon University resources to help with student support needs.

Examples of situations where students are encouraged to seek advice or assistance include:

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

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

Alternative Course Placement Policy
For some students who have more work experience and skills in the product development industry, the option to enroll in alternative course placement may be available. To request this consideration, students must speak with one of the co-directors and complete the Alternative Course Placement Request Form, which shows significant evidence that they have completed a similar course and/or mastered topics outlined in the course. Alternative course enrollment/substitute course selection will be determined as part of the approval process. Discretion for alternative enrollment is the responsibility of the Integrated Innovation Institute co-directors.

Curriculum of Study for Master of Integrated Innovation for Products & Services – 9-month

**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 I – 6 units
- 49-800 – Commercializing Intellectual Property – 12 units
All of the Following Required Courses:
49-703 - Career Planning for Integrated Innovators – 6 units
49-704 - Integrated Innovation Seminar & Workshop Series – 0 units
49-710 - Visual Processes – 6 units
49-712 - User Research Methods – 6 units
49-730 - Design for Manufacture – 6 units
49-731 - Design for the Environment – 6 units
49-740 - Integrated Product Development Methods – 6 units

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

All of the Following Required Courses:
49-704 - Integrated Innovation Seminar & Workshop Series – 0 units
49-713 - Designing for the Internet of Things – 6 units
49-720 - Product and Brand Management – 6 units
49-741 - Integrated Product Development Capstone – 12 units
49-804 - The Leadership Challenge – 6 units

Elective Courses – required 18 units (overall during the degree); maximum 24 units (overall during the degree)

Recommended Elective lists will be distributed as need per semester.

If selecting a new elective course, students must complete the Elective Pre-Approval Form for Directors Review prior to registration.

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

Elective Unit Distribution within other Schools/Colleges
Students are limited to a maximum of 24 elective units* per department in Schools/Colleges outside of the Institute throughout the degree.

Example Elective Unit Scenario:
- Tepper School of Business – 18 units
- School of Design – 12 units
- Integrated Innovation Institute – 12 units

* No undergraduate courses are permitted as elective units for degree requirements.
* School of Computer Science – 12-unit total throughout degree; HCII courses can reach 24-unit degree cap.
* Tepper School of Business – Limit 3 mini courses per semester; overall total of 24 units throughout degree.
* 1-unit 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.

Total Courses Per Mini
Carnegie Mellon University divides each semester into 2-mini sessions each semester. The mini sessions are defined as the following:

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

The Integrated Innovation Institute coursework is offered throughout these mini semesters. In order to maintain a balanced curriculum/course load during the MII-PS degree, 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

MII-PS 9-Month Degree – Total Units
Students must complete a minimum of 102 units and successfully complete all core-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 GPA). Individual course grades below a C (2.0 GPA) 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 be approved by an advisor.

Please note registering for minimum units each semester will not successfully complete the degree on time. Students are responsible for meeting each degree requirements for on-time graduation.
Curriculum of Study for Master of Integrated Innovation for Products & Services – Advanced Study

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)
49-700 – Engineering Design Fundamentals – 6 units
49-701 – Industrial Design Fundamentals – 6 units
49-702 – Business Fundamentals – 6 units

One of the Following Entrepreneurship Courses
49-802 – Innovation & Entrepreneurship I – 6 units
49-800 – Commercializing Intellectual Property – 12 units

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

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

All of the Following Required Courses:
49-704 – Integrated Innovation Seminar & Workshop Series – 0 units
49-713 – Designing for the Internet of Things – 6 units
49-720 – Product and Brand Management – 6 units
49-741 – Integrated Product Development Capstone – 12 units
49-804 – The Leadership Challenge – 6 units

Summer Term – 3 units
49-747 – Integrated Innovation Institute Internship/Practica – 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 (36 units) during subsequent semesters.

