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University General Information

Graduate Student Handbook Overview

This document is intended to be an informal source of information for students in the Master of Information Technology Strategy program in the College of Engineering, the Dietrich College of Humanities and Social Sciences, and the School of Computer Science. Herein, you can expect to find information on a broad range of policies, procedures, university and program-specific resources, ranging from academic policies to campus dining options. We hope that you will find the guide useful. Be aware, however, that the MITS program adheres to all university guidelines and procedures, detailed below.
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: [https://www.cmu.edu/student-affairs/ocsi/academic-integrity/index.html](https://www.cmu.edu/student-affairs/ocsi/academic-integrity/index.html)
- University Policies Website: [www.cmu.edu/policies/](http://www.cmu.edu/policies/)
- Graduate Education Website: [www.cmu.edu/graduate/policies/index.html](http://www.cmu.edu/graduate/policies/index.html)

The process for handling various academic and non-academic policy violations or other grievances vary from grievance to grievance. A Summary of Graduate Student Appeal and Grievance Procedures can be reviewed on the [Graduate Education website](http://). The process for addressing alleged violations of non-academic policies and appeal procedures can be found on the University Policies website at: [www.cmu.edu/policies](http://www.cmu.edu/policies) and in The Word at: [https://www.cmu.edu/student-affairs/theword/index.html](https://www.cmu.edu/student-affairs/theword/index.html), including contact information for questions.

Carnegie Mellon University Statement of Assurance

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

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


The Statement of Assurance can also be found online at [https://www.cmu.edu/policies/administrative-and-governance/statement-of-assurance.html](https://www.cmu.edu/policies/administrative-and-governance/statement-of-assurance.html).

The Carnegie Mellon Code

As members of an academic community dedicated to the achievement of excellence, students at Carnegie Mellon are expected to meet the highest standards of personal, ethical, and moral conduct.

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, and commitments kept.
Not only are Carnegie Mellon individuals expected to uphold the standards of the community, they are obliged to hold others accountable for the same. 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 will not apply.

The discovery, advancement, and communication of knowledge is 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 to which the Carnegie Mellon degree is held. Students must not destroy that respect by their failure to meet these standards. Students who cannot meet them should voluntarily withdraw from the university.

The Carnegie Mellon Code can also be found on-line at: https://www.cmu.edu/student-affairs/theword/index.html

**University Policy on Plagiarism and Cheating**

The Software Engineering Professional Programs adheres to all university guidelines and procedures, including the University Policy on Plagiarism and Cheating.

Please review the entire policy at: www.cmu.edu/policies/documents/Academic%20Integrity.htm

Students at Carnegie Mellon are engaged in preparation for professional activity of the highest standards. Each profession constrains its members with both ethical responsibilities and disciplinary limits. To assure the validity of the learning experience a university establishes clear standards for student work.

In any presentation, creative, artistic or research, it is the ethical responsibility of each student to identify the conceptual sources of the work submitted. Failure to do so is dishonest and is the basis for a charge of cheating or plagiarism, which is subject to disciplinary action.

**Statute of Limitations**

As outlined in Carnegie Mellon’s Master’s Students Statute of Limitations, https://www.cmu.edu/policies/student-and-student-life/masters-students-statute-of-limitations.html, students who have matriculated at Carnegie Mellon beginning Fall 2012 will complete all requirements for the master’s degree within a maximum of five years from original matriculation as a master’s student, per program-specific policy. Once this time-to-degree limit has lapsed, a student may resume work towards a master’s degree only if newly admitted to a currently offered master’s degree program under criteria determined by that program.

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

Safeguarding Educational Equity

Policy Against Sexual Harassment and Sexual Assault

Sexual harassment and sexual assault are prohibited by CMU, as is retaliation for having brought forward a concern or allegation in good faith. The policy can be viewed in its entirety at: https://www.cmu.edu/policies/administrative-and-governance/sexual-harassment-and-sexual-assault.html

If you believe you have been the victim of sexual harassment or sexual assault, you are encouraged to contact any of the following resources:

- Sexual Harassment Advisors: a list of advisors can be found in Appendix A of the Policy Against Sexual Harassment and Sexual Assault
- Survivor Support Network: a list of support individuals can be found in Appendix B of the Policy Against Sexual Harassment and Sexual Assault
- Sexual Harassment Process and Title IX Coordinators: a list can be found in Section II of the Policy Against Sexual Harassment and Sexual Assault
- University Police: 412-268-2323; www.cmu.edu/police
- University Health Services: 412-268-2157; www.cmu.edu/HealthServices
- Counseling and Psychological Services: 412-268-2922; https://www.cmu.edu/counseling/contact/index.html

Maternity Accommodation Protocol

Students whose anticipated delivery date is during the course of the semester may consider taking time away from their coursework. All female students who give birth to a child while engaged in coursework are eligible to take either a short-term absence or formal leave of absence. Students actively engaged in coursework may want to consider working with their instructors to receive incomplete grades, elect to drop to part-time status, or take a semester leave of absence.

Students are encouraged to consult with relevant university faculty and staff as soon as possible as they begin making plans regarding time away. Students must contact the Office of the Dean of Student Affairs to register for Maternity Accommodations. Students will complete an information form and meet with a member of the Dean’s Office staff to determine resources and procedures appropriate for the individual student.

Students are encouraged to review the entire protocol at: https://www.cmu.edu/graduate/programs-services/maternity-accommodation-protocol.html
Academic Integrity Statement

Carnegie Mellon University educates its students to become professionals who will serve society with integrity. The university also creates and disseminates new knowledge and expressions of knowledge in ways that benefit society. Carnegie Mellon strives to serve the changing needs of society through the three primary goals outlined in its mission statement:

- to create and disseminate knowledge and art through research and artistic expression, teaching and learning and transfer to society;
- to serve students by teaching them leadership and problem-solving skills, and the values of quality, ethical behavior, responsibility to society and commitments to work;
- to pursue the advantages provided by a diverse community, open to the exchange of ideas, where discovery and artistic creativity can flourish.

In the midst of self-exploration, the high demands of a challenging academic environment can create situations where some students have difficulty exercising good judgment. Academic challenges can provide many opportunities for high standards to evolve if students actively reflect on these challenges and if the community supports discussions to aid in this process. It is the responsibility of the entire community to establish and maintain the integrity of our university.

For more on University expectations: https://www.cmu.edu/student-affairs/ocsi/academic-integrity/statement-AI.html
For more on the entire policy: https://www.cmu.edu/student-affairs/ocsi/academic-integrity/index.html
Key Offices for Graduate Student Support

Graduate Education Office

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

The Graduate Education Office provides central support for all Master’s and Doctoral students with a focus on their academic experience at Carnegie Mellon. Our goals are to support, advice and guide individual graduate students as they work to complete their degrees and to provide resources which will enhance their professional development experience.

Resources offered through the Graduate Education Office include— but are not limited to:

- Website with university resources, contact information for CMU programs and services, calendar of events related to graduate students
- Bi-monthly email to all graduate students with information on activities, resources and opportunities
- Professional Development Seminars and Workshops
- GSA/Provost Conference Funding Grants
- GSA/Provost Small Research Grants (GuSH)
- Consultations on all issues related to the graduate student experience

The Graduate Education Office is directed by Suzie Laurich-McIntyre, Ph.D., Assistant Vice Provost for Graduate Education, who offers personalized consultations with graduate students to support their academic success, connects them with relevant resources, and clarifies university level policies.

The Graduate Education Office also works with the colleges and departments by informing and assisting in forming policy and procedures relevant to graduate students and working with departments on issues related to graduate students. Additionally we partner with many other offices and organizations, such as the Graduate Student Assembly, to support our graduate students’ advancement.

