

Master of Entertainment Industry Management Program



Carnegie Mellon University

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Handbook Website: <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>

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1. INTRODUCTION

This handbook provides specific information on the curriculum and program requirements for the Master of Entertainment Industry Management (MEIM) Program. Heinz College also publishes a separate handbook that details College-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights and major forms and deadlines. Students should familiarize themselves with both, as each contains information that is critical for your success. These handbooks can be obtained through your program director and via the Heinz College website at:

<http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>

1.1 ABOUT HEINZ COLLEGE

The Heinz College was founded in 1968 by a small group of faculty members from the Graduate School of Industrial Administration (now the Tepper School of Business) to better prepare students for the challenges of public and non-profit sector management careers. Originally named the School of Urban and Public Affairs (SUPA), the College offered training in public policy and management through the Master of Science in Public Policy and Management (MSPPM) program. In 1982, the Master of Public Management (MPM) program was added to the College, and in 1987, the Master of Arts Management (MAM) program was created in collaboration with the College of Fine Arts. In the mid-1990's, the College added programs in information systems management to prepare students for private sector careers that bridge the gap between technology and business (MISM and MSISPM). The focus of these programs is on the intelligent application of IT in corporate environments. During the 2000's the program in Entertainment Industry Management was added, as was the MSPPM-DC track.

Over 10,000 students have graduated from the Heinz College and are employed by government, private industry, consulting firms and non-profit, arts, entertainment, and health organizations around the world. Most students in our full-time master's programs come to the Heinz College with three years or less work experience. Students in the part-time programs typically hold full-time professional positions and have 2 or more years of work experience.

In October 2008, the Heinz School became the H. John Heinz III College with two schools: the School of Information Systems and Management and the School of Public Policy and Management. These two schools serve as the platform for our educational programs listed below.

1.2 CARNEGIE MELLON MISSION STATEMENT

The mission statement of Carnegie Mellon University is 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.

1.3 MEIM MISSION STATEMENT

The mission of the Master of Entertainment Industry Management (MEIM) Program is to prepare the next generation of successful executives and entrepreneurs for leadership in Film, TV, Music, Streaming, and Video Game Production, Research, Management, Marketing and Content Distribution across all entertainment media platforms and screens.

The MEIM program instills critical thinking skills, encourages professionalism, integrity, and business ethics; and promotes career development skills to benefit graduates throughout their career. Based on Heinz College's world-class policy and management curriculum, the MEIM program balances a well-designed, rigorous graduate academic experience with practical professional skills acquired through internships with leading industry companies. The MEIM program seeks to create a diverse, global community that includes students, alumni, faculty and the media/entertainment professional community to collectively address the direction of the industry, and to promote positive and effective change through applied research and business strategies.

The objectives of students in the MEIM Program are to:

- Understand and employ the theoretical foundations of entertainment industry management;
- Apply effective leadership tools, skills and techniques;
- Investigate and expand the field through theoretical and applied research;
- Function effectively in collaborative, team and project-based environments; and
- Operate efficiently in a connected, networked professional setting.

The MEIM Program supports its students through:

- Individual attention to the needs and aspirations of all students;
- A culture that values cooperation, collaboration, professionalism and personal responsibility, and
- An academic community that values diversity, promotes creative thinking, and encourages ethical behavior.

2. CARNEGIE MELLON 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 catalog the following resources are available to assist you in understanding community expectations:

- [The Word/Student Catalog](#)
- [Academic Integrity Website](#)
- [University Policies Website](#)
- [Graduate Education Website](#)

2.1 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.

