Carnegie Mellon University
Heinz College

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Heinz College
-School of Public Policy and Management
-School of Information Systems and Management
-Heinz/CFA Joint Programs
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1 UNIVERSITY POLICIES & EXPECTATIONS

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

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

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

1.1 Take Care of Yourself

During your time at Carnegie Mellon do your best to maintain a healthy lifestyle by eating well, exercising, avoiding drugs and alcohol, getting enough sleep and taking some time to relax. This will help you achieve your goals and cope with stress.

All of us benefit from support during times of struggle. You are not alone. There are many helpful resources available on campus and an important part of the college experience is learning how to ask for help. Asking for support sooner rather than later is often helpful.

If you or anyone you know experiences any academic stress, difficult life events, or feelings like anxiety or depression, we strongly encourage you to seek support. Counseling and Psychological Services (CaPS) is here to help: call 412-268-2922 and visit their website at [http://www.cmu.edu/counseling/](http://www.cmu.edu/counseling/). Consider reaching out to a friend, faculty or family member you trust for help getting connected to the support that can help.

2 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 online at: http://www.cmu.edu/student-affairs/theword/code.html.

3 EDUCATIONAL PLANNING

3.1 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.

3.2 Advisors
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.

3.3 Student Responsibilities
The 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 of your program’s requirements.

3.4 Changes to Requirements
This handbook is intended to summarize the policies of the Heinz College. The policies and requirements outlined in this handbook may change. The 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.

3.5 Assistance for Individuals with Disabilities
Students with disabilities are encouraged to self-identify with the Office of Disability Resources by contacting access@andrew.cmu.edu to access the services available at the university and initiate a request for accommodations. More information can be found at: http://www.cmu.edu/hr/eos/disability/students/

3.6 Course Materials
A number of Heinz College courses employ the use of business case studies as required texts. These case studies are ordered via the 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 copyright laws. If you
have concerns regarding the materials or charges, please speak with the course instructor or the Office of Academic Services.

4 PROGRAM COMMITTEE
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.

4.1 Program Committee Composition
The Program Committee consists of faculty members appointed by the Dean, the Associate Dean, and the Director of the Program.

4.2 Program Committee Meetings
The Program Committee meets periodically each semester. The meeting agenda is circulated in advance. If you want to place an item on the agenda or make a presentation to the Committee, consult with your Program Director or Associate Dean at least one week before the meeting. The last meeting of each semester is devoted primarily to evaluating students’ progress and typically does not include other agenda items.

Program Committee meetings generally are open to the College community when curricular and other general items are considered. However, when the committee is considering the progress of individual students, the meeting is closed.

4.3 Process for Petitions 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.

5  TEACHING
Quality teaching is an important element of the College’s programs. The 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.

5.1  Instructors’ Responsibilities
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 insure confidentiality, instructors who use teaching assistants will 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.

The 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 help 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.

5.2  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 the 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.

5.2.1  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 TA’s 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 the College’s academic integrity policies will NOT be eligible to hold positions as a Teaching Assistant.

5.2.2 Heinz College Teaching Assistant Excellence Program
A TA is required to complete the Teaching Assistant Excellence Program. This program was developed jointly by the College and the University Teaching Center 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.

5.2.3 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 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 Director of Academic 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.

5.3 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.

6 SCHEDULING AND COURSE CREDIT

6.1 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.

Required classes are generally scheduled to meet for 90 minutes, 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 90 minutes two times a week during the day or for three hours one time per week during the evening.

6.2 Course Loads

The number of units a student takes in any semester depends upon the program and enrollment status (either part-time or full-time). Additionally, individual circumstances may dictate a heavier or lighter course load in a given semester.
6.2.1 Full-time Student 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, including courses outside of the Heinz College. 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, or full-time MSIT) 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.

6.2.2 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.

6.2.3 Part-time Student 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 course 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.

6.3 Adding and Dropping Courses
The 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 or drop a course after the deadline, students must submit a petition to the Program Director. You should note that permission to late add or drop a course late is granted only when exceptional circumstances beyond your control have prevented you from submitting a timely course change. In general, academic difficulty or burdensome academic loads are not considered sufficient grounds for dropping a course late.
6.4 Students on F-1 Visas and Course Loads
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) 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.