Office of the Dean of Students

https://www.cmu.edu/student-affairs/dean

The Office of the Dean of Students provides central leadership of the metacurricular experience at Carnegie Mellon including the coordination of student support. Vice President of Student Affairs and Dean of Students Gina Casalegno leads the division of student affairs which includes the following offices and departments (not an exhaustive list):

- Athletics, Physical Education and Recreation
- Career and Professional Development Center (CPDC)
- Center for Student Diversity and Inclusion
- Cohon University Center
- Counseling & Psychological Services (CaPS)
- Dining Services
- Office of Community Standards and Integrity (OCSI)
- Office of Student Leadership, Involvement, and Civic Engagement (SLICE)
- University Health Services (UHS)
- Wellness Initiatives
Graduate students will find the enrollment information for Domestic Partner Registration and Maternity Accommodations in the Office of the Dean of Students or on their website. This Office also manages the Emergency Student Loan (ESLs) process. Emergency Student Loans are made available through generous gifts of alumni and friends of the university. The Emergency Student Loan is an interest-free, emergency-based loan repayable to the university 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 Community Standards and Integrity provides consultation, support, resources and follow-up on questions and issues related to Academic Integrity: https://www.cmu.edu/student-affairs/ocsi/students/index.html

College Liaisons are senior members of the Division of Student Affairs who work with departments and colleges addressing student concerns across a wide range of issues. College Liaisons are identified on the student SIO page in the Important Contacts list.

**Center for Student Diversity & Inclusion**

https://www.cmu.edu/student-diversity/

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

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

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

**Assistance for Individuals with Disabilities**

http://www.cmu.edu/education-office/disability-resources/

The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical and programmatic campus access to all events and information within the Carnegie Mellon community. We work to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Sections 503 and 504 of the Rehabilitation
Act of 1973. Students who would like to receive accommodations can begin the process through Disability Resources secure online portal or email access@andrew.cmu.edu to begin the interactive accommodation process.

Students with disabilities are encouraged to self-identify with the Office of Disability Resources and request needed accommodations. Any questions about the process can be directed to Catherine Getchell, 412-268-6121, getchell@cmu.edu.

Eberly Center for Teaching Excellence & Educational Innovation

[link](www.cmu.edu/teaching)

We offer a wide variety of confidential, consultation services and professional development programs to support graduate students as teaching assistants or instructors of record during their time at Carnegie Mellon University and as future faculty members at other institutions. Regardless of one's current or future teaching context and duties, our goal is to disseminate evidence-based teaching strategies in ways that are accessible and actionable. Programs and services include campus-wide Graduate Student Instructor Orientation events and our Future Faculty Program, both of which are designed to help participants be effective and efficient in their teaching roles. The Eberly Center also assists departments in creating and conducting customized programs to meet the specific needs of their graduate student instructors. Specific information about Eberly Center support for graduate students is found at [www.cmu.edu/teaching/graduatestudentsupport/index.html](www.cmu.edu/teaching/graduatestudentsupport/index.html).

Graduate Student Assembly

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

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

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

www.cmu.edu/icc/
The Intercultural Communication Center (ICC) is a support service for nonnative English speakers, both newly arrived international students as well as students who attended high school and/or undergraduate programs in the US. The ICC offers seminars, workshops, and 1-1 consultations that develop the language and cross-cultural skills needed to succeed in academic programs at Carnegie Mellon University. The ICC provides International Teaching Assistant (ITA) testing, a required test indicating a nonnative speaking TA has the language proficiency required to work with students in classes, labs or individual meetings. The ICC also supports International Teaching Assistants in developing fluency and cultural understanding to teach successfully at Carnegie Mellon University.

Office of International Education (OIE)

http://www.cmu.edu/oie/
Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. The Office of International Education (OIE) is the liaison to the University for all non-immigrant students and scholars. OIE provides many services including: advising on personal, immigration, academic, social and acculturation issues; presenting programs of interest such as international career workshops, tax workshops, and cross-cultural and immigration workshops; maintaining a resource library that includes information on cultural adjustment, international education and statistics on international students in the United States; posting pertinent information to students through email and the OIE website, and conducting orientation programs.

Veterans and Military Community

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

Carnegie Mellon Ethics Hotline

https://www.cmu.edu/hr/resources/ethics-hotline.html
The health, safety and well-being of the university community are top priorities at Carnegie Mellon University. CMU provides a hotline that all members of the university community should use to confidentially report suspected unethical activity relating to areas below:

- Academic and Student Life
- Bias Reporting
- Environmental Health and Safety
- Financial Matters
- High-Risk Incident
- Human Resource Related
- Information Systems
- Research
- Threat of Business Interruption
- Threat of Violence or Physical Harm
- Title IX

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

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

**Policy Against Retaliation**

It is the policy of Carnegie Mellon University to protect from retaliation any individual who makes a good faith report of a suspected violation of any applicable law or regulation, university Policy or procedure, any contractual obligation of the university, and any report made pursuant to the Carnegie Mellon University Code of Business Ethics and Conduct.

Additional details regarding the Policy Against Retaliation are available at https://www.cmu.edu/policies/administrative-and-governance/whistleblower.html

**Key Offices for Academic & Research Support**

**Academic Coaching/Consulting - The Office of Academic Development**

https://www.cmu.edu/acadev/coaching/index-grad.html

The Academic Coaching Program is a student assistance program that supports graduate students in the development and/or improvement of skills, strategies, and processes that are necessary for a productive and successful experience at CMU and beyond. Support for graduate students comes in two forms: Individualized Sessions and Group Workshops. Individualized Sessions are the primary focus and can be best understood as working with a personal consultant. Academic Coaches/Consultants meet with students regularly, in a one-on-one capacity, in order to assess a student’s needs and implement strategies to satisfy those needs, while providing a variety of support throughout the process. Areas of focus include, but are not limited to:

- **Self-Management**
  - Developing and/or adjusting your organizational system
  - Managing time and combating stress and procrastination
  - Prioritization and decision making
  - Advancing mindset, self-efficacy, and belongingness
  - Balancing coursework, research, and professional development opportunities

- **Study Skills**
  - Identifying and modifying your learning process
  - Metacognition
  - Test-taking and note-taking strategies
  - Content comprehension and retention
Computing and Information Resources

www.cmu.edu/computing

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

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

Global Communication Center

https://www.cmu.edu/gcc

The Global Communication Center offers free one-on-one tutoring and workshops for native and non-native English speakers from any academic discipline. Our tutors are trained to provide research-backed communication strategies on written, oral, and visual communication projects, in the sciences and the humanities. We can help you improve the effectiveness of your communication in any academic project, including the following:

- Technical reports
- Dissertations
- Research posters
- Oral presentations
- Journal articles
- Grant proposals
- Class essays

You can visit us at any stage in the project—whether you are just getting started and need to talk through ideas or are putting the finishing touches on a final draft.

We also offer workshops on topics including crafting professional emails, team communication, PowerPoint slide design, data visualization, and job application materials.

For more information, to view our resources, or to schedule an appointment, visit our website.

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](http://www.cmu.edu/research-compliance/index.html)

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

Key Offices for Health, Wellness & Safety

Counseling & Psychological Services

[https://www.cmu.edu/counseling/](http://https://www.cmu.edu/counseling/)

Counseling & Psychological Services (CaPS) affords the opportunity for students to talk privately about issues that are significant for them in a safe, confidential setting. Students sometimes feel uncertain about why they are feeling upset and perhaps confused about how to deal with those feelings. 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 also provides workshops and group sessions specifically for graduate students on campus. CaPS services are provided at no cost. Appointments can be made in person or by telephone, 412-268-2922.

Health Services

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

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

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

Campus Wellness

[https://www.cmu.edu/wellness/](http://https://www.cmu.edu/wellness/)

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

**Religious and Spiritual Life Initiatives (RSLI)**

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

**University Police**

http://www.cmu.edu/police/

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

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

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

The WORD

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

The WORD is Carnegie Mellon University’s student 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/.
Department and General Information

Master of Information Technology Strategy Program Mission Statement

The goal of the Master of Information Technology Strategy (MITS) program is to produce leaders with the critical thinking skills and strategic perspective needed to solve challenges within the information and cyber domains.

