

Carnegie Mellon University
HeinzCollege

INFORMATION SYSTEMS • PUBLIC POLICY • MANAGEMENT

2023-2024

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1 Welcome

Technology is impacting everything we do, from the way we live our lives to the way we do business, from the way we connect with others to the way we monitor our own health, from the way we analyze our surroundings to the way we navigate our world.

Policy defines priorities and guides action. The creation, deployment, and re-visioning of smart policies through rigorous inquiry and evidence-based decision-making has always been a key component of human innovation and progress.

Policy and technology have historically been separate domains, but more and more the lines between the two—and the demands they place on each other—are blurring. And of critical interest is how this impacts **People**.

The next generation of leaders must deeply understand this critical point of intersection:

People, policy, and technology. The connections among the three define our time and will continue to shape the future of humankind.

At the Heinz College of Information Systems and Public Policy.", we've understood this since our founding. Our first Dean, William W. Cooper, had a vision of educating students for "intelligent action," and this is still our primary objective.

The unique co-location of our two schools, **Heinz College's School of Public Policy and Management** and **Heinz College's School of Information Systems and Management** offers opportunities for collaboration that simply cannot be duplicated elsewhere. We also offer two groundbreaking Joint Degree Programs with the Carnegie Mellon University College of Fine Arts. Our faculty and students know that exciting things happen when disciplines collide, when differing perspectives come into contact with one another.

Each degree program publishes a supplemental handbook addendum which outlines specific curricular and program requirements. It is important that you familiarize yourself with both your program handbook as well as this College handbook.

While this handbook and your departmental 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 Postdoctoral Affairs, the

Office of the Dean of Students, and others are included in Appendix A of this handbook.

2 Vision & Mission

2.1 Vision

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

2.2 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.

3 Carnegie Mellon University Statement of Assurance

Carnegie Mellon 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 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 ombudsperson, 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 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 applicable grievance procedures for alleged violations of the Statement of Assurance is available at <https://www.cmu.edu/policies/forms-and-documents/soa-violations.pdf>.

The Office for Institutional Equity and Title IX may be reached at 412-268-7125 or <https://www.cmu.edu/title-ix/>.

4 The Carnegie Mellon Code

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

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

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

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

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

The Carnegie Mellon Code can also be found on-line at:

<https://www.cmu.edu/student-affairs/theword/>

5 University Policies & Expectations

It is the responsibility of each member of the Carnegie Mellon community to be familiar with

university policies and guidelines. In addition to this departmental graduate student handbook the following resources are available to assist you in understanding community expectations:

- The Word/Student Handbook:
<https://www.cmu.edu/student-affairs/theword/index.html>
- Academic Integrity Policy:
<https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>
- University Policies Website:
<https://www.cmu.edu/policies/>
- Office of Graduate and Postdoctoral Affairs:
<https://www.cmu.edu/graduate/policies/index.html>
- Additional Policy Resources (e.g. college/department specific policies)

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

6 Academic Calendar

Heinz College Academic Calendar can be found at:

https://www.heinz.cmu.edu/heinz-shared/_files/img/current-students/heinz-college-academic-calendar-2023-24

and provides information on all deadlines including registration dates, class start dates, add/drop deadlines, exam dates and more.

7 Educational Planning

7.1 Program Handbook

Each degree program publishes a supplemental handbook addendum which outlines specific curricular and program requirements. It is important that you familiarize yourself with both your program handbook as well as this College handbook.

While this handbook and your departmental 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. Information about The Word, the student handbook, the Office of Graduate and Postdoctoral Affairs, the Office of the Dean of Students, and others are included in Appendix A of this handbook.

7.2 Advisor

You will be assigned an academic advisor when you enter your graduate program. Your advisor can help you select courses and deal with academic questions and issues. You should plan to meet with your advisor at least twice per semester, but feel free to call upon your advisor at any time. If you choose to change advisors at any point during your academic career, you must file the petition for Change of Advisor, found on the Heinz College website.

7.3 Student Responsibility

Heinz College's faculty and staff will try to help you in every way possible to successfully complete your program. However, it is your ultimate responsibility to ensure that you meet all your program's requirements.

7.4 Changes to Requirements

This handbook is intended to summarize the policies of Heinz College. The policies and requirements outlined in this handbook may change. Heinz College will make a serious effort to see that all students are informed of any relevant changes in policy or operations. In general, when such revisions and additions increase requirements, only the next entering class will be bound by them.

7.5 Course Materials

A number of Heinz College courses employ the use of business case studies as required texts. These case studies are ordered via Heinz College to benefit from deep discounts and are automatically charged directly to the student account of each student on the roster at the end of the add/drop period. You have the option to purchase these case studies independently, but will not be eligible to receive the discounts offered on orders placed through the College and must abide by all copy right laws. If you have concerns regarding the materials or charges, please speak with the course instructor or the Office of Academic and Advising Services.

7.6 Use of Lockdown Browser

Heinz College utilizes Lockdown Browser from Respondus and it integrates seamlessly with Canvas. Assessments are displayed full-screen and cannot be

minimized. It prevents access to other applications including messaging, screen-sharing, virtual machines, and network monitoring applications.

8 Program Committee

8.1 Program Committee Composition

Each degree has a Program Committee that oversees the Program and makes recommendations to the Dean and faculty about the program and about students. The Program Committee makes unilateral decisions only on a very limited set of issues, such as petitions by students to waive requirements. Even in these cases, students may appeal a Committee ruling to the faculty or to the Dean. The Committee has delegated to the Program Director or Associate Dean the responsibility for decisions on certain petitions from students. On such issues as academic standing, the Committee reports its findings to the faculty, makes recommendations, and then acts on the faculty's decisions. The Program Committee consists of faculty members appointed by the Dean, the Associate Dean, and the Director of the Program.

8.2 Program Committee Meetings

The Program Committee meets periodically each semester. The last meeting of each semester is devoted primarily to evaluating students' progress and typically does not include other agenda items.

8.3 Process for Petition to the Program Committee

You may petition the Program Committee for permission to waive or modify your program's requirements. The Program Director or Associate Dean will make decisions on petitions concerning the add and drop deadlines, course and credit loads, allowable units of Independent Study, late grade changes, late withdrawals, deferring of core courses and extension of incompletes. Most other petitions will be heard directly by the Program Committee.

Your petition for modification of any program requirements should be in the form of a memo to the Program Director, and should include a clearly written statement of the problem or issue, the suggested remedy or proposed plan, and supportive evidence, if relevant. A statement of support from your advisor is especially helpful.

When submitting a petition, it is essential that you follow a reasonable and timely procedure. In most cases, this means that the petition should be submitted prior to the beginning of the semester for which you are requesting an action. For example, you generally will not be allowed to waive a required course if you have already missed three weeks of the class. Generally, you should allow at least two weeks for review and action on a petition.

You may appeal any decision by the Program Director or Associate Dean to the Program Committee. You may appeal any Program Committee ruling in writing to the Dean. Notify the Program Director or Associate Dean of any appeals so that the appropriate information can be forwarded to the Program Committee or Dean's Office.

9 Teaching

Quality teaching is an important element of Heinz College's programs. Heinz College solicits student evaluations of all courses, provides Teaching Assistants in many required courses, and works with the University's Teaching Center to enhance the quality of teaching.

9.1 Instructor Responsibility

Instructors must provide a detailed syllabus that identifies course objectives, content, and procedures, and must communicate clear grading standards for homework assignments, tests, grades, and other work. Instructors with Teaching Assistants will describe TA responsibilities in the syllabus.