**Fall Term #2 – 36 units**
- **Required Course Units:** 12 units
- **Minimum Term Units:** 36 units
- **Maximum Term Units:** 48 units

49-748 – Integrated innovation Institute Masters Essay – 12 units
24 units of pre-approved elective courses

**Elective Courses – required 42 units (overall during the degree); maximum 60 units (overall during the degree)**

Recommended Elective lists will be distributed as need per semester.

If selecting a new elective course, students must complete the **Elective Pre-Approval Form** for Directors Review prior to registration.

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

**Elective Unit Distribution within other Schools/Colleges**
Students are limited to a maximum of 24 elective units* per department in Schools/Colleges outside of the Institute throughout the degree.

Example Elective Unit Scenario:
- Tepper School of Business – 18 units
- School of Design – 12 units
- Integrated Innovation Institute – 12 units

* No undergraduate courses are permitted as elective units for degree requirements.
* School of Computer Science – 12-unit total throughout degree; HCII courses can reach 24-unit elective unit cap.
* Tepper School of Business – Limit 3 mini courses per semester; overall total of 24 units throughout degree.
* 1-unit 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.

**Total Courses Per Mini**
Carnegie Mellon University divides each semester into 2-mini sessions each semester. The mini sessions are defined as the following:
Fall Term: Mini 1; Mini 2  
Spring Term: Mini 3; Mini 4  
Summer Term: Mini 5; Mini 6

The Integrated Innovation Institute coursework is offered throughout these mini semesters. In order to maintain a balanced curriculum/course load during the MII-PS degree, 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

MII-PS Advanced Study Degree – Total Units
Students must complete a minimum of 141 units and successfully complete all core-required courses to be eligible for graduation. The average grade of 141 units applied to the degree shall be at least B (3.0 GPA). Individual course grades below a C (2.0 GPA) 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 be approved by an advisor.

Please note registering for minimum units each semester will not successfully complete the degree on time. Students are responsible for meeting each degree requirements for on-time graduation.
Master of Science in Software Management

Master of Science in Software Management – 16 month  
Master of Science in Software Management – 12 month  
Master of Science in Software Management – Part Time

Full-time Status
Full time students must attend courses and complete the degree on campus. Some courses may be offered during evening hours. In order to complete the required 144 units, full time students are typically enrolled for 48 units each semester; fall, spring, and summer. All students must be registered for a minimum of 36 units per semester.

Please note registering for minimum units each semester will not successfully complete the degree on time.

Course Overload
Students may not take an overload of units in the (first) fall term. Students can petition for overload, up to 60-units maximum in the spring. Student course overloads are not permitted during semester when registering for practicum (49-792).

Internship Registration – FT-SM- 16 month program Students
For Fall 2016, students (in the 16-month program option) must enroll in the 1.0 unit internship course; 49-793. Beginning in Fall 2017, students must enroll the 3.0 units internship course.

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 (36 units) during subsequent semesters.

Capstone Projects: students must be enrolled (minimum 3 units) to participate in a project while doing internship (non-internship) = 48 units...etc. electives, practicum etc, summer term. Students are responsible for the additional tuition costs.

Part-time Status
Students registered below 36 units are considered part-time status. Students can complete the program part-time in two years (6 academic semesters, including summer terms). Part time students take one course at a time, in the evenings. If schedule permits, day-time courses could be considered by advisor recommendation.

Part time students may petition for Leave of Absence (LOA) only if they are in "good academic standing" (3.0 GPA). At least one course must be completed with B or better before a student will be considered for LOA. See university policy on LOA:

University Policy  
College of Engineering Policy
Registration Process and Procedures

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

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

Academic Advising

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

Student Support

Glady Mercier, SM Program Director, is available to assist MS-SM students with difficult academic or personal situations where a confidential sounding board and/or an intermediary can be helpful.

Sari Smith, Director of Student Affairs, is available to assist students with additional Carnegie Mellon – Silicon Valley Campus resources to help with student support needs.