Degree Offered

Master of Information Technology Strategy (MITS)

The Master of Information Technology Strategy (MITS) is a cooperative endeavor of CMU’s College of Engineering, School of Computer Science, and the Institute for Politics and Strategy.

The rapidly evolving landscape of technology and related cyber challenges requires an understanding of the broad range of network and cyber operations, data analytics and forensics, cyber security, decision science, politics and strategy, international security, and the ability to apply best practices to solutions. For students interested in becoming leaders within the information and cyber-security domains, the MITS program offers a multidisciplinary approach, within which students obtain:

• Breadth through the study of four areas: Data Analytics, Politics and Strategy, Information Security, and Software and Networked Systems, and

• Depth through a concentration in one of those areas.

Over the course of the 12-month program, with an optional one-semester extension, the MITS program helps shape students into leaders by leveraging Carnegie Mellon’s broad expertise in the critical areas of cyber security and information dominance, drawing from CMU’s faculty, research centers, and degree programs of international renown.

For the purposes of this handbook, polices and procedure mentioned herein pertain to the MITS program. All questions regarding other degree or certificate programs should be directed to the program administrator.
# Program Resources

## Personnel

The Master of Information Technology Strategy is a cooperative endeavor of the College of Engineering, the School of Computer Science, and the Institute for Politics and Strategy. We recommend that you become familiar with the leadership of all of these organizations.

Below you will find information on all associated faculty, mentors, and staff; including the possible ways in which you may interact with them.

### College of Engineering

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Office</th>
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### Institute for Politics and Strategy

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Office</th>
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<tbody>
<tr>
<td>Kiron K. Skinner, <em>Director, Taube Professor</em></td>
<td>PH 223F</td>
<td>412-268-3238</td>
</tr>
<tr>
<td>Baruch Fischhoff, <em>Interim Director, Howard Heinz University Professor</em></td>
<td>PH 219E</td>
<td>412-268-3246</td>
</tr>
</tbody>
</table>

### School of Computer Science

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Office</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Tom Mitchell, <em>Interim Dean</em></td>
<td>GHC 8203</td>
<td>412-268-2611</td>
</tr>
<tr>
<td>Srinivasan Seshan, <em>Computer Science Department Head</em></td>
<td>GHC 7019</td>
<td>412-268-8734</td>
</tr>
<tr>
<td>Guy Blelloch, <em>Associate Dean for Undergraduate Programs</em></td>
<td>GHC 9211</td>
<td>412-268-6245</td>
</tr>
<tr>
<td>David Garlan, <em>Associate Dean for Master’s Programs</em></td>
<td>WEH 4218</td>
<td>412-268-5056</td>
</tr>
</tbody>
</table>
## Institute for Software Research

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Office</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Bill Scherlis, Director, ISR</td>
<td>WEH 5222</td>
<td>412-268-8741</td>
</tr>
<tr>
<td>Travis Breaux, Director, Software Engineering</td>
<td>SCRG 270</td>
<td>412-268-1652</td>
</tr>
</tbody>
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## MITS – Who We Are, Where We Are, and What We Do

### Faculty

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Course</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>Yuvraj Agarwal, Assistant Professor, Institute</td>
<td>18-349 Introduction to Embedded Real-Time Systems</td>
<td>CIC 2217 412-268-4856 <a href="mailto:agr@ece.cmu.edu">agr@ece.cmu.edu</a></td>
</tr>
<tr>
<td>for Software Research; Electrical &amp; Computer</td>
<td></td>
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<tr>
<td>Engineering</td>
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</tr>
<tr>
<td>John Chin, Post-Doctoral Fellow, Institute for</td>
<td>84-622 Nonviolent Conflict and Revolution</td>
<td>PH 223H <a href="mailto:jjchin@andrew.cmu.edu">jjchin@andrew.cmu.edu</a></td>
</tr>
<tr>
<td>Politics and Strategy</td>
<td>84-662 Diplomacy and Statecraft</td>
<td></td>
</tr>
<tr>
<td>Nicolas Christin, Assistant Research Professor,</td>
<td>17-741/18-631 Introduction to Information Security</td>
<td>CIC 2108 412-268-4432 <a href="mailto:nicolasc@cmu.edu">nicolasc@cmu.edu</a></td>
</tr>
<tr>
<td>Electrical &amp; Computer Engineering, CyLab</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colin Clarke, Assistant Teaching Professor, Institute for Politics and Strategy</td>
<td>84-605 The Future of Warfare</td>
<td>PH 223G <a href="mailto:cclarke@andrew.cmu.edu">cclarke@andrew.cmu.edu</a></td>
</tr>
<tr>
<td>Molly Dunigan, Lecturer, Institute for Politics and Strategy</td>
<td>84-680 Grand Strategy in the United States</td>
<td></td>
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<tr>
<td></td>
<td>84-689 Terrorism and Insurgency</td>
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<td>84-690 Social Media, Technology, and Conflict</td>
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<td>84-686 The Privatization of Force</td>
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<tr>
<td></td>
<td>84-720 International Security Graduate Seminar</td>
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<tr>
<td>Baruch Fischhoff, Howard Heinz University Professor, Institute for Politics and Strategy</td>
<td>84-669 Decision Science for International Relations</td>
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<tr>
<td>Name</td>
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</tr>
<tr>
<td>Christos Faloutsos</td>
<td>Professor, Computer Science; Machine Learning</td>
<td>15-826 Multimedia Databases and Data Mining</td>
</tr>
<tr>
<td>David Garlan</td>
<td>Faculty, Institute for Software Research</td>
<td>17-655 Architectures for Software Systems</td>
</tr>
<tr>
<td>Virgil Gligor</td>
<td>Professor, Electrical &amp; Computer Engineering; CyLab; Computer Science</td>
<td>18-730 Introduction to Computer Security</td>
</tr>
<tr>
<td>Michelle Grisé</td>
<td>Adjunct Faculty, Institute for Politics and Strategy</td>
<td>84-673 Emerging Technologies and the Law</td>
</tr>
<tr>
<td>Brent Kennedy</td>
<td>Risk Vulnerability Assessment Security, SEI Cybersecurity Assurance; MS in Information Security</td>
<td>95-884 Network Defenses</td>
</tr>
<tr>
<td>Hyong Kim</td>
<td>Professor, Electrical &amp; Computer Engineering</td>
<td>18-756 Packet Switching &amp; Computer Networks</td>
</tr>
<tr>
<td>Christopher May</td>
<td>Technical Director Workforce Development, SEI Workforce Development Fo, INI/MS</td>
<td>14-761 Applied Information Assurance</td>
</tr>
<tr>
<td>Jose Morales</td>
<td>Senior Researcher, SEI Forensics Ops and Investigations</td>
<td>17-632 Engineering Run Time Malware Detection</td>
</tr>
<tr>
<td>Forrest Morgan</td>
<td>Adjunct Faculty, Institute for Politics and Strategy</td>
<td>84-672 Space and National Security</td>
</tr>
<tr>
<td>M. Granger Morgan</td>
<td>Professor, Engineering &amp; Public Policy</td>
<td>84-688 Concepts of War and Cyber War</td>
</tr>
<tr>
<td>Bill Nace</td>
<td></td>
<td>84-736 Analytical Social Science and National Security: Emerging Challenges in National Security</td>
</tr>
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<td></td>
<td></td>
<td>19-701 Intro to the Theory &amp; Practice of Policy</td>
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<td></td>
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<td>14-740 Fundamentals of</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
<td>Office or Classroom</td>
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</tr>
<tr>
<td>Dani Nedal</td>
<td>Post Doctoral Fellow, Institute for Politics and Strategy</td>
<td>BPH 129B</td>
</tr>
<tr>
<td>Jon Peha</td>
<td>Professor, Engineering &amp; Public Policy</td>
<td>WEH 8127</td>
</tr>
<tr>
<td>Isaac Porche</td>
<td>Adjunct Faculty, Institute for Politics and Strategy</td>
<td>WEH 3115</td>
</tr>
<tr>
<td>Deva Ramanan</td>
<td>Associate Professor, Robotics Institute</td>
<td>EDSH 221</td>
</tr>
<tr>
<td>Carolyn Rose</td>
<td>Associate Professor, Language Technologies Institute; Human Computer Interaction Institute</td>
<td>GHC 5415</td>
</tr>
<tr>
<td>Ronald Rosenfeld</td>
<td>Professor, Language Technologies Institute; Machine Learning</td>
<td>GHC 8103</td>
</tr>
<tr>
<td>Norman Sadeh-Koniecopol</td>
<td>Professor, Institute for Software Research; Cylab</td>
<td>WEH 5303</td>
</tr>
<tr>
<td>Mahadev Satyanarayanan</td>
<td>Carnegie Group Professor, Computer Science</td>
<td>GHC 9123</td>
</tr>
<tr>
<td>Vyas Sekar</td>
<td>Assistant Professor, Electrical &amp; Computer Engineering; Cylab; Computer Science</td>
<td>CIC 2122</td>
</tr>
<tr>
<td>Mel Siegel</td>
<td>Associate Research Professor,</td>
<td>NSH A421</td>
</tr>
<tr>
<td>Name</td>
<td>Department</td>
<td>Office</td>
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<td>-----------------------</td>
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</tr>
<tr>
<td>Daniel Siewiorek</td>
<td><em>Buhl University Professor, Human Computer Interaction Institute</em></td>
<td>18-843 Mobile and Pervasive Computing</td>
</tr>
<tr>
<td>Marvin Sirbu</td>
<td><em>Professor, Engineering &amp; Public Policy; Tepper School of Business</em></td>
<td>19-722 Telecommunications Technology Policy &amp; Management</td>
</tr>
<tr>
<td>Red Whittaker</td>
<td><em>Fredkin University Research Professor, Robotics Institute</em></td>
<td>16-861 Mobile Robot Design</td>
</tr>
<tr>
<td>Yiming Yang</td>
<td><em>Professor, Language Technologies Institute</em></td>
<td>11-441 Search Engines and Web Mining 11-741 Multimedia Databases and Data Mining</td>
</tr>
<tr>
<td>Michael Yu</td>
<td><em>Postdoctoral Fellow, Social &amp; Decision Sciences</em></td>
<td>88-602 Behavioral Decision Making</td>
</tr>
</tbody>
</table>
### Academic Advisor