6.5 Credit for Prior Courses
In general, the Heinz College does not give credit toward graduation for courses taken prior to entering the Heinz College program. **Even if you do receive prior credit, however, you must still pay tuition for the number of full-time semesters required by your program in order to receive a degree.**

6.6 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 petition the instructor of the relevant course—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 the course instructor.
- 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.

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.

6.7 Independent Study/Directed Reading

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 the 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.

6.8 Courses Outside of the Heinz College

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 University 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, the Heinz College will count the course as 12 units toward your degree requirements when determining your eligibility for graduation.

6.8.1 Undergraduate Courses Counting towards your Degree

School of Information Systems and Management

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

6.8.2 Non-Heinz Graduate Courses Counting towards your Degree

Any graduate courses taken at Carnegie Mellon University 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.

If you wish to apply courses outside of the Heinz College toward your degree, you must have Program Director approval. You must submit a General Petition prior to the start of the course.

6.8.3 Courses taken via Pittsburgh Council on Higher Education (PCHE) Cross-Registration

To fulfill the elective requirements for graduation, you may take graduate courses offered by other Pittsburgh universities through the Consortium on Higher Education (PCHE), 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 the Heinz College grade point average. These classes will appear with units and grades on your Carnegie Mellon University 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.

6.8.4 Transfer Credit from Other Universities

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 Transfer Credit form. The Heinz College limits the number of units which will be permitted to be transferred. Note: Not all programs within the 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 this.)


6.8.5 Registering for Courses at the Tepper School of Business

Non-Tepper students may take no more than four Tepper courses during their academic career. You must have your Program Director’s approval to take a Tepper class.

You will also need Registration approval from Tepper, subject to their rules:

You will need a minimum grade of B+ for any pre-requisites of the course. Students with a QPA of 3.5 or above may register for up to 12 units per mini session. Students with a QPA of > 3.0 and < 3.5 can register for 1 course per mini session. Students with a QPA of 3.0 and below will not be granted permission to register for any Tepper courses until their QPA improves.

To enroll in a Tepper School class, you need to use their online system and follow the instructions below:

- Log in to the Tepper Website: http://www.tepper.cmu.edu/
- In the upper right hand corner of the page click on MY TEPPER
- Use your Andrew login to get into the MBA Course Request system: userID password
- Click on the Menu bar on the upper right of the MY TEPPER page.
- If you have previously taken a course at the Tepper School or are in the Tepper School system, under Academic Information click on “Register for a Course”. If you are new to the Tepper School System, under Non-Tepper School Student Resources click on “Register for a Course”
- Read the Policy Statement and click: “I AGREE”
- Follow the remaining instructions and view the Tepper MBA electives that are available.
- Request the course(s) you are interested in and click the Submit Requests button.
- Your advisor must approve the course request and you must request permission from the teaching faculty member. You then must forward the faculty approval to masters@andrew.cmu.edu

6.8.6 Language Courses

The Heinz College recognizes that being able to communicate in more than one language may be important to students who will be seeking employment in an increasingly interconnected world. Therefore, some of our master’s programs [not MISM or MSISPM] allow up to 12 units of credit towards the Heinz degree for students who take intermediate-level or higher language classes. The units for language classes taken at the undergraduate level will count toward your degree; however, the grade received will not be factored into your QPA and the units will not be counted towards your total units earned on your official CMU transcript. You will need to have Program Director approval for any language class prior to the beginning of the mini or the semester in which you wish to take the course. You should check with your Program Director and Program Handbook to determine whether this policy applies to your program.
6.9 Final Examinations
Final examinations for full-semester courses are scheduled during finals week and typically take no more than three hours to complete. Finals for first and third mini courses are usually no longer than an hour and a half and are held during a three-day “mini-finals” period in the middle of the semester. Full semester courses continue to meet during this time. Finals for the second and fourth mini courses are held during finals week at the end of each semester and may be either an hour and a half or three hours in duration, at the discretion of the instructor. Final exams for evening courses will be held on the usual meeting day for the class, (e.g. a Monday evening class will have its final on the Monday evening of exam week). It is therefore possible that a student could have several finals in one day.