Instructors will clearly describe what kinds of collaboration are prohibited. If the instructor does not make these issues clear, you should be sure to ask about them during the first class meeting. It is your responsibility to ensure you understand all course policies and requirements.

Instructors will insure fair and confidential grading. To ensure confidentiality, instructors who use teaching assistants may ask you to identify homework, exams, and papers by your student ID instead of your name. In the syllabus, an instructor will describe how grades are assigned, what part a TA plays in the grading process, and how you can appeal a grade.

Heinz College is committed to a learning environment that provides students with a clear understanding of their progress and performance in each class

taken. Communicating grades and providing timely feedback on assignments helps students improve and better master course content.

To that end, faculty are expected to provide students with grades for each assignment, exam, paper, presentation or project that is factored into the final grade for the course.

9.2 Teaching Assistants

Teaching Assistant (TA) positions are given to master's students and Ph.D. students who have demonstrated both an understanding of the course material and the ability to help others learn this information. Teaching Assistants are an important part of the success of Heinz College's programs. They assist the instructor by conducting review sessions; tutoring students, either individually or in small groups; and grading homework and examinations under the supervision of the instructor. Selection of Students to Serve as Teaching Assistants

Teaching Assistants (TA) are selected each semester for the following semester. The TA selection process is conducted online. Students indicate the courses for which they would like to TA and faculty and staff identify the best candidates.

In general, the higher your grades, the better your chances of becoming a TA. You will be considered for a teaching assistantship if you:

- Are in good academic standing with no academic integrity infractions.
- Express interest in a TA position.
- Received a grade of B+ or higher in the course for which you are being considered; however, typically TAs have received at least an A- in the course. You may also be eligible to TA a course that you have exempted. We do not advise being at TA until after you have completed your first semester.
- The course instructor accepts you as a TA.

Not all courses have a TA. Core courses are assigned a TA first; only some elective courses (for example, those with high enrollment) will have a TA.

Although TA positions primarily serve educational purposes, they also represent a means of financial support for students.

It should be noted that faculty preference plays an important role in the selection of a TA. It is appropriate to make your interest in being a TA for a particular course known to the instructor. This is particularly important for students exempting courses for which they wish

to be a TA.

Students who have violated Heinz College's academic integrity policies will NOT be eligible to hold positions as a Teaching Assistant.

9.3 Heinz College Teaching Training Program

A TA is required to complete the Teaching Assistant Training Program. This program was developed jointly by Heinz College and the Eberly Center for Teaching Excellence and is held at the start of the fall and spring semesters. As a TA, you will learn strategies for grading, tutoring, holding review sessions, and maintaining professional standards in the classroom.

9.4 Supervision of Teaching Assistants

TA responsibilities are defined in consultation with the supervising instructor. Instructors must develop written job descriptions for the TA and meet with the TA biweekly on a regular basis to review course plans, go over work assignments, and address any problems.

If you feel that a TA in one of your courses is not performing effectively, it is important that you make the College aware of the problem. First, speak to the course instructor, and if you are not satisfied with the instructor's response, contact the Heinz College Senior Director of Academic & Advising Services. A TA who is performing inadequately will be warned; a TA will be replaced if he or she does not improve. A TA who does not remain in good academic standing will not be re-appointed.

9.5 ITA Language Certification for Nonnative Speaking Students

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

Both university policy and PA law require that all nonnative English speaking students,

undergraduate as well as graduate, have their language skills assessed before working as teaching assistants who meet with students.

Students in master programs can request an ITA Certification only when they have a job offer for a specific class, even if it is just a tentative job assignment. Students can satisfy the requirement in one of two ways: using your TOEFL speaking score, or taking the ITA test.

If you have been offered a TA position and require ITA certification, please apply for language certification with Language Support in the Student Academic Success Center

9.6 Research Assistants

Research Assistant (RA) positions are given to master's students and Ph.D. students who have demonstrated both an understanding of the course material and the ability to help faculty further their research.

9.7 Selection of Students to Serve as Research Assistants

Research Assistant (RA) positions may be advertised on Handshake, or by working directly with a faculty member who is looking to hire an RA.

In general, the higher your grades, the better your chances of becoming a RA. You will be considered for a research assistantship if you:

- Are in good academic standing with no academic integrity infractions.
- Express interest in an RA position.
- The faculty member accepts you as an RA.

Students who have violated the College's academic integrity policies will NOT be eligible to hold positions as a Research Assistant.

Please review section 9.9 of this Handbook for information on employment eligibility.

9.8 Evaluation and Recognition of Teaching Performance and Heinz College Students

You will be asked to evaluate your courses and instructors at the end of each mini or semester. Evaluations are conducted online and are anonymous. The results will not be available to instructors until after the final grading period.

Final evaluations are posted on the website:

<http://www.cmu.edu/hub/fce/index.html>.

On the course evaluation, you are encouraged to numerically rank

performance and to give comments. Comments are extremely helpful in explaining low or high ratings, so be sure to take the time to provide constructive comments that can help the faculty and administration build a better program.

At the end of the academic year, a committee of students, staff and faculty select an instructor to receive the annual Teaching Award, and a teaching assistant from each school to receive the Teaching Assistant of the Year Awards. The selections are based on student nominations, which are solicited in the spring. Students will also be asked to nominate a classmate to receive the following awards:

Barbara Jenkins Award

Awarded annually in memory of Barbara Jenkins (MSPPM '87) to a graduating student who has demonstrated service to the Heinz College community and made significant contributions to the quality of life for residents in the Pittsburgh region.

Otto A. Davis Award

Awarded annually in honor of Otto A. Davis, second dean of the Heinz College, to an individual who exemplifies the College's commitment to racial and social justice.

Student Leadership Award

Awarded annually to a graduating student from each school who best exemplifies leadership. The award recognizes an individual who has distinguished him/herself across several dimensions, including:

- Demonstrated leadership role among peers (supportive, articulate spokesperson for peers, inspires and motivates others, helps bring about improvements/change)
- Demonstrated leadership and initiative in other arenas (with faculty, student organizations, across campus, in interaction with corporate representatives)
- Innovative approach or exceptional academic rigor (takes a problem/issue to a new level, demonstrates a novel approach to an issue, exceeds basic requirements)

- Strong communication skills (interpersonal, written, oral, etc.)
- Shows exceptional promise for future success (within an existing company or as an entrepreneur)

The recipients are announced in May at the Heinz College Diploma Ceremony.

9.9 Employment Eligibility Verification

If you are receiving a stipend, are a TA, or are planning to have a position with Carnegie Mellon 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 maintains the **Employment Eligibility Verification (I-9) Policy [pdf]** covering the university's I-9 and E-Verify requirements:

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

For more information, please see CMU's **Guidance for Completing the Form I-9 and E-Verify Requirements at CMU**, 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.

