A Tartan’s Responsibility outlines the expectations we have for all CMU students who will resume living, learning, working and interacting with our campus community, whether living on or off campus. Get the most up-to-date information and resources on Carnegie Mellon’s response to the coronavirus and COVID-19 updates.
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The Master of Information Technology Strategy (MITS) is a cooperative endeavor of the College of Engineering (CIT), School of Computer Science (SCS) and the Institute for Politics and Strategy (IPS). The rapidly evolving landscape of technology and related cyber challenges requires an understanding 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.

The MITS program provides a multidisciplinary education that prepares students to define and conceptualize the emerging environment of threats caused by cyber operations, opportunities for enhanced information analysis and exploitation, development and management of innovative information technology systems, and decision-making challenges associated with the above. Since its establishment, the Master of Information Technology Strategy program has helped shape students into leaders with the critical thinking skills and strategic perspective needed to help work towards answers for some of the most complex challenges in the information and cyber-security domains.

MITS students graduate prepared to take on the challenges of involved global problems, to innovate in creating solutions, and to change the world for the better. Welcome, and let the good work begin.

CARNegie MELLON UNIVERSITY MISSION

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

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

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

GRADUATE STUDENT HANDBOOK INFORMATION

While this handbook and your college graduate student handbook are specific to your academic experience in the department, there are several other resources and offices graduate students are encouraged to consult during their tenure at Carnegie Mellon University. Information about The Word, the student handbook, the Office of Graduate and Postdoc Affairs, the Office of the Dean of Student Affairs and others are included in Appendix A of this handbook.

This document is intended to be a source of information for students in the Master information Technology Strategy (MITS), administered in the Institute for Politics and Strategy (IPS) within the Dietrich College of Humanities and Social Sciences. 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 IPS and the MITS adheres to all university guidelines and procedures, detailed below.

UNIVERSITY GENERAL INFORMATION

UNIVERSITY POLICIES & EXPECTATIONS

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

- **Academic Integrity Policy**: [https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html](https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html)
- **University Policies Website**: [www.cmu.edu/policies/](http://www.cmu.edu/policies/)
- **Office of Graduate and Postdoc Affairs**: [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.*
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: https://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html.

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/documents/Disc.html and in The Word, including contact information for questions.

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ACADEMIC CALENDAR

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

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EMPLOYMENT ELIGIBILITY VERIFICATION

If you are are going to be a TA or you are planning to have a position with CMU then Employment Eligibility Verification is required.

Form I-9 must be completed within 3 business days of beginning work for any type of compensation (stipend or employment). Additional details are highlighted below.

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

- Every individual receiving a stipend from CMU or employed by CMU must comply with the I-9 Policy by completing the Form I-9 within three business days following the first day of stipend start date/employment.
- Individuals who expect to work on a federally funded project are further responsible for submitting an E-Verify Processing Request Form to the Office of Human Resources.
- For more information, please see CMU’s Guidance for Completing the Form I-9 and E-Verify Requirements at CMU [pdf], or visit the Human Resources Service website to learn more about Form I-9 and E-Verify and to schedule an appointment to complete the Form I-9.”

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CHANGE OF ADDRESS

IPS students are responsible for notifying IPS and HUB of all address changes in a timely manner. Students will be held responsible for any failure to receive official college notices due to not having a correct address on file; F-1 students may jeopardize their status if address information is not kept current.

Students can change their address using SIO, which is available via the HUB website: http://www.cmu.edu/hub/index.html.
Carnegie Mellon University does not discriminate in admission, employment or administration of its programs or activities on the basis of race, color, national origin, sex, handicap or disability, age, sexual orientation, gender identity, religion, creed, ancestry, belief, veteran status or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state or local laws or executive orders.

Inquiries concerning the application of and compliance with this statement should be directed to the university ombudsman, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-1018. Obtain general information about Carnegie Mellon University by calling 412-268-2000.

Carnegie Mellon University publishes an annual campus security and fire safety report describing the university's security, alcohol and drug, sexual assault and fire safety policies, and containing statistics about the number and type of crimes committed on the campus, and the number and cause of fires in campus residence facilities during the preceding three years. You can obtain a copy by contacting the Carnegie Mellon Police Department at 412-268-2323. The annual security and fire safety report also is available online at www.cmu.edu/police/annualreports.