7 PERFORMANCE STANDARDS

7.1 Grading Scale
The College operates on a 4-point grading scale as follows:

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

7.2 Incomplete: “I” 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 the 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.
7.3 Pass/Fail Grades
You may take up to 12 units of non-core classes on a pass/fail basis. It is the student's responsibility to see if the class can be taken as Pass/Fail by checking the instructor's policy listed on the course syllabus or Blackboard. If the policy is not listed on the syllabus or blackboard, please contact Academic Services. See the Academic Service’s office or the Heinz College Website for the proper form. This form must be filed before the add/drop date of the relevant semester or mini semester (the tenth day of class for the semester and fifth day of class for a mini). Pass/fail grades are not used in calculating your grade point average. You may not take core courses as pass/fail (unless a core class is automatically graded on a pass/fail basis).

7.4 Change of Grades
If you find or suspect a computational or clerical error in the grade which you receive for a course, you should contact the instructor as soon as possible. If the instructor agrees that the grade is incorrect, he or she will submit a “Change of Grade” form to the College’s Office of Academic Services. In general, late grade changes due to the completion of extra work or revision of work already submitted will not be approved.

7.5 Appeal of Grades
If you believe that a grade is incorrect you should contact the instructor to clarify or appeal your grade. If you wish to appeal your grade beyond the instructor level, you must first notify your Program Director or Associate Dean in writing of the basis for your appeal. The Program Director or Associate Dean will discuss your concerns with you. After that conversation, you may request that your appeal be forwarded to the Dean for a formal and final review. The University’s policy for appealing grades is outlined at http://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html.

Grades are viewed as the prerogative of the faculty. The Dean will not grant appeals except in cases where objectively demonstrable and verifiable errors were made in grading (e.g., an error in the calculation of the grade) or serious violations of policy occur.

7.6 Grading Standards
Grading in a particular course is the prerogative of instructor of that course subject to the requirements described in sections above. There is no mandatory grading scale at the Heinz College. There are, however, a set of general guidelines that the Dean has promulgated to help ensure equity and broad consistency in grading standards across courses. These guidelines are given below. While it is not the case that every class, each semester will meet the specific standard identified, these standards capture the general expectations for courses in each category.

- Standard Core Courses: mean grade of 3.33 - 3.4
- Advanced Core Courses: mean grade of 3.5
- Concentration and Elective Courses: mean grade of 3.5
- Systems Synthesis and Project Courses: mean grade of 3.6 -3.67

There are numerous legitimate reasons why grades in a particular course might vary significantly from these guidelines.
8 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.

8.1 QPA Requirements

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 the 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, as described in section 6.5, 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.

8.2 Retaking Courses

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 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.
8.3 Academic Status

8.3.1 Warning
If you receive a warning, it is because the faculty is concerned about your progress at the 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.

8.3.2 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 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.

8.3.3 Suspension or Drop
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 the 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.

8.3.4 Good Academic 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.

8.3.5 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.
8.4 Graduation Review
At the end of each academic year, 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 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.

As of August 2012, the Pretest Assessment and End of Program Student Survey are graduation requirements. All graduating students will receive an email from the Dean of Heinz College with a link to the surveys. This survey data is confidential and the data will be used in aggregate to evaluate programming and to help us to continually improve the Heinz College experience. Your individual results will not be reported to anyone in Heinz College. Because of the importance of gathering statistically significant data, the surveys are a graduation requirement for all Heinz College students. Therefore, choosing not to complete the surveys could prevent the certification of your degree.

8.5 Awards
Graduation with Distinction

Those students with exemplary academic records throughout their careers at the 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 the Heinz College’s academic standards cannot graduate with “distinction” or “highest distinction.”