10 Degrees Offered

10.1 Heinz College's School of Public Policy and Management

Master of Science in Public Policy & Management (MSPPM)

Master of Science in Public Policy & Management Data Analytics (MSPPM-DA)

Master of Science in Public Policy & Management D. C. (MSPPM-DA)

10.2 Heinz College's School of Information Systems and Management

Master of Information Systems Management (MISM)

Master of Information Systems Management: Business Intelligence & Data Analytics (MISM-BIDA)

Master of Science in Information Security Policy & Management (MSISPM)

10.3 Heinz College's Master of Arts Management (MAM), a joint program with the College of Fine Arts and Heinz College's Master of Entertainment Industry Management (MEIM), a joint program with the College of Fine Arts

Master of Entertainment Industry Management (MEIM)

Master of Arts Management (MAM)

11 Departmental Information

11.1 Departmental Personnel

- Ramayya Krishnan -Dean, Heinz College of Information Systems And Public Policy And William W. And Ruth F. Cooper Professor of Management Science And Information Systems
- Jackie Speedy - Associate Dean of the School of Public Policy and Management at Heinz College of Information Systems and Public Policy.
- Andrew Wasser - Associate Dean of Heinz College's School of Information Systems and Management at Carnegie Mellon University.
- Dareen Basma - Associate Dean of Diversity, Inclusion, Climate & Equity (DICE) at Heinz College at Carnegie Mellon University.
- Alyson Jarnagin- Senior Director of Academic and Advising Services
- Ron Delfine - Executive Director of Career Services

12 Master's Degree Completion and Certification

12.1 Standard Degree Requirements & Degree Certification

Carnegie Mellon graduate students are expected to complete their degree requirements within the standard length of time for their program of study as outlined in the relevant Graduate Student Handbook. Standard program lengths for graduate students vary significantly – ranging from two semesters for some full-time master's programs to several or more years for doctoral programs. Upon completion of the graduate program degree

requirements, the degree will be certified by the student's academic program in the semester in which the student completes the requirements.

Early Competition

Graduate students who consider the completion of all degree requirements in less than the standard length of time for their program of study may consult with their degree-granting program or department to determine if early degree certification is allowed and under what circumstances.

Extended or Longer-than-Standard Competition

Longer-than-standard degree completion may occur due to academic interruptions in making progress toward the degree as defined by the academic program, interruptions of full-time study or progress towards the degree due to serious, documented medical issues, or other unusual or unforeseen circumstances.

Master's students who require longer than the standard time to complete their degree requirements are expected to remain in close contact with their graduate program, and will be certified at the end of the semester in which they have completed their degree requirements. Students shall reference CMU Policy on Master's Student Statute of Limitations:

<https://www.cmu.edu/policies/student-and-student-life/masters-students-statute-of-limitations.html>

regarding guidelines and restrictions which place an upper limit on the maximum length of time allowable for master's degree completion and certification.

12.2 Additional Guidance for Students

Program of Study

Students seeking guidance about their program of study and degree requirements should consult with their academic advisor and/or appropriate associate dean.

Financial Aid and Student Account

Students are expected to make normal progress toward their degree in order to graduate within the standard timeframe for their program of study. Under U.S. Federal Title IV regulations, student eligibility for federal financial aid is contingent upon enrollment in and successful completion of courses that are counted as credit toward their current degree program. To receive the maximum amount of federal financial aid for which they may be eligible, students must enroll each semester in at least 36 units that count toward their current

degree level. (See separate guidance regarding integrated degree completion.)

Students should consult with their designated college liaison in The HUB regarding billing and financial aid, particularly for early completion, longer-than-standard completion, or integrated undergraduate and master's degree programs.

International Students

Immigration status for students in F-1 and J-1 non-immigrant status is tied to making normal progress toward completing degree requirements. Therefore, F-1 and J-1 students who are considering completing their degree requirements early, anticipating longer-than-standard completion, or moving from an undergraduate to a graduate student classification (integrated undergraduate-graduate study) should consult with their designated advisor in the Office of International Education (OIE) to ensure compliance with immigration regulations.

Regulations governing F-1 students limit how many online/distance courses an F-1 student may take and still be considered to be enrolled full-time and maintaining status. F-1 students are required to be enrolled full-time each semester (36 units or the minimum required for making normal progress towards the completion of the degree). Students in F-1 status cannot take more than a single online/ distance course (either a mini or a full-semester) to count towards their full-time enrollment requirement in any given semester. Immigration does not consider courses that require physical presence on campus to be distance education/online even if the delivery mode is via distance.

Please visit the Office of International Education website for more information about courseload and course delivery mode requirements for foreign students:

<https://www.cmu.edu/oie/maintaining-status/students/course-load-modality.html>

12.3 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>

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.

13 Master's Degree Requirements and Related Policies/Protocols

13.1 Length and Intensity of Courses

A full-semester course carries 12 units of credit and is generally expected to require an average of 12 hours per week of time, including time spent in and out of the classroom. "Mini" courses are those that are half a semester in length; they generally carry 6 units of credit, and also require approximately 12 hours per week of time. "Micro-Mini" courses are those that are usually 2-4 days in length; and they generally carry 3 units of credit.

Required classes are generally scheduled to meet for 80 minutes, two to three times a week during the day (on Monday, Wednesday, and Friday; or Tuesday, Thursday, and Friday). Frequently, instructors make Friday an optional review session; if so, the instructor will require more out-of-class work so that the time commitment to the course is similar to a course which meets formally three times a week.

Elective classes are generally scheduled to meet for 80 minutes two times a week during the day or for two hours and 50 minutes one time per week during the evening.

13.2 Course Attendance

Students must attend the courses and sections for which they are registered. Failure to do so may impact room occupancy guidelines, as well as limit seats for students who are correctly registered for a particular course. If you need to make changes to your schedule to accommodate any limitations, please do so in SIO or speak with an Academic Services staff member.

13.3 Course Loads

The number of units a student takes in any semester depends upon the program and enrollment status. Additionally, individual circumstances may dictate a heavier or lighter course load in a given semester.

13.4 Full Time Course Load

Depending upon the degree program, full-time students generally register for 48-60 units of course work per semester in order to meet graduation requirements and may carry no more than 60 course units per semester. Academic program per semester unit maximums can be found in your degree program handbook. You may petition your Program Director or Associate Dean to take more than the maximum units if you feel you can handle the extra workload. You will not receive credit toward your degree for coursework taken in excess of 60 units, unless you obtain prior approval from your Program Director or Program Committee before the end of the drop/add period for that semester.

In addition, you must pay for all full-time semesters of Heinz College tuition that your program requires (i.e., three semesters of tuition for MISM, MSISPM, MS3) and four semesters of tuition for MSPPM (2 year track & DC track), HCPM, MAM (2 year track) and MEIM and either three or four semesters for MPM, even if you can complete all degree requirements in a shorter period of time.

Similarly, you can petition to take fewer than 48 units if there are reasons why you cannot carry a heavier load, and if you will be able to return to a normal course load the following semester. In some cases, this may delay your graduation date.

13.5 Part-time Course Load

Part-time students typically take 12-30 units per semester, depending upon their individual circumstances and professional obligations. Students pay tuition on a per unit basis. Under special circumstances, you might be admitted into a typically full-time program as a part-time student. In this case, you must submit a plan to the Program Committee indicating which courses you will take each semester before you register. International students should

reference this handbook regarding their ability to register as a part-time student.

13.6 Courses Outside Heinz College

If you wish to take graduate courses outside of Heinz College that count towards your degree, you must have Program Director approval, and you must submit a general petition form prior to the start of the course. Some programs have limitations on the number of units that can be taken outside of Heinz College that count towards your degree. Please refer to your program specific handbook.

Any approved graduate courses taken at Carnegie Mellon for which you receive a passing grade — a grade of C- or better — count toward Heinz College elective credit, and the grades will be used in the computation of the Heinz College grade point average.

To fulfill the elective requirements for graduation, you may take graduate courses offered by Carnegie Mellon or by other Pittsburgh universities, subject to the approval of your Program Director.