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

THE CARNEGIE MELLON CODE

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

These standards require personal integrity, a commitment to honesty without compromise, as well as truth without equivocation and a willingness to place the good of the community above the good of the self. Obligations once undertaken must be met, commitments kept.

As members of the Carnegie Mellon community, individuals are expected to uphold the standards of the community in addition to holding others accountable for said standards. It is rare that the life of a student in an academic community can be so private that it will not affect the community as a whole or that the above standards do not apply.
The discovery, advancement and communication of knowledge are not possible without a commitment to these standards. Creativity cannot exist without acknowledgment of the creativity of others. New knowledge cannot be developed without credit for prior knowledge. Without the ability to trust that these principles will be observed, an academic community cannot exist.

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

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**CARNegie MELLON STUDENT HANDBOOK: THE WORD**

In addition to the contents of this handbook, graduate students are expected to be familiar with The Word, Carnegie Mellon University Student Handbook. The Word contains additional information regarding University-wide policies, some of which are specific to graduate students, procedures, resources and opportunities. The Word can be found on-line at: [www.cmu.edu/student-affairs/theword](http://www.cmu.edu/student-affairs/theword).

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**SAFEGUARdING EDUCATIONAL EQUITY**

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**ASSISTANCE FOR INDIVIDUALS WITH DISABILITIES**


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

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

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**POLICY AGAINST SEXUAL HARASSMENT AND SEXUAL ASSULT**

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

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

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

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 should consider either 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. Planning for the student’s discussion with her academic contact(s) – adviser, associate dean, etc. – will be reviewed during this meeting.

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

CONSENSUAL INTIMATE RELATIONSHIP POLICY REGARDING UNDERGRADUATE STUDENTS


This policy addresses the circumstances in which romantic, sexual or amorous relationships/interactions with undergraduate students, even if consensual, are inappropriate and prohibited. The purpose of this policy is to assure healthy professional relationships. This policy is not intended to discourage consensual intimate relationships unless there is a conflicting professional relationship in which one party has authority over the other as in the policy.

PLAGIARISM AND CHEATING
The Institute for Politics and Strategy 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.

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ACADEMIC INTEGRITY STATEMENT

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.

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.

Please review the University expectations at: www.cmu.edu/academic-integrity/.

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

ETHICAL STANDARDS

CMU's Master of Information Technology Strategy program educates its students to excel in industry and serve society with integrity. MITS holds its students, faculty & staff to the highest professional and ethical standards.

These standards include unwavering honesty and transparency in action and speech, reliability, fairness, respect and consideration for others and for our work environment. MITS will not tolerate cheating or plagiarism, misrepresentation of the extent of individual work in a group project, falsification of records, or any behavior that is disruptive to the safety of our community.
In the presentation or submission of work – creative, artistic, research, etc. – it is the ethical responsibility of each student to identify and properly cite any sources used in 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 as detailed in the handbook section titled “Academic Standing in the Program”.

Furthermore, MITS students are afforded privileges and opportunities based the expectation of shared ethical standards. In pursuing these opportunities, students indicate that they are willing to take on the responsibility of acting as a representative for the MITS Program and CMU as a whole. Therefore, MITS requires an unbroken commitment to academic excellence and ethical integrity from any student who would seek to receive certain program privileges, including but not limited to:

- Student leadership within the MITS program
- Competitive scholarships and fellowship opportunities
- Internal student employment, such as Teaching Assistantships
- Invitations to participate in small-group meetings with alumni and industry

To be eligible for the above, students must maintain good academic standing as well as a clean Student Conduct Record, and must be willing to provide proof of such upon request by Program Leadership. Any instances of Academic Integrity Violations (AIVs) or other breaches of ethical standards will render a student ineligible to receive program privileges, and any current privileges may be revoked. MITS Program Leadership may also choose to withhold or remove such privileges and opportunities from students unable to maintain academic performance standards.

The University’s expectations for academic integrity are available online, as is the Carnegie Mellon Code.

**DEPARTMENTAL RESOURCES**

**IPS DEPARTMENT PERSONNEL**

Students can access information about the Institute for Politics and Strategy at the following website: [www.cmu.edu/ips](http://www.cmu.edu/ips).