Examples of situations where students are encouraged to seek advice or assistance include:

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

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

Alternative Course Placement Policy

For some full-time Software Management students who have more work experience and skills in the software industry, the option to enroll in alternative course placement may be available. To request this consideration, students must speak with Gladys Mercier, Program
Director and complete the Alternative Course Placement Request Form, which shows significant evidence that they have completed a similar course and/or mastered topics outlined in the course. Alternative course enrollment/substitute course selection will be determined as part of the approval process. Discretion for alternative enrollment is the responsibility of the Program Director of Software Management, Gladys Mercier.

Student Work on Campus
Full time students in the MS in Software Management program may find opportunities to work with faculty on the Silicon Valley campus during their enrollment. Students are permitted to work up to 10 hours per week, when registered for the 48 unit course load and must also be in good academic standing.

For students in their last semester taking 36 units, there may be opportunities to work for more than 10 hours per week. However, no full time student is permitted to work over 20 hours per week at any time.

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

Curriculum of Study for MS-SM Full-Time (12 or 16 month)

Unit Minimum/Maximum Totals per Semester

Fall Term #1 – Minimum: 36 units; Maximum: 48 units
Spring Term - Minimum: 36 units; Maximum: 60 units
Summer Term (FT SM12) - Minimum: 36 units; Maximum: 60 units
Fall Term #2 (FT SM16) - Minimum: 36 units; Maximum: 60 units

Please note registering for minimum units each semester will not successfully complete the degree on time.

Core Curriculum

Fall Term Requirements
49-752 - Product Definition & Validation (PDV) – 12 units (Fall)
49-760 - Foundations of Software Management (FSM) – 12 units (Fall)
49-786 - Software Engineering Management (SEM) - 12 units (Fall)
39-669 - Career & Professional Development for Engineering Master's Students - 3 units (Fall)

Spring Term Requirements
49-762 - Software Product Strategy (SPS) – 12 units (Spring - Mini 3)
49-763 - The Business of Software – 12 units (Spring - Mini 4)
49-771 - Process and Project Management (PPM) – 12 units (Spring - Mini 3)
Track Options - one of the following course sequences based on academic advising:

**Track 1:**
49-802 - Innovation & Entrepreneurship I – 6 units (Fall - Mini 1)
49-803 - Innovation & Entrepreneurship II – 6 units (Fall - Mini 2)

**Track 2:**
49-787 - Architecture & Programming Principles - 6 units (Fall - Mini 1)
49-775 - The First Time Manager - 6 units (Fall - Mini 2)

**One of the following courses:**
49-780 - Human Computer Interaction (HCI) – 12 units (Fall - Mini 2; Spring - Mini 4)
49-782 - Data Analytics (DA) - 12 units (Spring - Mini 4)

**Summer**
**FT SM16 ONLY:**
49-793 - Practical Training in Software Management – 3 units (Summer All)

Resources to Obtain Internship
- [College Career Services](#)
- [Career and Professional Development Center](#)

International students please review all requirements regarding the Curricular Practical Training process on page 22.

**FT SM12 ONLY:**

**Electives:** (adapted based on industry trends)
49-764 – Entrepreneurial Finance I
49-765 – Entrepreneurial Finance II
49-766 – Agile Marketing for High Tech Innovation
49-767 – Organizational Behavior for High Tech Knowledge Industry
49-783 – Introduction to Cloud Computing
49-790 - Independent Study– Variable units (Pre-requisite: approval of instructor)
49-791 - Software Management Capstone Project – Variable units (Pre-requisite: approval of instructor)
49-792 - Software Management Practicum - Variable units (Pre-requisite: approval of instructor)

**Fall Term #2 - FT SM16 ONLY:**
Students returning from summer Practical Training are able to take elective courses offered by the Integrated Innovation Institute and other department when space is available.
Curriculum of Study for MS-SM Part-Time