You should note that an approved graduate course at the University of Pittsburgh equaling 3 semester hours transfers as 9 units on your Carnegie Mellon academic record and transcript. If you wish to count a non-Heinz College course as part of your degree, you must obtain approval from the Program Director in advance of registration. Lastly, Heinz College will count the course as 12 units toward your degree requirements when determining your eligibility for graduation.

13.7 Undergraduate Courses Counting Toward Degree

Heinz College School of Information Systems and Management

MISM, MSIT, and MSISPM students may not count any undergraduate course toward their Heinz College degree.

Heinz College School of Public Policy and Management | Heinz/CFA Programs

Undergraduate courses can be identified by the course number: XX-100 - 500 are undergraduate courses and XX-600 can be either a graduate or undergraduate course depending on the College. Students who wish to take an undergraduate elective class MUST submit a petition to the Program Director and receive approval for the course to count towards the degree prior to the start of the class. Generally, only upper division classes will be considered. If

the student receives a grade of B or better, the units will count toward the degree, but the grade will not be factored into the student's Heinz quality point average (QPA). Please be aware that even with approval to count the course for the degree, on the official CMU transcript undergraduate courses will not count towards the units earned or the QPA. Students may count no more than 12 units of undergraduate classes toward their Heinz degree.

13.8 Auditing Courses

An audited course will be counted toward the 60 maximum allowable units per semester, even though it will not count toward the satisfaction of any degree requirement. Units are not earned for courses you audit. Students wishing to audit a course need to submit the Petition to Audit a Heinz College Course by the tenth day of the semester for a full-semester course and the fifth day of the mini for a mini course.

Students who audit a course may not retake the same course for units towards their degree completion or for a grade.

13.9 Adding and Dropping Courses

Heinz College's deadline for adding and dropping full-semester courses is the tenth day of the semester. The deadline for mini courses is the fifth day of the mini. Once you have met with your advisor, you can add/drop a course by using Carnegie Mellon's Online Registration up until the official add/drop deadline for the semester or mini. All Heinz courses for which you have registered will appear on your transcript and will be counted toward your QPA, even if you don't complete the course. **Therefore, if you do not drop a course on time, the grade (including a failing grade) will still count. Conversely, if you do not register properly for a course, you will not receive a grade, regardless of the amount or quality of your work in the course.**

In order to add a course after the deadline, students must submit a petition to the Program Director. You should note that permission to late add a course is granted only when exceptional circumstances beyond your control have prevented you from submitting a timely course change.

13.10 Department Policy/Process for Withdrawing from a Course

Students may withdraw from a course after consultation with their academic advisor up until week 10 for full semester course. For micro and mini please refer to the Academic Calendar. To request a course withdraw, the student must fill out a Course Withdrawal Request form and submit it to their advisor or department administrator. The department will submit the completed form to the University Registrar's Office.

13.11 Voucher Process

To help students manage challenges with workload, stress management and work-life balance, the University devised a new set of guidelines around dropping courses. Each Masters student receives one voucher for each 12-month year of the program. The voucher allows a student to drop a course up until the last day of classes or request the pass/fail option for a course. The student and program director must complete the voucher request form which includes the reason why the student wishes to drop the course. After submitting the voucher, the course will not appear on the student's transcript. The student can use only one voucher in any academic year. Students do not need to use the vouchers, they are there as a safety net to ensure students can still explore and challenge themselves and not be penalized for taking academic and intellectual risks.

Please note, late drop vouchers are not to be used for core courses. Also, in order for a late drop voucher to be approved, a full-time student's course load may not drop below the minimum full-time unit load of 36 units.

At the discretion of their program director, students who face family, health or other personal crises that require changes to their schedule will be considered on an individual basis and may not be required to use a voucher for such emergencies.

For more information on the university's voucher system, please visit:

<https://www.cmu.edu/hub/registrar/course-changes/index.html>

13.12 Exemption of Courses

You are strongly encouraged to apply for exemption of a required course if you have already acquired all or most of the skills taught in that course outside of

the College. In general, you will not be granted an exemption from a project course requirement.

To receive an exemption, you must either take a qualifying exam, or when there is no exam offered, petition a specified faculty or staff member—the process is detailed during your orientation. Exemption exams are given prior to or at the beginning of the semester for which the course is offered.

Exemption exams for courses offered in multiple semesters must be taken prior to the fall semester. If you have some background in the material of a core course, it is in your interest to take the exemption exam. Three scenarios may occur as a result of taking the exemption exam: 1) you fully exempt the course; 2) you take the exam, but do not pass and need to take the course; 3) you demonstrate strong aptitude, but not mastery and are placed into a higher level course.

To petition to exempt a course that is not covered by an exam you should:

- Submit the Petition for Course Exemption form from the College website.
- Complete this form, and attach an official course description or syllabus from the prior course(s) you took, including the professor's name, textbooks used, and particular chapters covered. Also include a copy of your transcript that shows the grade you received in the class.
- Obtain the approval of a specified faculty or staff member.
- File the petition with your Program Director.

Be aware that if your petition is granted, you may need to learn some particular skills taught in an exempted course on your own time. No units will be awarded for courses that are exempted.

Your attempt to exempt a degree requirement may result in a conditional exemption. This indicates that you have accomplished some level of proficiency in the subject matter but may still need additional coursework to master it. When a conditional exemption is granted, the course that satisfies the condition must be taken in the same year that was expected for the core course it is replacing.

Course exemption requests should be submitted before registration for the

applicable semester (i.e. if you intend to exempt a course normally offered in the spring semester, your petition should be submitted prior to spring registration opening). This ensures that the designated faculty or staff member has time to review your request prior to the start of the course. You do not need to first attend a course before deciding to request an exemption. Some students fear that if they exempt a course instead of taking it and getting a high grade, their grade point average might be lower, and might fall below the minimum threshold for graduation. To prevent this problem and to encourage you to apply for exemptions, the College Committee uses a “shadow” grade of A- (3.67 points) for an exempted course when determining if you 1) meet the grade point requirements for graduation, 2) should be suspended or 3) should be dropped from the program. In other words, the Program Committee assumes that if you had taken the course, you would have received an A- grade, and if your grade point average would have been above 3.0 with that grade, the Committee will not suspend or drop you from the College. This grade will not appear on your transcript, it will not be included in your official QPA, and it is not used to determine whether to place you on probation or to send a letter of warning or congratulations. Further, a shadow grade is not used in the calculation for graduation with honors. Only one exemption receives a shadow grade; you are encouraged to exempt multiple courses if you can, but you will receive a shadow grade of A- for at most 12 units of coursework.

13.13 Pittsburgh Council on Higher Education (PCHE)

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

<https://www.cmu.edu/policies/student-and-student-life/masters-student-status.html>

NOTE: Suspended students may take courses elsewhere; however, they may receive transfer credit only if their college's and department's policies allow this. This is subject to the approval of your Program Director.

Heinz College will count both the units AND the grade for any class taken at a PCHE University. Any graduate courses taken via PCHE for which you receive a passing grade — a grade of C- or better — count toward Heinz College elective credit, and the grades will be used in the computation of Heinz College grade point average. These classes will appear with units and grades on your Carnegie Mellon transcript and will factor into your Heinz units and QPA. Carnegie Mellon will typically count a 3-credit class elsewhere as 9 units (which will appear on your official transcript), but Heinz will count the same class as 12 units, according to the values we assign to full-semester classes.