3. SUMMARY OF KEY REQUIREMENTS

- 1) Read both the Heinz College handbook as well as the MEIM handbook (catalogue).
- 2) Familiarize yourself with the MEIM handbook to ensure that you comply with all program requirements. **If you do not meet all of the requirements for graduation, you will not be permitted to graduate.** You must submit requests for waivers of requirements or approval of special academic programs in advance.
- 3) To graduate, you *must* complete 198 units of coursework with at least a 3.0 cumulative Grade Point Average. You must successfully complete all first-year course work in Pittsburgh prior to commencing the second year of the program in Los Angeles.
- 4) Your MEIM Program Director or your faculty advisor must approve your initial schedule and all schedule changes.
- 5) For each semester except your last, you must take between 45 and 60 units. In your final semester, all students (international as well as domestic students) must take at least 36 units. This means that you will have to take at least five elective credits during the final semester in order to reach 36 units and be considered full-time.
- 6) Students can change their schedules -- once they have met with their advisor -- using Carnegie Mellon's Online Registration, up until the official Add/Drop deadline for the semester or mini.
- 7) You are permitted to take up to 12 units of Independent Study but you must submit a petition to the MEIM Program Director for permission to take additional units.
- 8) If extenuating circumstances beyond your control prevent you from completing all requirements for a course by the end of a semester, you may ask the instructor for permission to take an incomplete and to make-up the work. If the instructor agrees (and s/he may refuse), you must sign a formal contract. You must sign the contract before the end of the semester, and you must complete the work by the end of the following semester. Instructors will impose grade penalties for incompletes, except when they are due to serious illness or other unavoidable circumstances.
- 9) It is your obligation to understand and comply with the rules of academic conduct at Heinz College. Penalties for breach of these standards can range from failure of the course to removal from the program. Be sure that you know each instructor's rules regarding permissible collaboration on assignments.
- 10) You must complete an internship of at least 300 hours in the summer between your first and second years in the program. You will automatically be registered into a 0-unit course #94.900 once you have obtained the internship. You also have a 300-hour internship requirement during the fall and spring semesters of the second year of the program. The MEIM Program Director must approve this internship in advance.
- 11) As summer, fall, and spring internships are a requirement of the MEIM curriculum, F-1 students are allowed to participate via Curricular Practical Training (CPT). CPT employment (paid or unpaid internships) must be directly related to the entertainment industry and must be approved by the MEIM Program Director.

- 12) A leave of absence must be requested in advance if you intend to be away from College for an extended period of time. Any student who interrupts his or her program of study without such approval will be deemed to have withdrawn and will be required to seek readmission before returning.

4. MEIM RESOURCES

There are several people who will be a part of your journey as a MEIM student. What follows are the key personnel who you will support you throughout your two years in the program.

A * denotes Los Angeles based.

Name	Title	Email
Crawford, Brett	MEIM Program Chair	brett@cmu.edu
Eber, David	Director, Admissions & Financial Aid	deber@andrew.cmu.edu
Green, Daniel*	Director, MEIM Program/ Academic Advisor Year One and Two	dtgreen@cmu.edu
Krishnan, Ramayya	Dean, H. John Heinz III College	rk2x@andrew.cmu.edu
Poole, Mary Ellen	Dean, College of Fine Arts	djmartin@cmu.edu
Reilly, Ross	MEIM Coordinator (Pitts): Year One	rossreilly@cmu.edu
Ryan, Mary*	MEIM Senior Academic Coordinator	maryryan@andrew.cmu.edu
Spangler, Matthew	Assistant Director, Career Services	mspangler@cmu.edu

5. EDUCATIONAL PLANNING

5.1 ADVISORS

During your first year in Pittsburgh, you will have access to two advisors. One advisor will be the MEIM program director. You will also be assigned a first-year advisor (located in Pittsburgh) to help with day-to-day advisement. Your advisors can help you in selecting courses and working through academic problems. A mandatory advising session (with the program director) will be planned during orientation. In addition, you should plan to meet with your advisor(s) each semester, but feel free to call upon your advisor or program director at any time. It is your responsibility to obtain approval and communicate schedule and class changes to the program director as well the assigned advisor. In the second year of the program, the program director will act as your sole academic advisor.

5.2 PRE-REGISTRATION PROCESS

To ensure that students in all programs are completing courses in the best sequence for their degree program, students will be pre-registered by the Office of Academic Services at Heinz College for their first semester of courses. The Office of Academic Services will begin to register students prior to their start date. This schedule is not absolute. You may see a 36-unit course on your schedule for a brief period of time to indicate that you will be a full-time student at Heinz College. This 36-unit course is only a placeholder that the Office of Academic Services will use until your core/required courses have been assigned. However, you may or may not see actual courses added to your online schedule until just before classes begin.