1st year – Core
49-761 - Elements of Software Management (ESM) – 12 units  (Fall - Mini 1)
49-770 - Metrics for Software Managers (MfSM) – 12 units (Fall - Mini 2)
49-771 - Process and Project Management (PPM) – 12 units (Spring - Mini 1)

Track Options:
49-780 - Human Computer Interaction (HCI) – 12 units (Spring - Mini 1)
49-781 - Data Analytics – 12 units (Spring - Mini 2)

2nd year – Core
49-750 - Software Product Definition (SPD) – 12 units  (Fall - Mini 1)
49-751 - Requirements Analysis (RA) – 12 units (Fall - Mini 2)
49-762 - Software Product Strategy (SPS) – 12 units (Spring - Mini 3)
49-763 - The Business of Software – 12 units (Spring - Mini 4)

Track Option:
49-801 - Enterprise Innovation – 24 units (Spring All)

Electives: (adapted based on industry trends)
49-764 – Entrepreneurial Finance I
49-765 – Entrepreneurial Finance II
49-766 – Agile Marketing for High Tech Innovation
49-767 – Organizational Behavior for High Tech Knowledge Industry
49-783 – Introduction to Cloud Computing 49-790 - Independent Study – Variable units (Pre-requisite: approval of instructor)
49-791 - Software Management Capstone Project – Variable units (Pre-requisite: approval of instructor)
49-792 - Software Management Practicum - Variable units (Pre-requisite: approval of instructor)

MS-SM Degree – Total Units
Students must complete a minimum of 144 units; which does not include the summer internship or other professional development course units; and successfully complete all core-required courses to be eligible for graduation. All required courses in the SM program must be completed with a C or better. Students must maintain Good Academic Standing, defined as an overall GPA of 3.0 (B average).
Curriculum of Study for Master of Science in Technology Ventures (MS-TV)

Starting in the Spring 2017 term, the Integrated Innovation Institute will welcome students to the MS-TV degree through two course track options.

**Direct Entry (start: Spring Term)**

Students admitted to the direct-entry program at the Integrated Innovation Institute will follow the semester sequence outlined below.

- **Spring Term #1**: Pittsburgh Campus – 48 units
- **Summer Term**: Silicon Valley Campus – Internship – 3 units
- **Fall Term**: Silicon Valley Campus – 48 units
- **Spring Term #2**: Silicon Valley Campus – 48 units

A complete breakdown of course requirements per semester are listed below.

**Dual-Degree Entry (start: Fall Term)**

The MS-TV degree can be completed in connection with master’s degrees offered in 6 departments in the College of Engineering.

These departments include: Biomedical Engineering (BME), Chemical Engineering (ChemE), Civil & Environmental Engineering (CEE), Electrical & Computer Engineering (ECE), Mechanical Engineering (MechE) and Materials Science & Engineering (MSE).

Students admitted to the dual-degree program with MS-TV will follow the semester sequence outlined below:

- **Fall Term #1**: Pittsburgh Campus (Home Dept.: Engineering Discipline) – 48 units
- **Spring Term #1**: Pittsburgh Campus (Home Dept.: Engineering Discipline*) – 48 units
  *Complete one course, 49-850, Grand Innovation Challenge, for MS-TV Pittsburgh based requirement.
- **Summer Term**: Silicon Valley Campus (Home Dept.: MS-TV) – Internship – 3 units
- **Fall Term #2**: Silicon Valley Campus (Home Dept.: MS-TV) – 48 units
- **Spring Term #2**: Silicon Valley Campus (Home Dept.: MS-TV) – 48 units

A complete breakdown of course requirements per semester are listed below.

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

Full-time degree requirements for the MS-TV & MS-TV Dual Degree curriculums are outlined below. All full-time students are required to maintain full-time student status as defined by the University (36 units) throughout their degree. Total unit minimum/maximums per semester are
outlined below. At this time, all students connected to the MS-TV degree must be registered at full-time student status.