Please Note:

- Outgoing students (CMU students) must be registered for 36 units at Carnegie Mellon BEFORE adding the PCHE course. No exceptions, except for approved joint programs. PCHE courses cannot count toward full-time status.
- Students must maintain 36 units of CMU courses throughout the semester, or will be dropped from PCHE courses.
- PCHE instructions and form can be found on the HUB's website: <http://www.cmu.edu/hub/forms.html>. The above policies for obtaining approval apply.

13.14 Certification of Degree

At the end of each academic year semester, the faculty review the academic records of all students to determine who has met the requirements for graduation. If you have not met a requirement and do not have prior approval from your Program Committee to exempt the requirement, you will not be approved to graduate. If you are an expected May graduate and have not met all requirements by the review but are in good academic standing and are deemed likely to finish by the end of August, then you may be permitted to participate in Commencement in May, although you will not receive a diploma until you have finished all requirements.

13.15 Leave of Absence

Occasionally, a student will have pressing personal circumstances that require him or her to

take a leave of absence from the program. In such cases, the student should complete a Leave of Absence form, available on the HUB website, to be approved by the Program Director and Associate Dean. Typically, a leave of absence is for one academic semester.

<https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/>

13.16 Withdrawal of Degree

A student may leave Carnegie Mellon by withdrawing from the university (this means leaving the university with no intention of returning). Please see

<https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/index.html> for forms.

CMU Resources and Info: <https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/index.html>

CMU Policy: <https://www.cmu.edu/policies/student-and-student-life/student-leave.html>

13.17 Graduate Student Appeal and Grievance Procedures

Graduate students are encouraged to discuss their concerns with their Program Director or Associate Dean. The Dean is also available for discussions at any stage of the process.

The University's policies and procedures for filing a grievance are outlined at

<http://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html>

14 Grading and Evaluation

14.1 Heinz Grading Scale

Heinz College operates on a 4-point grading scale as follows:

Letter	Grade Interpretation	Points	Credit Toward Graduation?
A+	Exceptional	4.33	Yes
A	Excellent	4.00	Yes
A-	Very Good	3.67	Yes
B+	Good	3.33	Yes
B	Acceptable	3.00	Yes
B-	Fair	2.67	Yes
C+	Poor	2.33	Yes
C	Very Poor	2.00	Yes
C-	Minimal Passing	1.67	Yes
D,R	Failing	0	No
I	Incomplete	0	No

14.2 Heinz Policy on Grades for Retaking a Course

You cannot take the same course twice and receive credit for both toward your degree. If the course content has changed significantly, you may petition your Program Committee for permission to get credit for both courses. You may retake any course in which you receive a grade of B- or lower in order to raise your cumulative QPA. You must register for the repeat course as you would any other. Your new grade will replace the original grade in evaluations of academic standing as an "RC", but the earlier grade will remain on your official transcript and you will only earn units for the course once. You must petition the Program Director or Associate Dean prior to the beginning of the semester if you want to retake a course in which you received less than a B-.

If you earn a passing grade in a course taken as pass/no pass, you are not permitted to retake the course for a letter grade.

If a student fails a course because of an academic integrity violation and then retakes the course, both the failing grade and the new grade will be used in evaluations of academic standing and the calculation of the student's QPA.

Students who audit a course may not retake the same course for units towards their degree completion or for a grade.

14.3 Pass/Fail

Students are permitted to take up to 18 units of non-core classes (i.e. electives) as pass/no pass. A maximum of 12 of these 18 units can be student-elected by filling out the appropriate pass/no pass petition by the stated deadlines. The remaining units can be instructor-deemed pass/no pass classes (micro minis, etc.). This excludes full semester and mini 4 courses taken during the spring 2020 semester that were elected to take as pass/no pass. It is the student's responsibility to verify if a class can be taken as Pass/No Pass by checking the instructor's policy listed on the course syllabus or Canvas. If the policy is not listed on the syllabus or Canvas, please contact Academic Services. To elect to take a class pass/no pass, you must complete the Pass/No Pass Form found on Heinz College Academic & Advising Services webpage or complete a late voucher if electing to take a course as pass/no pass after the relevant deadline. The form must be filed before the add/drop deadline of the relevant semester or mini semester (the fifth day of class for a mini and the tenth day of class for

a semester-long course). Pass/no pass grades are not used in calculating your grade point average, but do count towards the required units necessary for program completion. Any student elected pass/no pass courses, whether elected using a petition or voucher, will count towards your pass/no pass unit totals.

14.4 Independent Study

Independent study and directed reading courses allow for one-on-one interaction between a professor and a student. These courses allow you the flexibility to direct your own coursework. It is a faculty member's discretion whether to take on an independent study or not, therefore independent studies generally are built upon mutual interests of the student and faculty member. You and the professor should agree in advance on a program of study and a method of evaluation. The number of course units should equal the expected number of hours per week required during the semester.

To receive approval for an independent study course, you must submit an Independent Study Contract to the faculty advisor accompanied by a memorandum which describes the plan for this independent study or directed reading course and includes the number of units to be earned, the outcome of the independent study (i.e., a paper or series of papers, etc.). The faculty advisor must sign the petition and the memorandum. These should be submitted to the Program Director prior to beginning your study; without this memo, you will not receive credit for this course. Independent study courses may only be directed by full-time faculty at Heinz College unless permission is received in advance from the Program Director.

You may not count independent study or directed reading courses toward fulfilling requirements in the Common Core or towards completion of your degree without approval from your Program Director. If you wish to take more than 12 units of such courses, you must submit a petition to the Associate Dean no later than one week prior to the add/drop deadline for the mini or semester.

14.5 Incompletes Grades

You are expected to finish all required work in a course by the established deadlines. If you fail to do so, the instructor will give you the grade you deserve, based on the work you have

completed. Under exceptional circumstances, the instructor may agree to assign a grade of “I” (Incomplete). Individual instructors establish specific policies concerning incomplete grades. In general, however, you can expect to receive grade penalties if the incomplete is granted for reasons other than illness or other uncontrollable circumstances.

In order to receive an incomplete grade, you must sign a Contract for Completion of Incomplete Coursework indicating what you must still finish and when you will turn it in. The maximum time allowed is one semester past the end of the course. The form is available on Heinz College website. You must submit the contract to the Program Director’s office before the end of the semester while you are still enrolled in the class. Without this contract, you will automatically receive a grade of R (failure). If the contract expires before you turn in the work you will receive the default grade specified in the contract.

14.6 Process for Appealing Final Grades

<https://www.cmu.edu/student-affairs/theword/academic/appeal-of-grades-and-academic-actions.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.

14.7 Policy on Grades for Transfer Courses

Students may apply to receive transfer credit from other universities by submitting a Transfer Credit form found on the Heinz College website. An original transcript or e-transcript from the other University is required when submitting the Transcript Credit form. Heinz College limits the number of units which will be permitted to be transferred. Note: Not all programs within Heinz College accept transfer credit. Students should contact their Program Director for approval prior to submitting the Transfer Credit Form. All transfer credit courses will be recorded on their 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.

<http://www.cmu.edu/policies/student-and-student-life/transfer-credit-evaluation-and-assignment.html>

14.8 GPA Requirements and QPA Requirements for graduation

Grade point averages are computed by translating all letter grades into quality point numeric values, weighting these values by the number of units in each course, summing the resulting numbers, and dividing by the total number of units.

You must maintain a cumulative grade point average (QPA) of 3.0 or greater in all courses for which you will receive grade credit. This includes all courses taken outside of Heinz College for which you have been given approval to count towards your degree.