Following the results of the Placement Exams that are held during Heinz Orientation, students may have the flexibility to add additional courses to their first semester schedule. Students will meet with their academic advisor(s) prior to the beginning of classes in order to finalize their first semester schedule.

5.3 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 ultimately your responsibility to ensure that you meet all of your program's requirements.

5.4 CHANGES TO REQUIREMENTS

This handbook is intended to summarize the policies of the MEIM curricular requirements. These policies and requirements 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 such revisions unless specifically communicated to the student.

6. CURRICULUM

The MEIM Program is to be completed in two academic years of full-time study – one year in Pittsburgh and one year in Los Angeles. You must successfully complete all first-year course work in Pittsburgh prior to commencing the second year of the program in Los Angeles. The MEIM curriculum is structured with a set of Common Core courses and electives. In order to successfully complete the MEIM Program, you must complete the following:

- 198 units of course credit;
- passing grades (C-) in all Core courses (unless you exempt them);
- obtain a total QPA of 3.0
- approved electives;
- successful completion of the Capstone project; and
- all other standards for graduation, including meeting minimum grade point averages and completing the required practicum assignments (internships) in good standing.

6.1 COURSE LOADS

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. At times, there may be a 3-unit or 4-unit elective "mini" course offered. These classes are set up to expose the student to a specific area or distinct subject matter in the entertainment industry.

You will need a minimum number of 54 units during each of the first two semesters in Pittsburgh. You will need approval from the program director for a course load that exceeds 60

units, but students are heavily discouraged from taking more than 60 units per semester. Individual circumstances may dictate a heavier or lighter course load in a given semester.

First Year - Pittsburgh

Fall Semester <ul style="list-style-type: none"> • 48 Units Core • 06 Units - Electives • 54 Units minimum needed • Can take up to 60 units without approval 	Spring Semester <ul style="list-style-type: none"> • 30 units Core • 24 Units – Electives • 54 Units minimum needed • Can take up to 60 units without approval
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Second Year - Los Angeles

Fall Semester <ul style="list-style-type: none"> • 46 Units Core • Electives (Can take up to 13 units) 	Spring Semester <ul style="list-style-type: none"> • 31 Units Core • Electives (Can take up to 18 units) • You will need at least 5 elective units to get to 36 units to be full-time status • Entire Year 2 = Typically 90 units minimum
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155 Core + 43 Electives = 198 Minimum Units to graduate

6.2 CORE (REQUIRED) COURSES

MEIM-Specific Core Courses:

93.851 Film Economics, Marketing & Distribution	12 units
93.852 Production Management	6 units
93.853 Digital Innovation & Entrepreneurship	6 units
93.855 Intellectual Property Rights Issues	6 units
93.856 Business Development	6 units
93.858 Market Research in Entertainment	3 units
93.861 Script/Story Analysis	6 units
93.869 Television Economics	6 units
93.871 Television Business & Legal Affairs	9 units
93.876 Television Marketing & Advertising	6 units
93.879 Navigating the Entertainment Industry	3 units
93.887 Practicum I	1 unit
93.888 Practicum II	1 unit
93.889 Capstone Management Project I	3 units
93.890 Capstone Management Project II	9 units
94.900 Practicum (Summer)	0 units

83 units sub total

Heinz College Courses:

90.707 Statistical Reasoning/90.711 Stat. Reasoning with R/90.777 Intermediate	12 units
90.710 Applied Economic Analysis	12 units
90.718 Strategic Presentation Skills	6 units
90.723 Financial Statement and Analysis of Companies	6 units
90.725 Mgt. Accounting or 95.716 Principals of Finance	6 units

93.717 Writing for the Creative Industries (93.701) Business Writing	6 units
94.700 Organizational Design and Implementation	6 units
94.708 Applied Strategic Marketing	6 units
94.800 Negotiation	6 units
94.732 Managing Disruption in Media and Entertainment	6 units
<i>72 units sub total</i>	
<i>155 units of Core Classes</i>	