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<thead>
<tr>
<th>Name/Title</th>
<th>Office</th>
<th>Phone</th>
<th>Email</th>
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</thead>
<tbody>
<tr>
<td>Mark Kamlet</td>
<td>Posner Hall 385A</td>
<td>412-268-6684</td>
<td><a href="mailto:kamlet@cmu.edu">kamlet@cmu.edu</a></td>
</tr>
<tr>
<td><strong>IPS Interim Director and MITS Program Director</strong></td>
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<tr>
<td>Emily Half</td>
<td>Posner Hall 391</td>
<td>412-268-7082</td>
<td><a href="mailto:ehalf@andrew.cmu.edu">ehalf@andrew.cmu.edu</a></td>
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<tr>
<td><strong>IPS Deputy Director</strong></td>
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IPS Faculty and a full departmental directory are listed on the [IPS website](http://www.cmu.edu/dietrich/graduate/index.html).

- Please contact the graduate program manager, Kelly Wadsworth, [wadsworth@cmu.edu](mailto:wadsworth@cmu.edu), with any questions or concerns.
- Additionally, students may confer with the university Office of Graduate and Postdoc Affairs, [grad-ed@cmu.edu](mailto:grad-ed@cmu.edu), on issues of process or other concerns as they navigate conflicts.

### DIETRICH COLLEGE PERSONNEL

Dietrich College of Humanities and Social Sciences Dean: Richard Scheines

Dietrich College of Humanities and Social Sciences Associate Deans: Jay Devine, Sharon Carver

College graduate student resources are listed at [http://www.cmu.edu/dietrich/graduate/index.html](http://www.cmu.edu/dietrich/graduate/index.html).

### DEPARTMENTAL INFORMATION

Lab/Office Space – Students who conduct research with the IPS Research Lab will work in Posner Hall 381A and will coordinate their schedule with the Research Fellow.

Department Office/Building Security, Repairs and Services – Report damages and repairs needed to the business manager.

### DEGREE OFFERED

The **Master of Information Technology Strategy** is a 12-month program with an optional one-semester extension. Within the program, students are given an in-depth look at four concentration areas:

- **Information Security**: an understanding of cyber threats and mitigation of their impact ensures that graduates are equipped to address the dangers of cyber-attacks.
• **Politics and Strategy**: the ability to demonstrate sound reasoning about policy and strategy is an invaluable skill for individuals who will shape the future of IT strategy.

• **Data Analytics**: to be successful, tomorrow's leaders in Information Dominance must be proficient in extracting knowledge from large data systems. Such extraction requires mastery in techniques such as machine learning, social network analysis, and large-scale data reduction and filtering.

• **Software and Networked Systems**: an understanding of system and software architecture is essential for the management of safe, secure, and reliable information structures.

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**DEGREE ATTAINMENT**

**MITS** is a full-time campus degree program. It is designed to be completed in three consecutive semesters with the option of an additional fourth semester which allows the student to deepen their knowledge in a particular concentration area.

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

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**STATUTE OF LIMITATIONS**

As outlined in the Master's Students Statute of Limitations, [https://www.cmu.edu/policies/student-and-student-life/masters-students-statute-of-limitations.html](https://www.cmu.edu/policies/student-and-student-life/masters-students-statute-of-limitations.html), students will complete all requirements for the master's degree within a maximum of seven years from original matriculation as a master's student, or less if required by a more restrictive department, school or college policy. Once this time-to-degree limit has lapsed, the person may resume work towards a master's degree only if newly admitted to a currently offered master's degree program under criteria determined by that program.

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.

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**DEPARTMENT REGISTRATION PROCESS AND PROCEDURES**

Students will register for their courses through the Student Information Online (SIO) system: [www.cmu.edu/hub/sio](http://www.cmu.edu/hub/sio). Students must meet with the Graduate Program Manager each semester prior to registration to confirm curricular requirements will be met.

• **Course registrations** are completed by the student online.
The MITS programs (and the university) reserves the right to withdraw any announced course if the enrollment is too low. The MITS programs also reserve 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 with the add/drop period. Dates can be found on the official academic calendar.

Students must register for each course, whether for credit or audit. A 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.

As a general rule, the recommended number of units per semester is 48 units, with a maximum of 51 units per semester. Although students may be able to register for up to 63 units, the total unit load at the end of the drop-add period should be no greater than 51 units. By the final drop/add date, students must complete a registration approval form that lists all of the courses they are enrolled for and any teaching or research assistantships they are involved in. The Graduate Program Manager must approve and sign each student’s registration approval form according to the guidelines outlined in this document. Registration for greater than 51 units requires the advance permission and approval/signature of the Graduate Program Manager.