**Registration Process and Procedures**

**Direct Entry Students:** MS-TV students are automatically registered for the Grand Innovation Challenge course in spring 2017.

Students are automatically registered for the required courses in the MS-TV degree, prior to the start of their degree.

**Academic Advising**

MS-TV students will receive academic advice/support per campus location:

- Pittsburgh Campus: Emma Zink (direct entry); Home Engineering Dept. (dual degree entry)
- Silicon Campus: Student Services Coordinator (direct entry & dual degree)

Sheryl Root, MS-TV Program Director, will be available to all students with course/curriculum questions during the MS-TV degree. Students can receive advice regarding courses and career development from the Institute Co-Directors, CMU faculty and/or other Institute staff as well.

**Student Support**

Sheryl Root, MS-TV Program Director, is available to assist MS-TV students with difficult academic or personal situations where a confidential sounding board and/or an intermediary can be helpful.

Sari Smith, Director of Student Affairs, is available to assist students with additional Carnegie Mellon – Silicon Valley Campus resources to help with student support needs.

Examples of situations where students are encouraged to seek advice or assistance include:

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

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

**Alternative Course Placement Policy**

For some full-time Technology Ventures students who have more work experience and skills in their industry, the option to enroll in alternative course placement may be available. To
request this consideration, students must speak with Sheryl Root, Program Director and complete the *Alternative Course Placement Request Form*, which shows significant evidence that they have completed a similar course and/or mastered topics outlined in the course. Alternative course enrollment/substitute course selection will be determined as part of the approval process. Discretion for alternative enrollment is the responsibility of the Program Director of Technology Ventures, Sheryl Root.
Curriculum of Study for Master of Science in Technology Ventures

Direct Entry Degree Requirements

Spring Term #1 – Pittsburgh
   Required Course Units: 48 units
   Minimum Term Units: 48 units
   Maximum Term Units: 60 units

49-850 - Grand Challenge Innovation – 12 units
Applied Technology/Engineering Courses* – 3, 12-unit courses
*List of Approved Courses: https://www.cmu.edu/integrated-innovation/degrees/mstv/courses.html

Summer Term -- Silicon Valley
49-859 - Master of Science in Technology Ventures - Internship/Practica – 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 (36 units) during subsequent semesters.

Fall Term – Silicon Valley
   Required Course Units: 36 units
   Minimum Term Units: 48 units
   Maximum Term Units: 60 units

49-802 & 49-803 - Innovation & Entrepreneurship I & II – 12 units
49-853 - Product Management – 6-unit mini
49-854 - Business Models and Strategy – 6-unit mini
49-855 - Venture Governance – 6-unit mini
49-856 - Legal Issues in New Venture Creation – 6-unit mini

Spring Term #2 – Silicon Valley
   Required Course Units: 36 units
   Minimum Term Units: 48 units
   Maximum Term Units: 60 units

49-801 – Enterprise Innovation – 12 units
49-804 – The Leadership Challenge – 6-unit mini
49-851 – Financial Fundamentals for New Ventures – 6-unit mini
49-852 – Agile Marketing for New Ventures – 6-unit mini
49-857 – Dynamic Global Teams – 6-unit mini
Electives – 24 units; 12 units per semester in Silicon Valley
Example electives include: Commercializing Intellectual Property, Data Analytics,
Building Brands in Early Stage Ventures, Start Up Creation in Practice.
TOTAL Pittsburgh: 48 units
TOTAL Silicon Valley: 99 units

**MS-TV Direct Entry Degree – Total Units**

Students must complete a minimum of 147 units and successfully complete all core-required courses to be eligible for graduation. The average grade of 147 units applied to the degree shall be at least B. Individual course grades below a C (2.0 GPA) are considered unsatisfactory for the degree requirement.