6.3 ELECTIVES

Below are courses MEIM students have taken as electives. Not every course will be available each semester and the semester listed may change from year to year. For a complete list of electives, please consult either the Heinz College Fall and Spring schedules of courses or the individual department catalogue:

<http://www.heinz.cmu.edu/academic-resources/course-schedules/index.aspx>

The list of courses is here: https://api.heinz.cmu.edu/courses_api/course_list/

Pittsburgh

Elective (Sample List)

Course Number	Title	Units	Pre-req Class/ College
IT Electives			
90-728	Introduction to Database Management	6	
90-782	Multimedia	12	
90-801	Media & Communications Design 1	6	
90-812	Introduction to Programming with Python	6	
94-806	Privacy in the Digital Age	6	
94-823	Measuring Social	6	
94-832	Business Intelligence & Data Mining SAS	6	
94-870	Telling Stories with Data	6	
95-723	Managing Disruptive Technologies	6	95-710
95-791	Data Mining	6	(95796 or 90777 or 90707 or 90711 or 91801) and (90819 or 95888)
95-865	Unstructured Data Analytics:	6	95888 or 90819 or 95898
Management Electives			

94-801	Acting for Management	6	
94-808	Management Consulting	6	
94-811	Strategy Development	6	
94-813	Project Management	6	
94-814	Evidence Based Management	6	
94-854	Developing as a Leader	6	
Decision Analysis and Modeling			
90-722	Management Science	6	
90-760	Management Science II	6	
94-744	Business Process Modeling	6	
94-834	Applied Econometrics I & II	6 & 6	90711 or 95796 or 90707 or 90777
Entertainment Electives			
45-895	Acting for Business	6	Tepper
53-312	Guest Experience in Theme Park Design	9	ETC
53-371	Role Playing Games Writing Workshop	12	ETC 15104 or 62150
54-187 *cross list 54700	Introduction to Verse/Hip Hop Theatre Writing	9	Drama
54-195	Writing Experimental Theater	9	Drama
54-702	Graduate Music Reading for Production	3	Drama
54-787	Graduate Screenwriting	15	Drama
54-191	Acting for Non-Majors	9	Drama
57-758	Business of Music	6	Music
57-947	Sound Recording	6	Music
57-948	Sound Editing and Mastering	6	Music 57-947
57-801	Introduction to Music Technology	6	Music

Los Angeles Electives

Entertainment Electives				
93.854	Film Acquisition	3	S	Heinz/CFA
93.857	The Business of Gaming	4	F	Heinz/CFA
93.859	Fandom in Music in Media	3	S	Heinz/CFA
93.864	Music Monetization: Song Royalties	3	F	Heinz/CFA
93.866	Creative Producing	6	S	Heinz/CFA
93.873	Film Exhibition	3	S	Heinz/CFA
93.878	Branded Entertainment	3	S	Heinz/CFA
93-837	Artist Development in the Music Industry	3	F	Heinz/CFA
93-872	Music Supervision	3	F	Heinz/CFA

7. RECOMMENDED SCHEDULE OF COURSES

The following schedule of courses, recommended by the MEIM Program, meets the *minimum* unit requirements for graduation (198 units).

MEIM Course Schedule for the Class of 2022

Year 1 Fall: 48 Core (06 electives) = 54 minimum

Year 1 Spring: 30 Core (24 electives) = 54 minimum

Year 1 = 108 units minimum

Summer between year one & two:

Need to complete Summer Practicum (0 units)

Year 2 Fall: 46 Core (up to 16 electives)

Year 2 Spring: 31 Core (up to 18 electives)

Year 2 = 90 units minimum, unless more in year one

155 Core + 43 Electives =

198 Units Total to graduate

NOTE: Core courses must be taken according to the schedule below, unless you obtain permission from the MEIM Program Director to defer required courses or you exempt the class. If you exempt a first-year required course, contact your advisor

about appropriate electives or other core courses you might take. Please note that you must successfully complete all first-year classes (in Pittsburgh) before commencing the second year of the program (in Los Angeles).