For the purpose of satisfying the minimum QPA requirements for graduation, you can count any combination of units that meet all of the requirements for graduation. For example, suppose that you have taken 210 units at the College, you have met all your core and required classes and you have a QPA of 2.9. Your degree requires 198 units to graduate, but you took one more elective course than you needed, and so have 12 more units than are required to graduate. If, by dropping the elective from the QPA calculation you would have a QPA of 3.0 or greater, you will be deemed to meet the requirement for graduation. In addition, your QPA will be recalculated using “shadow grades” for up to 12 units of exemptions for purposes of determining your ability to graduate. An exception is if you retook a class that you had failed because of cheating. In that case, both grades for the course in question are included in calculations of QPA and no shadow grades will be applied.

Your official Carnegie Mellon transcript, however, will reflect all of your coursework and the resulting QPA (from which undergraduate courses are excluded), even though it may be below 3.0. Furthermore, the Heinz College will use all of your coursework when determining eligibility for academic honors or other decisions that are based on the QPA.

15 Academic Standing

The Program Committee both monitors the progress of students according to

the standards of the College and makes suggestions to the faculty and the Dean for academic actions based on its evaluation of student performance. Since the College is a professional school with ethical obligations to the public regarding the students it certifies, grades are not the only factors involved in assessing academic standing.

15.1 Good Standing

When your cumulative QPA equals or exceeds 3.0, you are deemed to be in good academic standing and can pursue the normal course of study.

15.2 Academic Congratulations

Each semester, the faculty and the Program Committee review the academic progress of all the program's students and send a letter of congratulations to those students who demonstrate superior academic performance.

15.3 Academic Warning

If you receive a warning, it is because the faculty is concerned about your progress at Heinz College and your ability to successfully complete the program. You can expect to receive a warning if your cumulative QPA falls below 3.1 or if your semester QPA falls below 3.0. If you are issued a warning, you will receive a detailed letter that clarifies the circumstances around your academic standing, and will outline the necessary steps to return to good academic standing.

15.4 Academic Probation

If you are placed on probation, it is an indication that the faculty feels you are performing below the level needed to successfully complete the program. If you are on probation, it has implications for future academic action, and your eligibility for financial aid may be affected. The Program Committee considers recommending probation to the faculty if your cumulative QPA falls below 3.0. If you are placed on probation, you will receive a detailed letter that clarifies the circumstances around your academic standing, and will outline the necessary steps to return to good academic standing.

If you are placed on probation, you must achieve at least a 3.0 QPA in the semester you are on probation; otherwise, the Program Committee will

generally recommend to the faculty that you be suspended or dropped from the program. In addition, you must demonstrate the ability to raise your cumulative QPA to 3.0 within the normal timeframe of graduation. Again, if this seems impossible, the Program Committee will generally recommend to the faculty that you be suspended or dropped from the program.

15.5 Academic Suspension or Drop from Program

In general, you will be dropped from your program only if you have been on probation during the previous semester. However, under extraordinary circumstances as determined by the faculty, you may be suspended or dropped without previously having been placed on probation. The Program Committee will recommend that you be dropped if, at the end of the semester of probation, your semester QPA falls below 3.0, or if your cumulative QPA is such that it is unlikely that you will be able to complete the program in the normal period of time. The Program Committee may recommend that you be suspended from the program for up to one year if your performance in the program is unsatisfactory, even if you have not previously been placed on probation. Suspension is, in effect, a temporary drop. If you are suspended, you cannot register for or take classes at Heinz College for a specified period of time, usually a year. The faculty views a suspension as a time to make up deficiencies, to develop a mature approach to the program, or to give more thought to future career goals. If you are suspended, you may enroll in your Program again after the specified period and the faculty will indicate the conditions of your re-enrollment in your original suspension letter.

The decision of the faculty to suspend or drop a student is final. If you wish to appeal the decision, you can speak to the Dean; however, the Dean will only determine whether the Program Committee and the faculty followed due process and considered all relevant information over a sufficient time period.

If you are suspended or dropped from your program, you will receive a detailed letter to clarify the circumstances of your academic standing. If you are suspended, the letter will outline any necessary steps surrounding your return to the program.

Students who want to appeal an academic disciplinary action must state in writing to Heinz College Dean their intention to do so within one week of the

penalty date in question, and then must present their appeal to the College Dean no later than two weeks after said penalty date. Appeals must be in writing, with appropriate documentation. In cases where an appeal is filed, disciplinary actions will be held until the 2 week moratorium is complete.

If you feel that your appeal would require a second-level review, please visit:

<https://www.cmu.edu/studentaffairs/ocsi/students/undergrad%20responding/index.html>
[tps://www.cmu.edu/student-affairs/ocsi/students/grad%20responding/index.html](https://www.cmu.edu/student-affairs/ocsi/students/grad%20responding/index.html)

15.6 Awards

Those students with exemplary academic records throughout their careers at Heinz College will be considered for graduation with “distinction” or “highest distinction”. Graduation with “highest distinction” requires an overall QPA of 3.85 or greater. Distinction is awarded to those students with a cumulative QPA of at least 3.75 but less than 3.85.

Heinz College awards will not be listed on your university diploma. This honor will be awarded to you with a certificate signed by the Dean of Heinz College.

All College courses count toward determining the QPA for distinction and no shadow grades will be used for exempted courses. If you retook a course, the original grade will count in the computation.

Students who have violated Heinz College’s academic standards cannot graduate with “distinction” or “highest distinction.”

16 Ethics and Discipline

Heinz College is a professional school designed to prepare students for responsible positions requiring the trust and confidence of the public. Therefore, Heinz College must demand the highest ethical standards of its students. The two cornerstones of these ethical standards are honesty and concern for others. Heinz College will not tolerate plagiarism, false representation of the extent of individual contributions to joint efforts, cheating, or falsification of records. It also will not tolerate disruptive behavior, ethnic intimidation, sexual harassment, or illegal activities. Any of these actions can carry severe penalties up to and including expulsion from the university.

16.1 Academic Integrity

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

Policy Statement

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

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

Instructors have a duty to communicate their expectations including those specific to collaboration, assistance, citation and acknowledgement within

each course. Students likewise have a duty to ensure that they understand and abide by the standards that apply in any course or academic activity. In the absence of such understanding, it is the student's responsibility to seek additional information and clarification.

Policy Violations

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

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

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

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

Unauthorized assistance refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another

individual, published, or unpublished written sources, and electronic sources.

Examples of unauthorized assistance include but are not limited to:

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

Procedures for dealing with allegations of these policy violations are detailed in the university's Academic Disciplinary Action Procedures, which are published in The WORD student handbook. Periodic review of these procedures will be overseen by the Dean of Student Affairs or her/his designee in consultation with Faculty Senate and the relevant student governing bodies. Any amendments to these procedures are subject to the approval of Faculty Senate. Additional guidelines and procedures for graduate students may exist at the college/department/program level, in which case they are communicated in the college/department/program graduate student handbook.

If a student fails a course because of an academic integrity violation and then retakes the course, both the failing grade and the new grade will be used in evaluations of academic standing and the calculation of the student's QPA.

Any student who violates the academic integrity policy may not be a Student Representative, Teaching Assistant, Research Assistant, Officer of a student

club/organization and cannot graduate from the college with highest distinction or distinction or serve as commencement speaker. All academic integrity violations will be reported to Heinz College Associate Dean and Carnegie Mellon's Dean of Student Affairs or designee, as well as Heinz College Office of Academic and Advising Services.