FULL-TIME AND PART-TIME STATUS

To be considered a full-time student, a student must be registered for a minimum of 36 units in every semester. All students who have a Stafford Loan cannot drop below part-time status. 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”). International students must be in full-time status for all semesters and need to consult the Office of International Education if they may not be in full-time status.

MITS CURRICULAR REQUIREMENTS

<table>
<thead>
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<th>Full Semesters: 9 to 12-unit courses</th>
<th>Fall (F)</th>
<th>Spring (S)</th>
<th>Summer (M)</th>
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<tbody>
<tr>
<td>Mini Semesters: 6-unit courses</td>
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1 unit is approximately 1 hour of study/work time, though this varies based on the course.

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

- Core Course Requirements – 48 units
  - Core courses establish the necessary background and a common competency 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, visit the [website](#).

- **Area of Concentration** – 24 units
  - 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 [website](#).

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

- **Project** – 30 units
  - Offered during the spring and summer semesters, the project course provides students with the opportunity to engage in a mentored team project sponsored by a real-world industry partner, to delve deeply into a problem, and to create a solution relevant to information technology strategy. Further information including scheduling may be found [here](#).

- **Seminar** – 6 units
  - The seminar encourages MITS students to explore topics outside of their coursework and relate them to real-world policy problems. Students are required to attend 5 lectures or seminars offered by various departments from across the university and submit a policy memo surmising a recommendation based on the issue presented; this will comprise 3 units in the Fall and 3 in the Spring, totaling 6 units. A list of departmental event calendars can be found [online](#).

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, the course must be repeated, regardless of the QPA. Receiving a “B-” (B minus) or less in any course may jeopardize the student’s good academic standing in the Program.

**PLAN OF STUDY**

The following is an example plan of study (including the optional fourth semester); a more detailed version is also available [online](#):
FOURTH 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 further information, see the MiTS curriculum website.

ELECTIVE COURSES

What is an elective?
An elective is a course taken in addition to the core, project, pre-requisite and required courses, is in an area of interest to the student, and is applicable to their degree. MITS students should plan to select technical courses, although some exceptions to this rule will be considered. All MITS students are required to take a minimum of 12 units of elective coursework. Units associated with elective courses vary. All students are advised to discuss their choice of electives with the Graduate Program Manager and receive approval before enrolling. Only those electives that have been approved by the academic advisor will be accepted towards degree completion requirements.

What courses count as electives?

Generally, electives are chosen from IPS, CIT or SCS, but they can come from any school or department within Carnegie Mellon as long as:

- the student has not already taken the course;
- the course has been approved by the student's academic advisor.

One undergraduate course (300+ level or higher) may apply toward the degree's elective requirement. A second undergraduate course may be taken provided the course is a pre-requisite for a required course. In this exceptional case, both courses will count toward degree completion requirements. Undergraduate courses will factor into the student's overall QPA on the university's official transcript.

Although elective courses may be taken on a pass/fail basis, be advised that only elective courses with letter grades (A, B, C, D) can be used toward degree completion requirements.

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 one (1) Independent Study is permitted toward degree completion requirements.

An Independent Study course must be advised and approved by at least one faculty member, as well as the Graduate 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) or members of the technical staff 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 supervisor that clearly defines learning expectations, schedules and timelines, and IS deliverables
2. Develop a detailed IS proposal that includes the work to be done, the deliverables, and the agreed-upon expectations as defined with the IS supervisor.

3. Complete a “Proposal for Independent Study” form in its entirety and submit the form, inclusive of signatures of the student and the supervisor, to the Graduate Program Manager for review and signature.

4. Following additional revisions and once approved by the Graduate Program Manager, the IS form will be processed.

The “Proposal for Independent Study” 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.

CONSIDERATION OF COURSES WITHIN DEGREE REQUIREMENTS

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

Students are encouraged to meet with their academic advisor to discuss specific course selections and their applicability towards 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.

TRANSFER COURSES AND THE PCHE

University Policy on Grades for Transfer Courses

Carnegie Mellon University offers students the opportunity to take courses for credit through a cross-registration program (see Pittsburgh Council on Higher Education 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 considered for academic actions 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.)