7.1 FIRST YEAR (PITTSBURGH)**Fall Semester 2021****Spring Semester 2022**

Course Number	Course Name	Units	Course Number	Course Name	Units
90.710	Econ Analysis 90.709 Intermediate	12	90.718	Strategic Presentation	6
90.707	Stats 90.777 Interm. /90.711 Stats w/R	12	90.723	Finance Statements Analy. of Comp.	6
93.861	Script & Story Analysis	6	90.725	Mgt. Acct./Princ of Finance 95.716	6
93.717	Writing (94.701) Bus writing	6	94.732	Managing Disruption: Media/Entert ^	6
94.708	Applied Strategic Marketing	6	94.800	Negotiation	6
94.700	Org Design & Implement	6	9x.xxx	Electives	24
		48 Core 6 Electives 54 total			30 Core 24 Electives 54 total

*90.707 Statistical Reasoning/ 90.711 Statistical Reasoning with R/ 90.777 Intermediate Statistical Methods

^ Class counts towards Heinz IT Requirement

7.2 SUMMER INTERNSHIP: BETWEEN YEAR ONE AND TWO**Summer 2022**

Course Number	Course Name	Units
94.900	Summer Practicum	0

7.3 SECOND YEAR (LOS ANGELES)**Fall Semester 2022****Spring Semester 2023**

Course Number	Course Name	Units	Course Number	Course Name	Units
93.851	Film Econ Mktg. & Distribution	12	93.855	Intellectual Property	6
93.852	Production Management	6	93.856	Business Development	6
93.853^	Digital Innovation/Entrepreneur ^	6	93.858	Market Research in Entertainment	3
93.871	TV Bus & Legal Affairs	9	93.869	Television Economics	6
93.876	TV Marketing & Advertising	6	93.888	Practicum II	1
93.879*	Navigating the Ent. Industry	3	93.890	Capstone II	9
93.887	Practicum I	1	-----	-----LA Electives-----	---
93.889	Capstone I	3	93.854	Film Acquisitions	3
-----	-----LA Electives-----	---	93.859	Fandom in Music and Media	3
93.857	The Business of Gaming	4	93.866	Creative Producing	6
93.864	Music Monetization/ Song Royalties	3	93.873	Film Exhibition	3
93.837	Artist Dev. in the Music Industry	3	93.878	Branded Entertainment	3
93872	Music Supervision	3			
		46 Core 13 Elective		Need 36 minimum	31 Core 18 Elective
	* 93.879 is pass/fail course ^ Class counts towards Heinz IT Requirement			* Some LA electives may change due to faculty availability	

8. THE CAPSTONE PROJECT: ENTERTAINMENT INDUSTRY PARTNERS

A key feature of the MEIM second-year curriculum is the Capstone Project. This yearlong mandatory course goes further than a traditional thesis by giving students the opportunity to work on a topical applied research project under the direction and guidance of a marquee entertainment business client company. The Capstone project offers students the opportunity to apply and demonstrate their analytical and practical management skills in relation to a specific concept or issue while addressing and deepening their understanding of the challenges and issues the entertainment industry faces on a daily basis.

8.1 COLLABORATION

The Capstone thesis gives students the opportunity to work together in teams, much as they will do in their actual careers within this very project-centric, team-oriented industry. Researching, compiling, drafting and presenting the Capstone Project provides students with a compelling “deliverable” on their resume, further supporting their career prospects. Work experiences gained from student projects provide strong comparative advantages to graduating students in job interviewing and acquiring job offers. There is both a writing component and a presentation component related to the Capstone thesis. Working together on the Capstone, students will:

- Develop project management, teamwork, and communication skills
- Integrate and synthesize the lessons from prior coursework
- Engage in a "real world" organizational experience
- Earn “bragging rights” around a professional project for an industry company performed as part of the degree.