Cases of academic integrity violations will be reviewed by the Dean or designee, who may impose additional penalties. Students should understand clearly that such offenses are not tolerated at Carnegie Mellon. In the event of an academic integrity violation, you may be dropped from your program.

Students who want to appeal an academic disciplinary action must state in writing to Heinz College Dean their intention to do so within one week of the penalty date in question, and then must present their appeal to the College Dean no later than two weeks after said penalty date. Appeals must be in writing, with appropriate documentation. In cases where an appeal is filed, disciplinary actions will be held until the 2-week moratorium is complete.

If you dispute that your actions violated the University Policy on Academic Integrity or believe that your department did not follow the proper procedure for investigating or reporting a violation, the university has a formal appeal process in place that provides you with the ability to have your case heard before an Academic Review Board. The initial step of that process is writing a letter to the Provost requesting an appeal and you can find more information in the Student Appeals section of the Graduate Academic Disciplinary Actions Overview. Please note that requests for appeal are not granted automatically and the Provost will determine whether the appeal will move forward to a second-level review.

Multiple Violation Reports

Second-level review is required in all cases in which a student has committed more than one violation of the University Policy on Academic Integrity that has been reported to the Office of Community Standards and Integrity.

When more than one violation has been reported about a student, the Office of Community Standards and Integrity should notify the head of the student's home department. The student's department head or designee may recommend appropriate sanctions and/or outcomes given multiple violations

of the University Policy on Academic Integrity and document that recommendation in writing via email to the student and the Office of Community Standards and Integrity. The departmental recommendation will then be reviewed by an Academic Review Board in a sanctioning hearing.

If the student's department head or designee declines to recommend a sanction and/or outcome, members of the Academic Review Board will recommend a sanction and/or outcome as part of their review in a sanctioning hearing. If the student's department head or designee declines to recommend a sanction and/or outcome, the student's department head or designee should document that decision in writing via email to the student.

The Academic Review Board will review the departmental recommendation (if advanced) in a sanctioning hearing in which the involved student will be given the opportunity to participate. The student's department head or designee and course instructors will also be given the opportunity to participate in the full review. If they opt not to attend the full hearing, they should be available to participate in the hearing as witnesses. The purpose of the hearing will be to determine whether additional university action beyond the course-level sanctions is warranted given multiple violations of the University Policy on Academic Integrity.

In order for the Academic Review Board to determine an appropriate outcome, the student's department head or designee and course instructors will be asked to provide all documentation related to the case if not already submitted, including the email to the student documenting the course-level actions and supporting evidence related to the violations, to be considered by the Academic Review Board. Appropriate redaction will be made by the Office of Community Standards and Integrity prior to board member review.

Please review the University Policy on Academic Integrity (<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>)

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.

16.2 The Community Standards Violation Process

As members of the university community, Carnegie Mellon students are expected to respect the rights of all students, faculty and staff and adhere to the policies outlined in the Student Handbook contained in *The Word*:

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

If a student has observed a violation of university policy, or feels that his/her rights have been violated in some way, he/she should file a report with a College Liaison, the Office of Community Standards and Integrity, the Student Affairs Office, or University Police.

For more information on the community standards violation process, please explore the Community Standards Violation Guide. This document is a reference to provide insight into community standards processes at Carnegie Mellon.

16.3 Academic Integrity Role of Teaching Assistants

Since some of the responsibility for grading falls on Teaching Assistants (TAs), and since they are sometimes the classmates of those whose work they grade, TAs are in a special ethical position. If you are a TA, you have an obligation to maintain Heinz College's standards of honesty, and if you are not a TA, you should respect the TA's special position. Violation of the trust and responsibility given to TAs is viewed as a serious violation by all who are involved.

16.4 Other Violations

Students who engage in disruptive behavior, criminal activities, ethnic intimidation, sexual harassment, moral turpitude, violations of The Heinz College procedures, or violations of Carnegie Mellon regulations will be subject to disciplinary action, including possible expulsion.

16.5 Disciplinary Procedures

Heinz College follows University academic disciplinary procedures. The

University policy can be found at: <http://www.cmu.edu/graduate/policies/>. You are responsible for familiarizing yourself with that policy.

16.6 Statement Regarding Consensual Relationships

It is of critical importance to the University's mission that the integrity of academic and professional relationships between students and those in positions of authority over them is maintained. These members of the University community are entrusted with authority to support the intellectual, professional, and personal growth of our students.

Intimate relations (even if consensual) between students and those in a position of authority over them compromise the integrity of their academic and professional relationship.

Consensual intimate relationships and actions intended to solicit such relationships are prohibited between students and those who are in a position of authority over the student, such as senior administrators, faculty, academic instructional staff, post docs, and University staff. This also includes situations where one student is in a position of authority over another, such as those serving as teaching assistants, tutors, research supervisors, graders, resident assistants, community advisors, supervisors in a student employment role, or mentors designated by the university (such as orientation student leaders).

<https://www.cmu.edu/policies/student-and-student-life/consensualrelationships.html>

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.

17 Safeguarding Educational Equity

17.1 Student Privacy Rights

Students' rights to privacy are protected under the Family Educational Rights and Privacy Act (FERPA) of 1974, 20 U.S.C. Sec. 1232g. The university's guidelines for student privacy are posted on the website at:

<https://www.cmu.edu/policies/student-and-student-life/privacy-rights-students.html>

17.2 Assistance for Individuals with Disabilities

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

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

<https://rainier.accessiblelearning.com/cmu/>

or email access@andrew.cmu.edu to begin the interactive accommodation process.

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

17.3 Sexual Misconduct Policy

The University prohibits sex-based discrimination, sexual harassment, sexual assault, dating/ domestic violence, sexual exploitation, stalking and violation of protective measures. 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 for Institutional Equity and Title IX

<http://www.cmu.edu/title-ix/>

412-268-7125

institutionalequity@cmu.edu

- University Police

<https://www.cmu.edu/police/>

412-268-2323

Additional resources and information can be found at:

<https://www.cmu.edu/title-ix/resources-and-information/index.html>

17.4 Gestational and Parental Accommodations

<https://www.cmu.edu/graduate/programs-services/maternity-accommodation-protocol.html>

Providing holistic student support is a top priority at Carnegie Mellon. The protocols on this page are designed to support the parental needs of students and their families.

Students seeking any of the Parental Accommodations described below must register with the Office of the Dean of Students by contacting the office for an appointment by calling 412-268-2075.

Students are encouraged to register with the Office of the Dean of Students ninety (90) days in advance of the anticipated arrival of the child as applicable in the individual circumstance. At the time of registering, students will have the opportunity to consult about resources, procedures, funding options and preparation for discussing academic accommodations with the student's academic department. Students should also consult with their academic advisors either before or in conjunction with registering with the Office of the Dean of Students.

Accommodations for Gestational Parents

The birth of a child is a significant life event that may require time away from academic pursuits for delivery and recovery from delivery of a newly born child. Students whose anticipated delivery date is during the course of a semester may need to take time away from their academic responsibilities. Carnegie Mellon students seeking time away are afforded two options as possible accommodation:

- **Short-Term Accommodation for Gestational Parents** – A short term absence from academic responsibilities up to a maximum of six (6) weeks. Short-Term Accommodation may be extended by two (2) weeks, for a total of eight (8) weeks, where a longer absence is medically necessary. Prior to the absence students must work with relevant university faculty and staff to adjust their course work, research, teaching and other academic responsibilities during the period of

absence. This may include extensions of time to complete assignments, incomplete grades, and/or dropping courses, shifting research responsibilities and adjusting TA assignments. Students who take a Short-Term Accommodation will remain enrolled.