MITS Program Policy on Acceptance of Transfer Courses or Grades

Students who have taken and successfully completed graduate-level courses in areas relating to the MITS program such as computer science, information technology or management, etc. 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 Graduate Academic Advisor only after the applicant has been notified of their acceptance to the program. A maximum of (2) courses may be accepted in transfer and applied toward degree completion elective or pre-requisite requirements. All remaining elective courses, and all core curriculum and project courses, must be completed through Carnegie Mellon. Courses approved for transfer will appear on the student transcript as 'transfer credits'.

**Transfer Courses from the Pittsburgh Council on Higher Education (PCHE)**

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. It is generally not acceptable to take core courses outside of the approved MITS curriculum.


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**ACADEMIC ADVISING**

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**ROLE OF THE GRADUATE PROGRAM MANAGER**
The Graduate Program Manager coordinates advising for all students in MITS program to establish a consistent and coherent advising policy across programs. An open line of respectful and confidential communication is encouraged, as is the timely follow up and response to inquiries and requests for meeting times. Advising sessions are key in addressing conflicts and seeking guidance when needed. The advisor’s role is to:

- offer advice on appropriate elective 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 Program Director, 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 conducted with the Graduate Program Manager prior to student’s arrival. Students are responsible for making subsequent appointments with the Graduate Program Manager. Periodic check-ins 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.

GRADUATE CERTIFICATION AND DEGREE TITLE

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

Degree title appears on the degree as follows:

*Master of Information Technology Strategy*

PARTICIPATING IN CAMPUS COMMENCEMENT

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

TRANSFER FROM MASTER TO DOCTORAL PROGRAMS

Completion of the Master of Information Technology Strategy degree does not guarantee admission into any doctoral degree program at Carnegie Mellon. The courses completed as part of the MITS program may enhance a student’s application to these programs, but do not ensure admittance.
If the requirements for the Master of Information Technology Strategy degree have not been completed when a student leaves to pursue another academic program, the MITS degree will not be awarded.

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**DEFERMENT OF START OF PROGRAM**

An applicant who is accepted into the MITS program only is eligible to enter the program in the year of acceptance. If a student does not attend the year they are accepted, the student must re-apply.

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**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 program.

Refer to the university's policy on Leave of Absence and Return from Leave: [https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/](https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/).

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**PROCESS FOR WITHDRAWING FROM THE PROGRAM**

Students who have no intention of returning to the program are required to complete the withdrawal form and submit it to the graduate program manager: [https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/](https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/).

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**WITHDRAWAL OF A DEGREE**

The university reserves the right to withdraw a degree even though it has been granted should there be discovery that the work upon which it was based or the academic records in support of it had been falsified. In such a case the degree will be withdrawn promptly upon discovery of the falsification. [https://www.cmu.edu/policies/student-and-student-life/withdrawal-of-a-degree.html](https://www.cmu.edu/policies/student-and-student-life/withdrawal-of-a-degree.html).

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**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/](https://www.cmu.edu/hub/registrar/student-records/verifications/).

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**ACADEMIC INTEGRITY POLICY**
Please review the University Policy on Academic Integrity ([https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html](https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html)). The policy includes the University expectations around academic integrity and provides definitions of cheating, plagiarism, and unauthorized assistance.

A review of the University's Academic Disciplinary Actions procedures ([https://www.cmu.edu/student-affairs/theword/academic-discipline/index.html](https://www.cmu.edu/student-affairs/theword/academic-discipline/index.html)) is also recommended. These procedures outline the process for investigating, reporting, and adjudicating violations of the University Policy on Academic Integrity. The procedures also outline the appeal process.

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**DEPARTMENT EXPECTATIONS REGARDING EMPLOYMENT SEARCH**

The Master of Information Technology Strategy program aims to support each student's professional development; academic performance, however, remains the priority. It is unacceptable for students to miss classes or coursework in order to attend career fairs or interviews. Students should conduct employment searches in a manner that does not impede their academic progress. Furthermore, students are expected to exhibit certain ethical behavior when pursuing employment, such as arriving prior to the scheduled time for interviews, being truthful about their qualifications, and honoring their agreements with recruiters when applying for jobs. Once a student accepts an offer of employment, they may not continue searching for, applying to, or interviewing for another position.

The Career and Professional Development Center (CPDC) reserves the right to limit access to Handshake for any users that do not follow the ethical job and internship search policy. Review the CPDC's ethical job and internship policy at [their website](https://www.cmu.edu/)

Accepting an employment offer after you previously accepted an offer with another employer is defined as ‘reneging’ and is considered dishonest and unethical and carries serious implications. If a student reneges on an offer that they have previously accepted, then that student will permanently lose access to career services provided by the Software Engineering Professional Programs and the University.