8.6 Degree Completion Statute of Limitations
As outlined in the Master’s Students Statute of Limitations http://www.cmu.edu/policies/student-and-student-life/masters-students-statute-of-limitations.html, students in part-time programs have seven years to complete the program (from the semester in which the student first enrolled). Full-time students have five years to complete the program (from the semester in which the student first enrolled). Should a student take a leave of absence (see section below) which extends the study beyond the period above, the student will need to reapply for admission to the program.

8.7 Leave of Absence Policy
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 year.
9 ETHICS AND DISCIPLINE

The College is a professional school designed to prepare students for responsible positions requiring the trust and confidence of the public. Therefore, the College must demand the highest ethical standards of its students. The two cornerstones of these ethical standards are honesty and concern for others. The 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.

9.1 Cheating and Plagiarism

Plagiarism and other forms of academic misrepresentation are viewed as extremely serious matters. Misrepresentation of another’s work as one’s own is widely recognized as among the most serious violations. The violation is clearly flagrant when it occurs as plagiarism on a required paper or as cheating on an examination, including take-home as well as in-class examinations. The punishment for such offenses can involve being dropped from your program. There are many other ways in which violations can occur. The circumstances and the rules may vary for different courses, and each instructor will establish his or her own rules for a particular course. Each student is responsible for understanding these rules.

If a student fails a course because of a cheating 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, Officer of a student club/organization and cannot graduate from the college with highest distinction or distinction or serve as commencement speaker. Per University policy, all academic integrity violations will be reported to the Heinz College Associate Dean and Carnegie Mellon’s Dean of Student Affairs.

Cases of cheating and plagiarism will be reviewed by the Dean, who may impose additional penalties. Students should understand clearly that such offenses are not tolerated at Carnegie Mellon. A first offense could result in being dropped from your program. In the event of a second offense, you will be dropped from your program.

Generally, sanctions resulting from an Academic Disciplinary Action take effect immediately, regardless of whether an appeal is filed.

The University policy on Cheating and Plagiarism is posted on Carnegie Mellon’s website at: http://www.cmu.edu/student-affairs/theword/acad_standards/integrity.html.

9.2 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 http://www.cmu.edu/student-affairs/theword/comm_standards/index.html. 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 Resident Assistant, the Student Life Office, 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.

### 9.3 Collaboration

Some instructors permit — or may even encourage — collaboration on homework assignments if they view the collaboration as contributing to the learning experience. Other instructors prohibit collaboration entirely. When collaboration is permitted, however, it is usually limited to discussion on the issues in an assignment, to be followed by submission of independent work; it explicitly precludes one person copying the work that has been done by another. In some cases, notably in project courses, a joint project may be permitted, but this should represent roughly equal contribution by each participant.

It is important to recognize that the acceptability of collaboration will vary considerably among courses and instructors. Some require that all work submitted for credit be done independently; others minimize the credit associated with homework in order to encourage collaboration; none will accept cheating on examinations.

Instructors are encouraged to make very clear their rules on the acceptability of collaboration on homework assignments. Ultimately, however, the student is responsible for being aware of the rules on any particular assignment, and for recognizing that engaging in joint work when collaboration is prohibited is punishable as academic misrepresentation.

Program code and spreadsheet development are as unique as written work and should demonstrate the effort and creativity of the individual student preparing the work. Students who share code or spreadsheets are engaging in behavior which constitutes cheating when the instructor has not explicitly assigned these homeworks or tests as group work.

### 9.4 Role of Teaching Assistants

Since some of the responsibility for grading falls on Teaching Assistants (TA’s), and since they are sometimes the classmates of those whose work they grade, TA’s are in a special ethical position. If you are a TA, you have an obligation to maintain the 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 TA’s is viewed as a serious violation by all who are involved.

### 9.5 Software Piracy

All College students are required to sign the following software policy agreement:

In the following agreement, “the College” refers to the Heinz College and University refers to Carnegie Mellon as a whole or any part thereof, software and documentation refers to any software made available to me through the College or the University or given directly to me for my use by staff of the College.
The software and documentation made available to students at the College is copyrighted or subject to strict license agreements concerning unauthorized duplication and/or dissemination.