**Dual Degree Entry Requirements**

**Fall Term #1 – Pittsburgh – Home Dept. Engineering Discipline**
Degree requirements for MS in Engineering Discipline degree are outlined per department. All partner departments can be found here:
https://www.cmu.edu/integrated-innovation/degrees/mstv/dual.html

**Spring Term #1 – Pittsburgh – Home Dept. Engineering Discipline**
Total Unit maximum determined by home engineering department

**MS-TV Course Requirements for Dual Degree**

49-850 - Grand Challenge Innovation – 12 units
Applied Technology/Engineering Courses* – 3, 12-unit courses
*List of Approved Courses: https://www.cmu.edu/integrated-innovation/degrees/mstv/courses.html

These course units (48 units) will double-count towards the MS in Engineering & MS-TV degree requirements. 48 units are the maximum courses that can double-count between the MS in Engineering & MS-TV degree requirements.

**Summer Term – Silicon Valley – Home Dept. Integrated Innovation**
49-859 - Master of Science in Technology Ventures - Internship/Practica – 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 (36 units) during subsequent semesters.

**Fall Term – Silicon Valley – Home Dept. Integrated Innovation**
Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 60 units
49-802 & 49-803 - Innovation & Entrepreneurship I & II – 12 units
49-853 - Product Management – 6-unit mini
49-854 - Business Models and Strategy – 6-unit mini
49-855 - Venture Governance – 6-unit mini
49-856 - Legal Issues in New Venture Creation – 6-unit mini

Spring Term #2 – Silicon Valley – Home Dept. Integrated Innovation
Required Course Units: 36 units
Minimum Term Units: 48 units
Maximum Term Units: 60 units

49-801 – Enterprise Innovation – 12 units
49-804 – The Leadership Challenge – 6-unit mini
49-851 – Financial Fundamentals for New Ventures – 6-unit mini
49-852 – Agile Marketing for New Ventures – 6-unit mini
49-857 – Dynamic Global Teams – 6-unit mini

Electives – 24 units; 12 units per semester in Silicon Valley
Example electives include: Commercializing Intellectual Property, Data Analytics, Building Brands in Early Stage Ventures, Start Up Creation in Practice.

TOTAL Pittsburgh: 96 units (48 units double counted between MS in Engineering Degree & MS-TV degree)
TOTAL Silicon Valley: 99 units

Home Engineering Department
Students must complete MS in Engineering requirements as outlined within each department. Link to partner department requirements can be reviewed here: https://www.cmu.edu/integrated-innovation/degrees/mstv/dual.html

MS-TV Dual Degree – Total Units
Students must complete a minimum of 147 units and successfully complete all core-required courses to be eligible for graduation. For dual-degree students, 48 units are double counted between MS in Engineering and 99 units are unique to the MS-TV degree. The average grade of 147 units applied to the MS-TV degree shall be at least B average (3.0 GPA). Individual course grades below a C (2.0 GPA) are considered unsatisfactory for the degree requirement.
Appendix A

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

Key Offices for Graduate Student Support

Office of the Assistant Vice Provost for Graduate Education

www.cmu.edu/graduate; grad-ed@cmu.edu

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

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

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

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

- Conference Funding Grants
- Graduate Small Project Help (GuSH) Research Funding
- Graduate Student Professional Development: seminars, workshops and resources
- Graduate Women Gatherings (GWG)
- Inter-university Graduate Students of Color Series (SOC)
Office of the Dean of Student Affairs
www.cmu.edu/student-affairs/index.html

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

- Career and Professional Development Center
- Cohon University Center
- Counseling & Psychological Services (CAPS)
- Dining Services
- Housing Services
- Office of Integrity and Community Standards
- Office of International Education (OIE)
- Student Activities
- University Health Services