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**INTELLECTUAL PROPERTY**

The MITS program adheres to the university's [intellectual property policy](https://www.cmu.edu/).

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**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.

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**SUMMARY OF GRADUATE STUDENT APPEAL AND GRIEVANCE PROCEDURES**
The process for handling various academic and non-academic policy violations or other grievances vary from grievance to grievance. This webpage summarizes processes available to graduate students who seek review of academic and non-academic issues: https://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html

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 above for department and college information about the administration and academic policies of the program.

### GRADES AND GRADING

MITS will follow the following graduate grading scale outlined below.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>A-</td>
<td>3.67</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.33</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>B-</td>
<td>2.67</td>
<td></td>
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<tr>
<td>C+</td>
<td>2.33</td>
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</tr>
<tr>
<td>C</td>
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<td>1.67</td>
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<tr>
<td>R</td>
<td>0.0</td>
<td>Failure</td>
</tr>
<tr>
<td>P</td>
<td>Non-Factorable</td>
<td>Passing</td>
</tr>
<tr>
<td>N</td>
<td>Non-Factorable</td>
<td>Not Passing</td>
</tr>
<tr>
<td>O</td>
<td>Non-Factorable</td>
<td>Audit</td>
</tr>
<tr>
<td>W</td>
<td>Non-Factorable</td>
<td>Withdrawal</td>
</tr>
<tr>
<td>I</td>
<td>Non-Factorable</td>
<td>Incomplete</td>
</tr>
</tbody>
</table>
All courses offered through the program are graded on the 4.3 grading standard.

- All students must maintain a “B or better” overall average. “B” is equivalent to a 3.0 QPA.
- Failure is “R” grade. This grade is not acceptable for any graduate student.
- Program 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 retaken course.
- If a grade lower than “B-” (B minus) is received in any core, Communication, required or project course, those courses must be repeated, regardless of QPA.
- The successful completion of both Seminar semesters with at least a ‘B-’ grade is required.

In assessing a student's performance, IPS looks to academic achievement, personal responsibility, 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.

**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 Graduate Program Manager 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. Moreover, 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
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:

- (Either) 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.*

*This option is not available for MITS core, required, concentration and project courses where a grade of B- or above is required; for these courses, students must discuss with their advisor how to complete the course with a B- or above.

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.

DROP/ADD/WITHDRAW PROCEDURES

Students taking undergraduate and Master’s level courses must follow the procedures and deadlines for adding, dropping, or withdrawing from courses as identified on the academic calendar. Information can be found at https://www.cmu.edu/hub/registrar/course-changes/index.html. There is a separate calendar for master’s level courses.

UNIVERSITY POLICY ON GRADES


This policy offers details concerning university grading principles for students taking courses and covers the specifics of assigning and changing grades, grading options, drop/withdrawals and course repeats. It also defines the undergraduate and graduate grading standards.

Process for Appealing Final Grades https://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html

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

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 GRADE AND MISSING GRADE

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

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 instructor should contact the deputy director to process a Change of Grade Form in order to correct the grade that was issued in error.
4. 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 institute director within fourteen (14) days of the final grade award. This is done with a formal, written letter, and provision of the appropriate documentation. Please copy the deputy director on the appeal letter. For university policy on grade appeals, visit https://www.cmu.edu/policies/student-and-student-life/grading.html.

If a grade has not been assigned, notify the course instructor for completion of a Missing Grade Form.

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/exam-process.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 remain the discretion of the individual course instructors and will be scheduled as appropriate.

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**TUITION AND FINANCIAL AID**

**PROGRAM TUITION**

Program tuition for the MITS follows a “cohort-model with set cost per semester per cohort. Fees are set by the University. Tuition and fees are updated annually: https://www.cmu.edu/sfs/tuition/graduate/mits.html

**TUITION PAYMENTS**

Students are responsible for ensuring that tuition payments are made on time: see Invoice & Student Accounts. The HUB can offer you clarity on your invoice, payment options, etc.

Students are advised to handle all tuition matters directly with the HUB. MITS program administrators are unable to resolve tuition problems on behalf of individual students.

The MITS programs adhere to the university policy pertaining to tuition refunds.

**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. Students are responsible for ensuring that tuition payments are made on time: see Invoice & Student Accounts.