- **Formal Leave of Absence**– A formal leave of absence under the Student Leave Policy. Generally, the Student Leave Policy permits students to take a leave of absence for a full-semester, mini-semester, or for the time remaining in the semester during which the leave is taken. Students who take a Formal Leave of Absence (<https://www.cmu.edu/policies/student-and-student-life/student-leave.html>) drop all remaining courses for the semester and are unenrolled for the semester. International students must consult with the Office of International Education (<https://www.cmu.edu/oie/>) before considering this option due to visa implications.

Financial Assistance for Student Parents

Carnegie Mellon also offers the following options for financial assistance to students who become parents while enrolled:

Interest Free Loan – Any student who becomes a parent is eligible to apply for an interest-free parental loan (<https://www.cmu.edu/student-affairs/dean/loans/>) from the Office of the Dean of Students.

17.5 Consensual Intimate Relationship Policy Regarding Undergraduate Students

<https://www.cmu.edu/policies/student-and-student-life/consensual-relationships.html>

Consensual intimate relationships and actions intended to solicit such relationships are prohibited between students and those who are in a position of authority over the student, such as senior administrators, faculty, academic instructional staff, post docs, and University staff. This also includes situations where one student is in a position of authority over another, such as those serving as teaching assistants, tutors, research supervisors, graders, resident assistants, community advisors, supervisors in a student employment role, or mentors designated by the university (such as orientation student leaders).

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.

17.6 Professional Conduct

Students in Heinz College's graduate programs are preparing for professional careers in positions of leadership. Consistent with the standards of our programs, such positions carry with them expectations for integrity, ethical bearing and behaviors that are acceptable in the workplace. Students who undertake class projects, serve as interns or apprentices, or complete their work-study assignments in organizations outside the College must conduct themselves in a manner consistent with the standards of the professional workplace. Likewise, students are expected to exhibit professional conduct in the classroom and other University learning environments and to serve as productive, positive forces in our academic community. Students who engage in behaviors that are dishonest, unethical, abusive, violate University and workplace rules on the use of drugs and alcohol, or otherwise undermine classroom learning or the environment of their workplace assignment or the College will be subject to disciplinary action up to and including being dropped from your program.

18 Additional Department and University Policies and Protocols

18.1 Verification of Enrollment

<https://www.cmu.edu/hub/registrar/student-records/verifications/enrollment.html>

The University Registrar's Office handles all verifications and other degree-related information.

An enrollment verification officially provides proof of enrollment at the university. Enrollment information can only be verified from the student record and what is reflected on it. The most common reasons for requesting an enrollment verification include:

- Student loan agencies and insurance companies wanting to know if a

student is enrolled

- Scholarship committees wanting to know if a student maintained a certain QPA
- Registration alone does not constitute enrollment. To be considered enrolled, a student must:
 - o Be registered for and currently attending classes
 - o Have fulfilled their financial obligation to the university for the semester

If a student is registered but not enrolled, a special letter to confirm registration for the upcoming semester may be requested by emailing:

uro-verifications@andrew.cmu.edu.

18.2 Heinz College Computing Service Resources

Heinz College Computing Services offers services to students, faculty, and staff. Please reference their website and handbook for details:

<https://www.heinz.cmu.edu/current-students/computing-services/>.

Students using any CMU network who misrepresent themselves as another person or College entity violate the standards and behavior deemed appropriate and acceptable. Any student who, using the identity of another, sends messages to individuals inside or outside Heinz College, is subject to disciplinary action up to and including expulsion. Students who send obscene, harassing, or intimidating messages under their own or another's name are violating the University's standards of ethics and are subject to disciplinary action up to and including expulsion.

Details of the University's Computing policies can be found at:

<https://www.cmu.edu/policies/information-technology/computing.html>

All students of Heinz College are subject to these policies

19 Appendix - Key Offices for Graduate Student Support

19.1 Office of Graduate and Postdoc Affairs

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

The Office of Graduate and Postdoc Affairs provides central support for all master's and doctoral students, as well as academic programs, with a focus on supporting graduate student success at Carnegie Mellon.

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

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

19.2 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.

19.3 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 . CMU provides a hotline that all members of the university community should use to confidentially report suspected unethical activity, violations of university policy, or violations of law.

Topic areas for reporting may include, but are not limited to:

- Academic and Student Life
- Bias Reporting
- Discriminatory Harassment / Sexual Misconduct / Title IX
- Employee Misconduct
- Employment Related
- Environmental Health and Safety / Pandemic Safety
- Financial Matters
- Health and Wellness
- Information Systems and Data Privacy
- Public Safety & Criminal Activity
- Research & Intellectual Property

Students, faculty, and staff can anonymously file a report by calling 1-844-587-0793 or visiting cmu.ethicspoint.com. All submissions are reported to appropriate university personnel and handled discreetly.

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>

19.4 Graduate Student Assembly

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

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

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

19.5 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 Childbirth/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

19.6 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

19.7 Student Academic Success Center

<https://www.cmu.edu/student-success/>

Communication and Language Support

Communication Support: The program offers free consultations for all CMU students on their written, oral, and visual projects. Our trained communication consultants help communicators convey ideas clearly and effectively on a variety of STEM and humanities topics. Consultants support communication excellence on essays, technical reports, oral

presentations, slides, data visualization, advanced English language learning, and many other project types. Clients can bring in a project at any stage including brainstorming ideas, organizing thoughts, responding to instructor feedback, or putting finishing touches on the final draft.

Support is offered in several modes:

- One-on-one *communication tutoring* (in-person or Zoom synchronous meeting) --Clients meet with a consultant to improve the logic, clarity, and flow of writing or presentation and receive expert feedback that will strengthen a project. When making an appointment, clients upload a draft, instructor prompts, and rubrics so consultants can use specific criteria to give relevant feedback. See the appointment types offered.
- Video response (asynchronous)--Clients upload documents in advance, then receive a 20- to 30-minute recorded video with a consultant's feedback. The feedback video will be received within 5 days after the scheduled appointment.
- Group appointments--Participate with your group to accomplish peer reviews or focus on collaborative presentation strategies.
- Workshops--Workshops are available on a variety of topics and help attendees learn research-backed communication strategies.
- Resources--An online collection of handouts and videos that concisely explain specific communication strategies are available.

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

- how to give a strong presentation,
- writing academic emails,
- analyzing expectations and strategies for clear academic writing,
- talking how to talk about oneself 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.

Learning Support

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.

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.

“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.

19.8 Global Communication Center (GCC)

<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.

19.9 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.

19.10 Office of Research Integrity & Compliance

www.cmu.edu/research-compliance/index.html

The Office of Research Integrity & Compliance (ORIC) is designed to support research at Carnegie Mellon. 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.

19.11 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.

19.12 Counseling & Psychological Services

<https://www.cmu.edu/counseling/>

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

19.13 Health Services

www.cmu.edu/HealthServices/

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

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

19.14 Campus Wellness

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

19.15 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.

19.16 University Police

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

The University Police Department is located at 4551 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 412-268-2323. The annual security and fire safety report is also available online at <https://www.cmu.edu/police/annualreports/>.

19.17 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.

19.18 Veterans and Military Community

<http://www.cmu.edu/veterans/>

Military veterans are a vital part of the Carnegie Mellon 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 uro-vaedbenefts@andrew.cmu.edu or 412-268-8747.

19.19 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 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/>.