<table>
<thead>
<tr>
<th>Name</th>
<th>Role/Interactions</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emily serves as the academic advisor for the MITS degree program and works with students to select courses and resolve academic questions and issues.</td>
<td>BH A55B 412-268-7082 <a href="mailto:ehalf@andrew.cmu.edu">ehalf@andrew.cmu.edu</a></td>
<td></td>
</tr>
</tbody>
</table>
### Administrative Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Role/Interactions</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marlana</td>
<td>Serves as the administrator for the MITS degree program. Among many other program-related issues, you will likely go to her regarding admission questions, registration, commencement, orientation and general program information.</td>
<td>SCRG 277 412-268-5067 <a href="mailto:mpawlak@cs.cmu.edu">mpawlak@cs.cmu.edu</a></td>
</tr>
</tbody>
</table>
Alli is the MITS point-of-contact for the program’s website and helps to coordinate events associated with the Seminar through the Policy Forum in the Center for International Relations and Politics. Please contact her if you have suggestions for the website or if you have questions related to events.

PH 100B
412-268-8818
aaf2@andrew.cmu.edu
## Facilities Staff

<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Role/Interactions</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Stockhausen</td>
<td>You may contact Paul regarding any issue you may have with the building or furniture. Also, Paul should be contacted in the event of an accident on the property.</td>
<td>GHC 4105 412-268-8223 <a href="mailto:stocky@cs.cmu.edu">stocky@cs.cmu.edu</a></td>
</tr>
<tr>
<td>Senior Manager of Building Facilities, School of Computer Science</td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Gregory</td>
<td>You may contact Jamie regarding any issue you may have with the building, furniture, or phones.</td>
<td>GHC 4107 412-268-2069 <a href="mailto:jamieg@cs.cmu.edu">jamieg@cs.cmu.edu</a></td>
</tr>
<tr>
<td>Associate Facilities Manager, School of Computer Science</td>
<td></td>
<td></td>
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</tbody>
</table>

## Technical Staff
<table>
<thead>
<tr>
<th>Name/Title</th>
<th>Role/Interactions</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emanuel Bowes</td>
<td>Emanuel maintains servers and provides tech support for the MITS program</td>
<td>WEH 5301</td>
</tr>
<tr>
<td><em>Systems Technician, ISR</em></td>
<td></td>
<td>412-268-3369</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:peb2+@cs.cmu.edu">peb2+@cs.cmu.edu</a></td>
</tr>
<tr>
<td>Thomas W. Pope</td>
<td>Tom’s responsibilities include IT support, system administration, and website support</td>
<td>WEH 5301</td>
</tr>
<tr>
<td><em>Systems Manager, ISR</em></td>
<td></td>
<td>412-268-8615</td>
</tr>
<tr>
<td></td>
<td></td>
<td>t <a href="mailto:pope@cmu.edu">pope@cmu.edu</a></td>
</tr>
</tbody>
</table>

For a complete listing of CMU faculty and staff, please visit: [www.cmu.edu/Directory](http://www.cmu.edu/Directory)

### Graduate Student Ombudsman

To better serve Graduate Student interests in the event of conflict (academic or otherwise), the Graduate Student Department provides a Graduate Student Ombudsman. For more information on Suzie Laurich-McIntyre’s role as ombudsman for graduate students, please refer to the section on the *Office of the Assistant Vice Provost for Graduate Education* in the *Additional Resources Manual*. 
Departmental Information

Reasonable Person Policy

In addition to the overarching university codes of conduct, the program abides by one of the best traditions of the School of Computer Science: the “Reasonable Person Policy.” This policy essentially says that we expect members of our community to act reasonably. As such, we attempt to keep formal, written rules to a relative minimum (the guidelines set forth in this handbook notwithstanding).

The governing principles of the Reasonable Person Policy are:

- Everyone will be reasonable.
- Everyone expects everyone else to be reasonable.
- No one is special.
- Do not be offended if someone suggests you are not being reasonable.

On a day-to-day basis, we simply ask that as a member of our community you treat others as you wish to be treated. Be honest. Show consideration for others when using facilities, resources, and supplies. Practice grace and humility when receiving feedback. Demonstrate tact and diplomacy when offering feedback to others.

Mailing Address for Master of Information Technology Strategy Program

Master of Information Technology Strategy Program
Carnegie Mellon University
300 South Craig Street, 2nd floor
Pittsburgh, PA 15213 USA

Program Resources

Office Spaces and Building Facilities

All students are provided with a working area. Provisions can be made for handicapped students. It is the responsibility of the student to notify the department of any special physical needs.

Keys

- Keys to lockable student storage space and a general access key are distributed to each student at Orientation.
- It is the responsibility of the student to return the keys upon leaving the program.
- Lost keys can be replaced at the cost of $20 each.