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**DEPARTMENTAL TUITION & FINANCIAL SUPPORT**

Information pertaining to graduate student financial aid information is available on the HUB website. The site includes funding options, the Graduate Financial Aid Guide, how to apply for financial aid, as well as other helpful links.
**FELLOWSHIPS**

The MITS program accepts students with internal CMU and external fellowships. Students who are interested in applying for external fellowships should consult with the graduate program manager and the Office of Scholarships and Fellowship at [http://www.cmu.edu/fso/](http://www.cmu.edu/fso/).

**RESEARCH/TEACHING ASSISTANT POSITIONS**

Various Graduate Student Assistant positions may offer a monthly stipend and are available throughout campus. Students are encouraged to apply independently at their discretion.

- College of Engineering: [https://engineering.cmu.edu/education/graduate-programs/financial-support/fellowship-assistantships.html](https://engineering.cmu.edu/education/graduate-programs/financial-support/fellowship-assistantships.html)
- Machine Learning: [https://www.ml.cmu.edu/academics/ta.html](https://www.ml.cmu.edu/academics/ta.html)
- School of Computer Science: [https://www.andrew.cmu.edu/user/gkesden/cmu/tafaq.html](https://www.andrew.cmu.edu/user/gkesden/cmu/tafaq.html)
- Statistics and Data Science: [http://stat.cmu.edu/undergraduate/ta-application](http://stat.cmu.edu/undergraduate/ta-application)

**EVALUATION AND CERTIFICATION OF ENGLISH FLUENCY FOR INSTRUCTORS**

Graduate students are required to have a certain level of fluency in English before they can instruct in Pennsylvania, as required by the English Fluency in Higher Education Act of 1990. Through this Act, all institutions of higher education in the state are required to evaluate and certify the English fluency of all instructional personnel, including teaching assistants and interns. The full university policy can be reviewed at: [https://www.cmu.edu/policies/faculty/evaluation-certification-english-fluency-instructors.html](https://www.cmu.edu/policies/faculty/evaluation-certification-english-fluency-instructors.html). The fluency of all instructional personnel will be rated by the ICC to determine at what level of responsibility the student can TA.

In addition to administering the International Teaching Assistant (ITA) Test (a mandatory screening test for any non-native speaker of English), the Language Support in the Student Academic Success Center ([https://www.cmu.edu/student-success/](https://www.cmu.edu/student-success/)) helps teaching assistants who are non-native English speakers develop fluency and cultural understanding to teach successfully at Carnegie Mellon. Visit the ICC website for additional information: [www.cmu.edu/icc](http://www.cmu.edu/icc).

Students found responsible for academic integrity or disciplinary violations may be subject to review and removal of fellowship funds.

**RESOURCES AND REGULATIONS GOVERNING RESEARCH AT CARNEGIE MELLON**

- [Office of Sponsored Programs](#)
- [Office of Research Integrity & Compliance](#)
- [Intellectual Property Policy](#)
- [Policy on Restricted Research](#)
- [Human Subjects in Research Policy](#)

**RESEARCH FUNDING**
**GuSH Research Funding** is a source of small research grant funds provided by GSA and the Provost's Office and managed by the Office of Graduate and Postdoc Affairs. Students can find more information about the application process and deadlines at: [https://www.cmu.edu/graduate/professional-development/research-funding/index.html](https://www.cmu.edu/graduate/professional-development/research-funding/index.html).

**CONFERENCE FUNDING**

Conference Funding is a funding application process provided by GSA and the Provost's Office for students, student work groups or groups to attend a conference, whether as a participant or as a presenter. The process is managed by the Office of Graduate and Postdoc Affairs. Students can find more information about the application process and deadlines at: [https://www.cmu.edu/graduate/professional-development/index.html](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](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](http://www.cmu.edu/student-affairs/index.html), to inquire about an Emergency Student Loan.

**EMERGENCY SUPPORT FUNDING**

Graduate students who find themselves in need of immediate funds for emergency situations should contact the Office of the Dean of Student Affairs (see Appendix A), [www.cmu.edu/student-affairs/index.html](http://www.cmu.edu/student-affairs/index.html), to inquire about the types of emergency funding available to enrolled students. Note that International Students must notify the Office of International Education.

**CARNEGIE MELLON EMPLOYEES REIMBURSEMENT PROCEDURE**

Contact the Benefits Office (412-268-2049) 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](http://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.