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

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

Eberly Center for Teaching Excellence & Educational Innovation
www.cmu.edu/teaching
Support for graduate students who are or will be teaching is provided in many departments and centrally by the Eberly Center for Teaching Excellence & Educational Innovation. The Eberly Center offers activities for current and prospective teaching assistants as well as any graduate students who wish to prepare for the teaching component of an academic career. The Center also assists departments in creating and conducting programs to meet the specific needs of students in their programs. Specific information about Eberly Center support for graduate students can be found at: www.cmu.edu/teaching/graduatetestudentsupport/index.html
Carnegie Mellon Ethics Hotline
The health, safety and well-being of the university community are top priorities at Carnegie Mellon University. CMU provides a hotline that all members of the university community should use to confidentially report suspected unethical activity relating to financial matters, academic and student life, human relations, health and campus safety or research.

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

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

Graduate Student Assembly
www.cmu.edu/stugov/gsa/index.html
The Carnegie Mellon Student Government consists of an Executive Branch and a Legislative Branch. This is the core of traditional student government, as governed by the Student Body Constitution. The Executive Branch serves the entire student body, graduate and undergraduate, and consists of one president and four vice-presidents. The Legislative Branch for graduate students, The Graduate Student Assembly (GSA) passes legislation, allocates student activities funding, advocates for legislative action 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, www.cmu.edu/stugov/gsa/Resources. 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/
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)
www.studentaffairs.cmu.edu/oie/
Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. Office of International Education (OIE) is the liaison to the University for all non-immigrant students and scholars. OIE provides many services including: advising on personal, immigration, academic, social and acculturation issues; presenting programs of interest such as international career workshops, tax workshops, and cross-cultural and immigration workshops; supporting international and cultural student groups such as the International Student Union and the International Spouses and Partners Organization; maintaining a resource library that includes information on cultural adjustment, international education and statistics on international students in the United States; posting pertinent information to students through email and the OIE website, and conducting orientation programs.

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 Naval ROTC and Veteran Affairs Offices are located at 4615 Forbes Avenue, uro-vaedbenefits@andrew.cmu.edu, 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
www.studentaffairs.cmu.edu/counseling
Counseling & Psychological Services (CAPS) affords the opportunity for students to talk privately about issues that are significant for them in a safe, confidential setting. Students sometimes feel confused about why they are feeling upset and perhaps confused about how to deal with it. An initial consultation with a CAPS therapist will clarify options and provide a recommendation to the appropriate mental health resource at Carnegie Mellon or the larger Pittsburgh community. CAPS services are provided at no cost. Appointments can be made in person or by telephone, 412-268-2922.

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

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

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

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

The WORD
http://www.cmu.edu/student-affairs/theword/
The WORD is Carnegie Mellon University’s student on-line handbook and is considered a supplement to the department (and sometimes college) handbook. The WORD contains campus resources and opportunities, academic policy information and resources, community standards information and resources. It is designed to provide all students with the tools, guidance, and insights to help you achieve your full potential as a member of the Carnegie Mellon community. Information about the following is included in The WORD (not an exhaustive list) and graduate students are encouraged to bookmark this site and refer to it often. University policies can also be found in full text at: http://www.cmu.edu/policies/. Carnegie Mellon Vision, Mission Carnegie Code Academic Standards, Policies and Procedures Educational Goals Academic and Individual Freedom
Statement on Academic Integrity
Standards for Academic & Creative Life
  Assistance for Individuals with Disabilities
  Master's Student Statute of Limitations
  Conduct of Classes
  Copyright Policy
  Cross-college & University Registration
  Doctoral Student Status Policy
  Evaluation & Certification of English Fluency for Instructors
  Final Exams for Graduate Courses
  Grading Policies
  Intellectual Property Policy
  Privacy Rights of Students
  Research
    Human Subjects in Research
    Office of Research Integrity & Compliance
    Office of Sponsored Programs
    Policy for Handling Alleged Misconduct of Research
    Policy on Restricted Research
  Student’s Rights
  Tax Status of Graduate Student Awards

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

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

Statement of Assurance

Last updated: June 14, 2016