Students may not copy any of said software or documentation, in whole or in part, or have them copied by other parties.

Students may not change any copyright, trade secret, or trademark notice in any of the software or documentation.

Students must agree to return or destroy, at the end of their enrollment, copies of software or documentation for which the College or the University has negotiated site licenses to make unlimited copies of for use on campus, both those made by the student and those given to the student. Students may not use any of said software or documentation outside of the University for purposes other than those directly related to coursework or research at the College.

Violation of this policy is subject to appropriate disciplinary action.

9.6 Misuse of Computing Facilities and Networks
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 the 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: http://www.cmu.edu/computing/guideline/

All students of the College are subject to these policies.

9.7 Other Violations
Students who engage in disruptive behavior, criminal activities, ethnic intimidation, sexual harassment, moral turpitude, violations of College procedures, or violations of University regulations will be subject to disciplinary action, including possible expulsion.

9.8 Disciplinary Procedures
The 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.

10 GRADUATE STUDENT CONCERNS AND GRIEVANCES

10.1 Informal Discussion
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.

10.2 Filing a Grievance
The University's policies and procedures for filing a grievance are outlined at http://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html
11 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 http://www.cmu.edu/policies/documents/StPrivacy.html

12 SAFEGUARDING EDUCATIONAL EQUITY

12.1 Policy against Sexual Harassment and Sexual Assault

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

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

12.2 Maternity Accommodation Protocol

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

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

13 PROFESSIONAL CONDUCT

Students in the 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.

14 DEGREES OFFERED

School of Information Systems & Management

M.S. in Information Security Policy and Management
M. of Information Systems Management
M. of Information Systems Management – Business Intelligence and Data Analytics
Ph.D. in Information Systems and Management
M.S. in Information Technology – Business Intelligence and Data Analytics
M.S. in Information Technology – Information Security and Assurance
M.S. in Information Technology – Information Systems Management (G.M. employees only)
M.S. in Information Technology – Information Technology Management
M.S. in Information Technology – Software Design and Management
M.S. in Information Technology – Software Engineering (G.M. employees only)

School of Public Policy & Management

M.S. in Health Care Policy and Management
M.S. in Health Care Policy and Management and M.B.A. (jointly with Tepper School of Business)
M. of Medical Management
M. of Public Management
M.S. in Public Policy and Management
M.S. in Public Policy and Management – Data Analytics
M.S. in Public Policy and Management and M.B.A. (jointly with Tepper School of Business)
M.S. in Public Policy and Management and J.D. (jointly with the University of Pittsburgh School of Law)
M.S. in Public Policy and Management and M. of Divinity (jointly with the Pittsburgh Theological Seminary)
Ph.D. in Public Policy and Management
Ph.D. in Economics and Public Policy (jointly with the Tepper School of Business)
Ph.D. in Machine Learning and Public Policy (jointly with the School of Computer Science)
Ph.D. in Statistics and Public Policy (jointly with Dietrich College of Humanities and Social Sciences)
Ph.D. in Strategy, Entrepreneurship and Technological Change (jointly with Dietrich College of Humanities and Social Sciences, the Carnegie Institute of Technology and the Tepper School of Business)

Heinz/College of Fine Arts Joint Programs

M. of Arts Management

M. of Arts Management – and Graduate Degree in Innovation and Organization of Culture and the Arts (jointly with the University of Bologna's School of Economics)

M. of Arts Management – J.D. (jointly with the University of Pittsburgh School of Law)

M. of Entertainment Industry Management

Adelaide, South Australia Campus

M.S. in Information Technology

M.S. in Public Policy and Management

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

Inquiries concerning the application of and compliance with this statement should be directed to the Vice President for Campus Affairs, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-2056.