**APPENDIX A**

2021-2022
Highlighted University Resources for Graduate Students
and
The WORD, Student Handbook

Key Resources for Graduate Student Support

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

Key Resources for Academic and Research Support

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

Key Resources for Health, Wellness & Safety

- Counseling and Psychological Services
- University Health Service
- Campus Wellness
- Religious and Spiritual Life Initiatives
- University Police
- Shuttle and Escort Services

The WORD
Examples of resources offered through the Office of Graduate and Postdoc Affairs include— but are not limited to:

- Website with university resources, contact information for CMU programs and services, calendar of events related to graduate students
- Bi-monthly 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 issues related to the graduate student experience

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

OFFICE OF THE DEAN OF STUDENTS

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

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

Graduate students will find the enrollment information for Domestic Partner Registration and Maternity Accommodations in the Office of the Dean of Students or on their website. This Office also manages the Student Emergency Support Funding process. There are three forms of support funding for enrolled students: emergency student loans, maternity loans, and the Tartan Emergency Support Fund. These funds are made available through generous gifts of alumni and friends of the university as well as support from student organizations, Undergraduate Student Senate and the Graduate Student Assembly. Students will be provided with additional information about the various types of funding during a consultation meeting with a member of the Dean of Students team. Tuition costs are not eligible for Student Emergency Support Funding.

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

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

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

CENTER FOR STUDENT DIVERSITY & INCLUSION

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

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

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

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

ASSISTANCE FOR INDIVIDUALS WITH DISABILITIES

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

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

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

EBERLY CENTER FOR TEACHING EXCELLENCE & EDUCATIONAL INNOVATION

www.cmu.edu/teaching

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

GRADUATE STUDENT ASSEMBLY

www.cmu.edu/stugov/gsa/index.html

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

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

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

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

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KEY OFFICES FOR ACADEMIC & RESEARCH SUPPORT
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COMPUTING AND INFORMATION RESOURCES

www.cmu.edu/computing

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

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

STUDENT ACADEMIC SUCCESS CENTER

https://www.cmu.edu/student-success/
Student Academic Support Programs
**Tartan Scholars**

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

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

**Learning Support**

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

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

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

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

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

Language and Cross-cultural Support
More than 60% of graduate students at Carnegie Mellon are international students, and others are nonnative speakers of English who have attended high school or undergraduate programs in the US. Many of these students want to hone their language and cross-cultural skills for academic and professional success. Students can choose from sessions on

- how to give a strong presentation,
- writing academic emails,
- expectations and strategies for clear academic writing,
- how to talk about yourself as a professional in the U.S.,
- developing clearer pronunciation,
- using accurate grammar,
- building fluency, and more.

Students can make an appointment with a Language Development Specialist to get individualized coaching on language or cross-cultural issues.

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

UNIVERSITY LIBRARIES

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

RESEARCH AT CMU
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 are found by visiting the Research at Carnegie Mellon website.

OFFICE OF RESEARCH INTEGRITY & COMPLIANCE

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

KEY OFFICES FOR HEALTH, WELLNESS & SAFETY

COUNSELING & PSYCHOLOGICAL SERVICES (CAPS)

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

HEALTH SERVICES

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

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

CAMPUS WELLNESS

https://www.cmu.edu/wellness/

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

RELIGIOUS AND SPIRITUAL LIFE INITIATIVES (RLSI)

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 RLSI staff are here to support students across the spectrum of religious and spiritual practice and would be more than happy to help you make a connection into a community of faith during your time at CMU.

UNIVERSITY POLICE

http://www.cmu.edu/police/
412-268-2323 (emergency only), 412-268-6232 (non-emergency)

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

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

SHUTTLE AND ESCORT SERVICES

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

THE WORD

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

The WORD is Carnegie Mellon University’s student handbook and serves as the foundation for the department (and sometimes college) handbook. The WORD contains university-wide academic policy information and resources, community policies and resources, and describes the university level procedures used to review possible violations of these standards. It is designed to provide all students with the tools, guidance, and insights to help you achieve your full potential as a member of the Carnegie Mellon community.

Information about the following is included in The WORD (not an exhaustive list) and graduate students are encouraged to bookmark this site and refer to it often. University policies can also be found in full text at: http://www.cmu.edu/policies/.

Carnegie Mellon Vision, Mission

Statement of Assurance

Carnegie Code

Academic Standards, Policies and Procedures

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

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

Tax Status of Graduate Student Awards

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