Security

- In the event of an emergency, contact Campus Police at: 412-268-2323
- The door leading from South Craig Street will be kept locked at all times.
• Access to the building is made by swiping a valid and activated Carnegie Mellon student identification card at the front door access area.
• Elevator and 2nd floor access is made by swiping the student ID card in both locations.
• Doors at the top of the 2nd floor stairway must remain locked at all times.
• Student cabinets located inside the MITS student space are lockable and remain the responsibility of the assigned student.
• Please do not invite friends into the MITS professional areas on a regular basis.
• In case of theft of property, either personal or university, please notify Paul Stockhausen, Campus Security, and a MITS programs administrator.
• Emergency egress can be made by using any of the exit stairways. These can be found inside the MITS professional area, or in the 2nd floor main hallway.
• The university’s on-campus emergency procedure can be reviewed here: https://www.cmu.edu/drbc/em/index.html

Conference Rooms
• Six student meeting rooms are available for student teams to assemble collectively or with project clients.
• These rooms are scheduled each semester by the Studio Manager, and are available upon request on a first-come, first-reserved basis.

Media Rooms
• All 300 S. Craig Street student meeting rooms are equipped with overhead projectors and computer projections capabilities.
• All conference rooms are equipped with floor-to-ceiling white boards.
• High-end telecommunications systems are installed in the faculty conference room and two of the student breakout rooms.

Program and Departmental Libraries
The James E. Tomayko Memorial Library is located in the Master’s Programs in Software Engineering professional space, 300 South Craig Street, 2nd floor. This collection is the generous donation of Dr. Jim ‘Coach’ Tomayko, former director, faculty member, and SEI researcher. Program students may sign out books from his collection for their personal and professional use.

Students may also use the Engineering and Science Library (Wean Hall 4615) and the Software Engineering Institute Library (SEI 1st Floor).

Parking
Parking on campus for students and for their clients is their responsibility. See parking services website at: www.cmu.edu/parking/
Repairs

- Computing equipment:
  - Notify an ISR IT technical support staff member
- Furniture:
  - Notify Paul Stockhausen (stocky@cs.cmu.edu).
- Services:
  - For furniture, lighting, heating, cooling, etc., contact Paul Stockhausen.
  - For computers, contact the SCS help desk (Ext. 4231) or the ISR Systems Mgr. (Ext. 7138).

Accidents on CMU Property

Please report all accidents to Paul Stockhausen (stocky@cs.cmu.edu) and the MITS Office. You will be asked to complete an accident report.

Mail and Correspondence

Mailboxes

Mail slots (arranged in alphabetical order) are located inside the master program’s professional space on the 2nd floor, 300 South Craig Street. All mail is delivered to this location. Please check your mail slot regularly. Mail that is left for an extended period of time may be discarded.

Express Mail/UPS/FedEx

Students may send materials to project clients using these services. Program administrators can supply the packing materials.

Deliveries can be sent to you at the program address. Please check your student mailbox regularly to retrieve mail/packages.

Fax

There is a fax machine in the program’s location. Please see the program administrator for the access code. Incoming faxes may be received without charge in the fax room at Craig Street (412-268-5413).

Copy Machines

There are two copy machines located on the 2nd floor of the Master’s Programs professional facility at 300 South Craig Street. One is located in the corridor outside of SCRG 277. The other is located in SCRG 283.

Department Computer Clusters

There are a large number of computer clusters located throughout the CMU campus. For locations, see: www.cmu.edu/computing/clusters/
Office Supplies and Equipment

Supplies

- A small quantity of supplies is kept in the student public area.
- When taking supplies from the program stock, please remember the “Reasonable Person” policy. Inform a program administrator when the supply runs low.
- Empty 3-ring binders are often available from administrators. When the 3-ring binder is no longer needed, please empty it and return it to this stock for use by other students.
- The department will not provide special supplies.
- Shared office supplies, such as heavy-duty stapler, 3-hole punch, etc., are in the public copy/printing area on the 2nd floor. Students are asked to use the supplies in the designated areas.

Conference Phones

- Conference phones are available for business use. Students may use program conference phones to conduct business with project clients, potential employers, or to complete work essential to their plan of study or project work.
- It is recommended that the outside party initiate the conference call. Direct-dial phone numbers for each room are readily available and can be shared with the outside party.
- To make calls internal to the university, it is necessary to dial “8” followed by the last 4 digits of the university office or individual contact number.
- To make calls outside of the university, dial 122 + 13925472 + 9 + (1) + the 7-digit phone number.
- To telephone outside of the US, it is necessary to dial 122 + 13925472 + 9 + 011 + the 7-digit phone number.

Financial and Social Resources/Policies

Expenses

- Any expenses incurred on behalf of the program and approved in advance by the Program Manager may be reimbursed.
- Expenses associated with projects that have been pre-approved by the Program Manager or Director may be reimbursed by the program.
- Receipts that verify purchases and/or expenses should be presented to the program administrator for reimbursement.

Program Approach to Press and Media Relations

The Program Manager is the point-of-contact between news media and the MITS community, including faculty, students, administrators and staff.

If any student, staff or faculty member of the Program is contacted by a media representative, they are encouraged to immediately inform either the Program Director or Program Manager. Persons are not
required to answer any questions from journalists without first seeking counsel from program leadership.

Persons interested in publicizing a program, project, event, or other activity affiliated with the MITS Program should contact the Program Administrator, Marlana Pawlak, or the Program Director, Travis Breaux.

**Program, Department, College, and University Brands and Logos**

The MITS program adheres to the University’s established guidelines regarding brand identity and logo usage. For more information on the use of university logos and suggested brand identity markers (color scheme, typeface, etc.), please consult the Office of Marketing Communications:  
[www.cmu.edu/marcom/brand-guidelines/index.html](http://www.cmu.edu/marcom/brand-guidelines/index.html)

If you would like to use the MITS logo, please contact the Program Administrator, Marlana Pawlak, regarding its usage first.
Degree Attainment

Course of Study and Graduation

Duration of the Program
MITS full-time campus degree program: Designed to be completed in 3 consecutive semesters, with the option of an additional semester which allows the student to deepen their knowledge in a particular concentration area.

Study is split between College of Engineering, the School of Computer Science, and the Institute for Politics and Strategy.

Definition of Full-Time Status
The MITS Program defines full-time enrollment as no less than 36 units in a given semester.

Deferment of Start of Program
Applicants admitted to the MITS program may enter only in the year of acceptance. If a student does not attend in the year they are accepted, the student must re-apply to the program.

Course of Study
To receive the Master of Information Technology Strategy (MITS) degree, students must successfully complete the appropriate courses with an overall quality point average (QPA) of 3.0. If a grade lower than “B-” (B minus) is received in any core, concentration, project or seminar course, that course must be repeated regardless of the QPA. A “B-” (B minus) or less in any course may jeopardize the student’s good standing in the program.

The MITS program’s minimum requirements include 120 units, divided as follows:

- Core Course Requirements – 48 units
- Area of Concentration – 24 units
- Free Elective – 12 units
- Project – 30 units
- Seminar – 6 units

All core and concentration requirements must be completed in the first two semesters of the program. Core courses may be used to fulfill concentration requirements. Due to changing class availability, alternatives to core and concentration area will be considered on a case-by-case basis.

Four Semester Option
An optional one-semester extension allows students to deepen their knowledge in a particular concentration area. Students are expected to complete their core and concentration requirements in the first three semesters. Students pursuing the four-semester option require a minimum of 156 units in order to graduate.
For more specific information, see the following:  [www.cmu.edu/mits/curriculum/core/index.html](http://www.cmu.edu/mits/curriculum/core/index.html)

**Note 1:** Course units are listed as a convenience for those who wish to know this information. Three CMU units are roughly equivalent to one credit hour. Therefore, a 12-unit course is equivalent to a 4-credit course.

**Note 2:** Generally, the recommended number of units per semester is 48 units. Maximum registration in any given semester is 51 units. Registration for greater than 51 units requires the advance permission and approval/signature of the Program Director.