The Statement of Assurance can also be found online at: http://www.cmu.edu/policies/documents/SoA.html.
16 Appendix - Key Offices for Graduate Student Support

16.1 Office of the Assistant Vice Provost for Graduate Education

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

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

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

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

- Conference Funding Grants
- Graduate Small Project Help (GuSH) Research Funding
- Graduate Student Professional Development: seminars, workshops and resources
- Graduate Women Gatherings (GWG)
- Inter-university Graduate Students of Color Series (SOC)

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

16.2 Eberly Center for Teaching Excellence & Educational Innovation

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

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

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

16.4 Graduate Student Assembly
The Carnegie Mellon Student Government consists of an Executive Branch and a Legislative Branch. This is the core of traditional student government, as governed by the Student Body Constitution. The Executive Branch serves the entire student body, graduate and undergraduate, and consists of one president and four vice-presidents. The Legislative Branch for graduate students, The Graduate Student Assembly (GSA) passes legislation, allocates student activities funding, advocates for legislative action locally and in Washington D.C. on behalf of graduate student issues and needs, and otherwise acts on behalf of all graduate student interests. GSA also contributes a significant amount of funding for conferences and research, available to graduate students through application processes. GSA also plans various social opportunities for graduate students and maintains a website of graduate student resources on and off-campus, http://www.cmu.edu/stugov/gsa/index.html. Each department has representation on GSA and receives funding directly from GSA’s use of the student activities fee for departmental activities for graduate students. The department rep(s) is the main avenue of graduate student representation of and information back to the graduate students in the department.

16.5 Office of the Dean of Student Affairs
The Office of the Dean provides central leadership of the metacurricular experience at Carnegie Mellon. The offices that fall under the division of Student Affairs led by Dean of Student Affairs Gina Casalegno, include:

- Career and Professional Development Center
- Counseling & Psychological Services (CAPS)
- Housing & Dining Services
- Orientation & First Year Programs (note: for undergraduate students)
- Office of International Education (OIE)
- Student Activities
- Student Life.

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


### 16.6 Intercultural Communication Center (ICC)

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

### 16.7 Global Communication Center (GCC)

The Global Communication Center (GCC) provides free consulting for the CMU community. Our trained communication consultants help CMU students, faculty, and staff convey their ideas logically, clearly, and effectively in one-on-one sessions, and classroom workshops. Whether it’s written, verbal, or visual, get a second set of eyes on your project. Our expert feedback will help you write and present more effectively. Graduate students can utilize the GCC for a variety of communications, including journal articles, dissertations and theses, technical reports, grants, oral exam preparation, conference presentations, PowerPoint presentations, job application materials, course papers, and more. [www.cmu.edu/gcc](http://www.cmu.edu/gcc)

### 16.8 Office of International Education (OIE)

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

### 16.9 Counseling & Psychological Services

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

16.10 Health Services
University Health Services (UHS) is staffed by physicians, advanced practice clinicians and registered nurses who provide general medical care, allergy injections, first aid, gynecological care and contraception as well as on-site pharmaceuticals. The CMU student insurance plan covers most visit fees to see the physicians and advanced practice clinicians & nurse visits. Fees for prescription medications, laboratory tests, diagnostic procedures and referral to the emergency room or specialists are the student’s responsibility and students should review the UHS website and their insurance plan for detailed information about fees. UHS also has a registered dietician and health promotion specialists on staff to assist students in addressing nutrition, drug and alcohol and other healthy lifestyle issues. In addition to providing direct health care, UHS administers the Student Health Insurance Program. The Student Health Insurance plan offers a high level of coverage in a wide network of health care providers and hospitals. Graduate students should contact UHS to discuss options for health insurance for spouses, domestic partners and dependents. Appointments can be made by visiting UHS’s website or by telephone, 412-268-2157.  http://www.cmu.edu/health-services/

16.11 University Police
412-268-2323 (emergency only), 412-268-6232 (non-emergency)

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

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

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

16.13 The WORD
The WORD is Carnegie Mellon University’s student online handbook and is considered a supplement to the department (and sometimes College) handbook.  
http://www.cmu.edu/student-affairs/theword/. The WORD contains campus resources and opportunities, academic policy information and resources, community standards information and resources. It is designed to provide all students with the tools, guidance, and insights to help you
achieve your full potential as a member of the Carnegie Mellon community. University policies can also be found in full text at: http://www.cmu.edu/policies/.