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**Core Courses**

Core courses establish the necessary background and a common competence level in each of the four thematic areas: Data and Analytics, Politics and Strategy, Information Security, Software and Networked Systems. For a list of core courses, see the following: [www.cmu.edu/mits/curriculum/core/index.html](http://www.cmu.edu/mits/curriculum/core/index.html).

**Area of Concentration**

The area of concentration provides an opportunity to build upon core course knowledge, and to develop expertise in a specific area. Students choose a focus area (2 courses, or 24 units) from amongst the following concentration areas: Data and Analytics, Politics and Strategy, Information Security, Software and Networked Systems. For a list of courses, arranged by area of concentration, see the following: [www.cmu.edu/mits/curriculum/concentration/index.html](http://www.cmu.edu/mits/curriculum/concentration/index.html).

**Elective Coursework**

Students may explore their area of concentration further, or pursue topics outside their area of concentration, through free electives. At least one course (12 units) must be taken outside of their area of concentration.

**Project**

Offered during the summer semester, the project provides students with the opportunity to engage in a mentored team project, to delve deeply into a problem, and to create a solution relevant to information technology strategy.

Schedule: spring semester (6 units), summer semester (24 units)

For more information about the project, see the following: [https://www.cmu.edu/mits/curriculum/seminarpracticum.html](https://www.cmu.edu/mits/curriculum/seminarpracticum.html).

**Seminar**

The seminar brings the cohort of students together to explore topics of particular interest. Special military and civilian leaders will be invited as guest presenters in the speaker series.

Throughout the first fall and spring semesters, students are required to attend weekly seminars offered by various departments from across the university. Seminar participants are required to write and submit a summary of each seminar that they attend as supporting documentation of their learning and
engagement.

Schedule: first fall and spring semesters, with each semester counting as 3 units, 6 units total

Consideration of Courses within Degree Requirements
Courses will first be considered as a core course requirement. If not applicable as a core course, it may then be considered to fulfill a concentration requirement or as a free elective or supplemental course.

Students are encouraged to meet with the academic advisor to discuss specific course selections and their applicability toward degree completion requirements.

Course Materials
All course materials are available as announced by the instructor. Books may be purchased at the Carnegie Mellon Bookstore or from the student’s favorite online bookseller.

Independent Study Courses
An independent study (IS) course is one that is:
- designed by the student for further study in a particular area of interest, and
- used when there is no formal course available in a given subject area.

Independent study courses may be 9 or 12 units. Each Independent Study course, regardless of the proposed units, will fulfill the requirement of one elective course only. A maximum of two Independent Studies is permitted toward degree completion requirements with a limit of one per semester.

Each Independent Study course must be advised and approved by at least one faculty member, as well as the academic advisor. Agreement to supervise an Independent Study course is purely voluntary on the part of the faculty member. It is the duty of the student, therefore, to negotiate the terms and conditions of the Independent Study with the pertinent faculty member(s) who will be supervising the study. These individuals are referred to as “Independent Study Supervisors.”

Once the student identifies the individual who will supervise, he/she must:

1. Enter into an agreement with the mentor that clearly defines learning expectations, schedules and timelines, and IS deliverables

2. Retrieve an “Independent Study Proposal Form” from the program administrator (SCRG 277) or online at https://www.cmu.edu/mits/curriculum/mits-forms.html, completing the form in its entirety.

3. Develop a detailed IS proposal that includes the work to be done, the deliverables, and the agreed-upon expectations as defined with the IS mentor
4. Submit the form, inclusive of signatures of the student and the supervisor, to the academic advisor for review and signature.

5. Following additional revisions and once approved by the academic advisor, the IS form will be processed by the program administrator (SCRG 277).

The Independent Study Proposal form must be submitted no less than 2 weeks before the end of the semester preceding the term in which the proposed IS will take place.

**Typical plan of study:**

<table>
<thead>
<tr>
<th>Semester</th>
<th>Core</th>
<th>Concentration</th>
<th>Free Elective</th>
<th>Seminar</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>24 Units</td>
<td>12 Units</td>
<td>12 Units Maximum</td>
<td>3 Units</td>
<td></td>
</tr>
<tr>
<td>Spring</td>
<td>24 Units</td>
<td>12 Units</td>
<td>6 Units Maximum</td>
<td>3 Units</td>
<td>6 Units</td>
</tr>
<tr>
<td>Summer</td>
<td></td>
<td></td>
<td>24 Units Maximum</td>
<td></td>
<td>24 Units</td>
</tr>
</tbody>
</table>

**On Participating in Campus Commencement**

Graduates of the 12- and 16-month MITS program participate in the May commencement ceremony in the year following the completion of their degree requirements.

**Schedules**

**University Schedules**

The university issues schedules of courses for each semester. These are generally available in mid-April for the summer session, late-April for the fall semester, and mid-November for the spring semester.

The most current course schedule can be found on The Hub website:

enr-apps.as.cmu.edu/open/SOC/SOCServlet

The schedule lists the course number, title, instructor, section, days, hours and room, and the prerequisites, if any. Course schedules may change due to unexpected circumstances; such as non-availability of faculty, low class size, and unexpectedly high enrollment.

It is the responsibility of the student to refer to the latest course schedules.
Examination Schedules

• The University’s official final examination period begins on the Monday immediately following the last day of classes and continues through the last day of scheduled final examinations, with the exception of reading day(s).
• Scheduled final examinations are those scheduled by Enrollment Services: https://www.cmu.edu/hub/registrar/exams-and-grading/index.html.
• An instructor may choose not to set a schedule for the final examination, rather allowing each student to choose his/her examination time. Such exams are called self-scheduled examinations.

Make Up Exams

Make-up exams remain the discretion of the individual course instructors and will be scheduled as appropriate.

Enrollment

Registration Procedure

• Course registrations are completed by the student online at: www.cmu.edu/hub/sio.
• The MITS program (and the university) reserves the right to withdraw any announced course if the enrollment is too low. The program also reserves the right to make changes in the schedule of hours, units, or in instructional staff.
• It is the responsibility of each student to register for courses. This can be done at any time, beginning with the pre-registration period and ending during the add/drop period. Dates can be found on the official academic calendar.
• Each student must register for each course, whether it is for credit or audit. Any student whose name is not on the roster for a particular course on the first day of class may be denied admission to the course.

Drop/Add Procedures

For policies and procedures regarding the implications of adding and dropping courses, please refer to: www.cmu.edu/policies/ (carefully review the “Drop/Withdrawal Grades” subsection).

Please consult the Official Academic Calendar for official add/drop dates: www.cmu.edu/hub/calendar.html

Courses with Restricted Enrollment

A faculty member may set a limit on the number of students permitted to enroll in a course he or she is teaching. If the number of pre-registered students for a course exceeds the class size, as specified by the instructor of the course, all other students will be put on a waiting list.
Grades and Evaluations

All courses offered through the program are graded on the 4.3 grading standard

- MITS students must maintain a “B or better” overall average. “B” is equivalent to a 3.0 QPA.
- “R” = Failure. This grade is not acceptable for any graduate student.
- CMU policy specifies that a student who receives an “R” grade in any core course must retake the course and potentially assume supplemental tuition costs for the same. The program adheres to this and all CMU policies.
- If a grade lower than “B-” (B minus) is received in any core, concentration or project course, those courses must be repeated, regardless of QPA.
- The successful completion (with a passing grade of ‘B- or better’) of two semesters of Seminar is required.

Grade Reports

Grades can be located at the student’s Student Information Online (SIO) site: www.cmu.edu/hub/sio

Policy on Grades for Transfer Courses

University Policy

Carnegie Mellon University offers students the opportunity to take courses for credit through a cross-registration program (see Pittsburgh Council on Higher Education (PCHE) and Cross-registration below) and through the receipt of transfer credit from other accredited institutions. The Carnegie Mellon University transcript will include information on such courses as follows: Carnegie Mellon courses and courses taken through the university's cross-registration program will have grades recorded on the transcript and be factored into the QPA. All other courses will be recorded on this transcript indicating where the course was taken, but without grade. Such courses will not be taken into account for academic actions, honors or QPA calculations. (Note: Suspended students may take courses elsewhere; however, they may receive transfer credit only if their college's and department's policies allow this.)

Program Policy on Acceptance of Transfer Courses/Grades

Students who have taken and successfully completed graduate-level courses in related areas may petition for these credits to apply toward their elective credit requirements, as long as the following conditions are met:

1. No course credit will be given for courses that were already used to obtain a graduate degree.
2. The petitioned course must be in an area/discipline closely aligned with the student’s intended area of graduate study.
3. Students must obtain and present a transcript with the final earned grade from the institution where the course was taken, as well as supporting artifacts specific to the course at the time it was taken (i.e., course description, syllabus, learning/educational outcomes, student work product such as project, report, analysis, etc.).
4. Final earned grade in petitioned courses must be ‘B- or better’.
5. All petitioned courses must be graduate level, or equivalent to a CMU 500-series (or higher) course.

Each transfer request is evaluated on a case-by-case basis. A decision will be made on the course’s transferability by the program director only after the applicant has been notified of his/her acceptance to the program. A maximum of (1) course may be accepted in transfer and applied toward degree completion elective requirements. All remaining core, concentration, and project courses must be completed through Carnegie Mellon. Course approved for transfer will appear on the student transcript as ‘transfer credits’.

**Student Review**

The MITS faculty conducts academic progress reviews each mid- and end-semester period in the fall, spring, and summer terms in order to monitor individual student and project team performance. All core and associated faculty, mentors and directors are invited to contribute input regarding student performance.

In assessing a student’s performance, faculty, mentors, and directors look to academic achievement, personal responsibility, teamwork, and overall progress. Should a student’s effort fall below the acceptable level of academic performance and/or fail to meet standards established by Carnegie Mellon and the MITS program, the student will be appropriately notified, presented with a suggested plan for improvement, and notified of the risks associated with failure to improve.

**Procedure for Written Notification of “Inadequate Progress Toward a Degree”**

Following the posting of mid-term grades, students are notified orally and/or in writing of less-than-acceptable progress in their course(s) of study. Recommendations for a plan of action will be offered and expectations set for the student to demonstrate improvement.

**Academic Probation**

Student progress will be monitored each semester. Should a student’s overall QPA drop below 3.0 during any semester, he/she may be placed on departmental probation for the following semester and required to improve his/her performance to the acceptable 3.0 QPA during that period. Failure to improve a QPA to 3.0 or better within the following semester may result in termination from the program.

**Change of Grades and Missing Grades**

Final grades will be changed only in exceptional circumstances and only with the approval of the instructor and the program.

- A graduate student who believes that the final grade assigned for a course is incorrect should:
  1. Discuss the matter informally with the course instructor responsible for the course in which the student believes an inappropriate grade has been awarded;
2. Provide evidence that the grade issued was not the grade earned.
3. If the instructor agrees, the student should contact the program administrator to process a Change of Grade Form in order to correct the grade that was issued in error.

- If the instructor and the graduate student do not agree, and the student is not satisfied with the instructor’s grade decision, the student may appeal to the department head within fourteen (14) days of the final grade award. This is done with a formal, written letter and provision of the appropriate documentation. For university policy on grade appeals, see:
  - www.cmu.edu/hub/registration/graduates/grading.html
  - www.cmu.edu/policies/documents/Grades.html

- If a grade has not been assigned, please notify the course instructor to complete a Missing Grade Form.

**Program Policy on Pass/Fail Courses**

All courses to be used toward degree completion requirements must be letter-bearing. Students may take elective courses for their educational enrichment on a pass/fail basis, with the understanding that they will not fulfill degree requirements.

**Program Policy/Process for “W” From a Course**

Any student wishing to withdraw from a course so as not to negatively affect his or her QPA must do so in advance of the posted Course Drop deadline. This date is listed on the university academic calendar:
  - www.cmu.edu/hub/calendar.html

**Program Policy on Grades for Retaking a Course**

Any student who fails a course will have the failure reviewed by the faculty committee during the end-semester academic review. Under advisement from the committee, the Program Director may require the student to repeat the course in order to complete the degree completion requirements.

**Incomplete Grades**

- Carnegie Mellon students are expected to complete a course during the academic semester in which the course was taken. However, if the instructor agrees, a grade of “I” (incomplete) may be given when a student has been unable to complete the work of a course. However, the work completed up to that date must be of passing quality and the grade of incomplete provides no undue advantage to that student over other students.
- In awarding an “I” grade, an instructor must specify the requirements for the completion of the work and designate a default letter grade in the event that the student fails to complete the remaining work.
- Students must complete the required course work by no later than the end of the following academic semester or sooner if required by the instructor.
- The instructor must record the permanent course grade by the last day of the examination period of the following semester, or the default grade will be automatically assigned by the Registrar.
Incomplete Grades Delaying Graduation

If an Incomplete grade is earned during the semester in which the student expects to graduate, the student may choose to:

- accept the grade of “I” (Incomplete), thus delaying graduation until the successful completion of the course
  OR
- accept a grade of “C”, be certified to graduate, successfully complete the required course work, and request a change of grade to reflect the completion of assignments.

Qualifying Examinations and Procedures (Or Equivalent)

None required

Thesis/Dissertation

None required

Other Public Presentations/Examinations (Or Equivalent)

There are numerous opportunities for students to make public presentations. Such presentations include:

- various group presentations throughout the program duration.
- end-of-semester presentation (FPP).
- as required by individual courses

Graduate Certification and Degree Title

Upon successful completion of all coursework students will be certified for graduation by the program administrator.

Degree Title appears on the degree as follows:

Master of Information Technology Strategy

Process for Taking and Returning from Leave of Absence

Students who are in good standing may apply for a leave of absence from the Program. Such a leave of absence is usually granted for a maximum of no more than one year and must be formalized by a written request. After that time, the student must contact the department for possible re-entry into the Program.

The Program reserves the right to set entry conditions that must be met when a student returns from a Leave of Absence. A student will be granted only one leave of absence from the MITS Program.

Refer to the university’s policy on “Leave of Absence” and “Return from Leave” at https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/

Process for Withdrawing from the Program
Students who have no intention of returning to the MITS program are required to complete the withdrawal form and submit it to the University Registrar’s Office: https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/

**Enrollment Verification**

Enrollment Services is the only University office that can provide an official letter of enrollment, official transcript, and enrollment verification. Enrollment verification can be requested online through The HUB at: https://www.cmu.edu/hub/registrar/student-records/verifications/enrollment.html

**Graduation and Degree Completion Specifications and Summary Requirements**

None required.

**Teaching Requirements**

None required.

**Language Proficiency Requirements**

In order to be successful academically and professionally, students should be able to express themselves clearly via spoken and written English, as well as through presentations.

**Residence Requirements**

None required.

**Department Expectations Regarding Plagiarism and Cheating**

The MITS program has the highest expectations of academic integrity. As such, the program will not tolerate any instance of cheating or academic misconduct.

Cheating includes but is not necessarily limited to:

1. Plagiarism, explained below.
2. Submission of work that is not the student's own for papers, assignments or exams.
3. Submission or use of falsified data.
4. Theft of or unauthorized access to an exam.
5. Use of an alternate, stand-in or proxy during an examination.
6. Use of unauthorized material including textbooks, notes or computer programs in the preparation of an assignment or during an examination.
7. Supplying or communicating in any way unauthorized information to another student for the preparation of an assignment or during an examination.
8. Collaboration in the preparation of an assignment. Unless specifically permitted or required by the instructor, collaboration is usually be viewed by the university as cheating. Each student, therefore, is responsible for understanding the policies of the department offering any course as they refer to the amount of help and collaboration permitted in preparation of assignments.
9. Submission of the same work for credit in two courses without obtaining the permission of the
instructors beforehand.

Plagiarism includes, but is not limited to, failure to indicate the source with quotation marks or footnotes where appropriate if any of the following are reproduced in the work submitted by a student:

1. A phrase, written or musical.
2. A graphic element.
3. A proof.
4. Specific language.
5. An idea derived from the work, published or unpublished, of another person.

The university has a very clear and specific protocol for responding to alleged violations of academic integrity. Accordingly, the MITS program adheres closely to this policy. Carnegie Mellon's policy on Academic Disciplinary Actions Overview for Graduate Students describes procedures for disciplinary actions against graduate students in cases of alleged violations of academic regulations and the appeal process.

You may review the policy here: www.cmu.edu/academic-integrity/documents/academic-disciplinary-actions-overview-for-graduate-students.2013.pdf

Program Academic Integrity Policy/Procedures

The majority of students in our programs don't cheat. Cheating is a choice. If a student chooses to cheat and is caught doing so, he/she can expect that the following things will happen:

- Student will be penalized on the assignment in question and placed on probation. The student will remain on academic probation for the duration of the program.
- If the student is already on probation for any reason when the cheating incident is reported, he/she may be dismissed from the program.
- A second incident of the cheating offense is justification for dismissal.
- Students found guilty of cheating are not eligible for leadership positions and may not serve as a Teaching Assistant.

All students should review and familiarize themselves with the University’s Academic Integrity Policy. The policy can be found at:

www.cmu.edu/academic-integrity/documents/academic-disciplinary-actions-overview-for-graduate-students.2013.pdf

Form of Review/Redress for Academic Conflicts

Students should discuss any issue associated with academic matters with the Program Director. The MITS Executive Committee will address unresolved conflicts. If not resolved, the student may appeal to the College Council.
Graduate students will find the Summary of Graduate Student Appeal and Grievance Procedures on the Graduate Education Resource webpage. This document summarizes processes available to graduate students who seek review of academic and non-academic issues. Generally, graduate students are expected to seek informal resolution of all concerns within the applicable department, unit or program before invoking formal processes. When an informal resolution cannot be reached, however, a graduate student who seeks further review of the matter is to follow the formal procedures outlined here. These appeal and grievance procedures shall apply to students in all graduate programs of the University. Students should refer to the department specific information in this handbook for department and college information about the administration and academic policies of the program. Additionally, students may confer with the graduate student ombudsman, Suzie Laurich-McIntyre, slaurichmcintyre@cmu.edu, on issues of process or other concerns as they navigate conflicts: www.cmu.edu/graduate/policies/appeal-grievance-procedures.html.

The professional graduate software engineering programs adhere at Carnegie Mellon’s policy regarding student rights: www.cmu.edu/policies/documents/StRights.html
Additional Department Policies/Protocols

Advising

Role of the Advisor
An advisor will be assigned to each student at the start of the program. The advisor’s role is to:

- offer advice on appropriate courses to meet individual career goals;
- monitor student progress throughout the program;
- evaluate student performance as related to English language proficiency and suggest appropriate intervention, as needed;
- recommend and help arrange for tutoring, if needed;
- recommend disciplinary action to the Executive Committee, if needed;
- meet at the conclusion of each semester to discuss student progress and to provide progress documentation to the student.

Role of the Student

Initial advising is done at the MITS Orientation. Students are then responsible for making subsequent appointments with their program-assigned advisors. Periodic check-ins with advisors are encouraged in order to discuss personal and professional career goals and a Plan of Study that targets those objectives. Recommended times for advising sessions include the week prior to registration to review elective course options, consideration of Independent Study opportunities, discussion of academic challenges, feedback on matters of academic integrity/conflict, and evaluation of professional job prospects.

How to Change Advisors

If a student experiences difficulty working with his/her assigned advisor, the relationship and associated circumstances should be discussed first with the assigned advisor. In the event that no resolution is forthcoming, the student should discuss the situation(s) with the MITS Program Director and offer suggestions for an alternate advisor. The director will act as arbiter regarding advising change requests.

Orientation

The MITS program offers a mandatory orientation to new students during the week prior to the beginning of fall classes. This orientation may also be attended by continuing students and may be followed shortly thereafter with a “refresher” of procedures.

On Intellectual Property as it Applies to Student/Instructor Collaboration

The professional graduate software engineering programs adhere to Carnegie Mellon’s policy: www.cmu.edu/policies/documents/IntellProp.html
Student Rights

The MITS program adheres to Carnegie Mellon’s policy regarding student rights: www.cmu.edu/policies/documents/StRights.html

“Grandfather” Policy

When policies change, it is because the department recognizes that the newly-adopted rule is an improvement. Students enrolled in a degree program that is affected by a change in policy may, in some cases, choose to be governed by the policy in effect at the time of their matriculation.
Tuition and Financial Aid

Associated Fees
The MITS program does not include additional associated student fees. The associated fees for students in the School of Computer Science can be reviewed at: https://www.cmu.edu/sfs/ tuition/graduate/scs.html

Should a student choose to travel to a conference for professional development, the Graduate Student Assembly (GSA) and the Provost’s Office offer funding opportunities. For more information on this funding and the application process, please visit: https://www.cmu.edu/graduate/professional-development/index.html.

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

Graduate students who find themselves in need of immediate funds for emergency situations should contact the Office of the Dean of Student Affairs, www.cmu.edu/student-affairs/index.html, to inquire about an Emergency Student Loan.

Tuition Payments
To understand your invoice, payment options, etc., visit: www.cmu.edu/hub/billing/index.html

The student must handle tuition problems by directly contacting the HUB.

  **Tuition Payment for Summer Courses/Full-Time and Part-Time Students**
Students enrolled in the full-time campus programs are charged the per-semester tuition based upon the rate at the time of their matriculation.

  **Tuition Refund Policy for Full-Time and Part-Time Students**
The MITS program adheres to the university policy pertaining to tuition refunds. See: https://www.cmu.edu/sfs/billing/refunds.html

  **Sponsored Students**
A sponsored student is one who has another party (such as an embassy or sponsor company) under agreement to pay the student’s tuition. See: https://www.cmu.edu/sfs/billing/payments/sponsor.html

  **Carnegie Mellon Employees Reimbursement Procedure**
Contact the Benefits Office for specific information on tuition benefits. You must complete a Tuition Remission form each semester in order to receive these benefits. To receive a Tuition Remission form,
visit the Human Resources website at: www.cmu.edu/hr

Note: Because tuition remission is a taxable benefit, employees of Carnegie Mellon University assume the payment of taxes for any graduate courses taken.

**Full-Time/Part-Time Status Requirements**

- To be considered a full-time student, a student must be registered for a minimum of 36 units in every semester.
- All international students are required by federal law to maintain full-time status. Failure to maintain full-time status will result in loss of a student visa (and, therefore, “permit of stay”).
- All students who have a Stafford Loan cannot drop below part-time status.

**Financial Support from the MITS Program**

- The MITS program does not provide financial support.
- Carnegie Mellon University, SCS, CIT, H&SS and the MITS program do not grant tuition waivers.

**External Fellowships**

- The MITS program accepts students with external fellowships.
- For information on external fellowships: www.cmu.edu/finaid/graduate/options.html

**Policy on Outside Employment**

Full-time graduate students are ordinarily expected to devote their full attention and energy to their educational endeavors. Classwork and project assignments are deliberately planned so as to occupy full-time students, thus effectively precluding outside employment and consulting.

All full-time students are advised to decline such work and concentrate on their graduate studies.

**Availability of Summer Employment**

The MITS Program does not provide summer employment opportunities. Further, as the programs require a full-time course load during the summer semester, it is highly unadvisable to seek internal or external summer employment.