8.2 PAST CAPSTONE SPONSORS HAVE INCLUDED:

<ul style="list-style-type: none"> • 3Blackdot • Adult Swim/Turner Broadcasting • Amblin Television • Anonymous Content • BBC America • Black List, The • C4 R & D • Concord Music (Stax Records) • CreatorIQ (SocialEdge) • D Squared Entertainment • Enso Collaborative • Faceware Technologies • Flipagram • Fox Television Studios • IM Global • IMAX • IPSOS OTX Research • Jerry Bruckheimer Games • John Wells Productions • Lancit Media • LD Entertainment • Lionsgate Entertainment • MPRM Public Relations • National Research Group (NRG) • NBCU/Wilshire Studios • Neon Studios 	<ul style="list-style-type: none"> • Networked Insights • Nielsen Company • PlayStation • PricewaterhouseCooper • Producers Guild of America, The • Programmers of Colour Collective • PSB Insights • ReFrame (Women in Film) • RelishMIX • Rogers & Cowan PMK • ScreenEngine • Solstice Studios • Sony Music Entertainment • Sony Pictures Television • Sundance Institute • SuperBam • Toronto International Film Festival • Troika Pictures • Twitter • Variety Media • ViacomCBS • Village Roadshow Entertainment Group • Walt Disney/ABC Television Group • Warner Bros. Studios
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9. INTERNSHIPS

The required practicum (internship) assignments allow the students to gain first-hand knowledge of how the theories and principles learned in the classroom are implemented in the profession. Not only will this practicum allow students to test and refine classroom experiences in a professional setting but it also allows students to enhance their personal network of contacts and build their resume. The internships also serve as the foundation for many discussions in the rest of the program's curriculum.

The practicum program provides the necessary foundation for an individual to develop a functional business referral network by giving the student almost 1000 hours of internship time

- time spent working closely with an array of different colleagues at different levels of their respective hierarchies. Only by successfully networking their way through these internships, and the attendant networking opportunities they have access to after working hours, can the students build the kind of referrals they will need to land their first job.

There is an internship requirement during the summer (94.900) and both the fall (93.887) and spring (93.888) semesters of the second year of the program. There is no internship requirement in the first year of the program, though some students do partake in opportunities while in Pittsburgh. Students may do an internship after conferring with the Program Director and the Career Services MEIM representative.

At the end of your internships (summer, fall, and spring) your Career Services Advisor will request that your supervisor complete an evaluation form about your internship performance. You are also required to complete an evaluation survey as well as a self-reflection statement describing how your internship fulfilled the educational goals of the program. If you do not successfully complete an eligible internship along with your survey and self-evaluation, you will not fulfill your internship requirement necessary for graduation.

9.1 THE SUMMER INTERNSHIP

The mandatory summer internship is intended to acquaint MEIM students with industry practices and vernacular, to strengthen the students' professional networks, and to expand students' skills, knowledge and resumes. Students enroll in a 0-unit Summer Practicum class (94.900).

During the summer between the first and second year of study, MEIM students complete a 300-hour full-time internship at a film, television, digital production studio, music, gaming production company or a related agency. The internship is a core requirement and a graduation requirement of the MEIM Program. Students cannot progress to the second year of the program without successfully completing the summer internship. Please note the following in regard to the summer internship:

- Minimally, the internship requires the equivalent of eight-to-ten weeks of employment at 30 hours per week (or approximately 300 hours minimally). The internship should have formal supervision, be professional in nature, include work that is of importance to the organization, and should have significant educational value.
- Before beginning the internship, students must complete the online Career Services Internship Reporting form for approval.
- The internship will be verified with the students' supervisors and then approved. Students must notify their Career Advisor of any significant changes in their internships, such as length, location, hours of work, etc.
- Once the internship has been approved, students will be registered for the zero-unit internship course. Students will not receive academic credit for the internship, but it

will be reflected on their transcript as a course with P/F grade. If a student plans to exempt the internship, they will need to complete the [Petition for Course Exemption](#).

- **F1 Visa Students:** You must apply for Curricular Practical Training (CPT) employment authorization for your summer internship. CPT authorization is required regardless of the internship being paid or unpaid. CPT is only available to F-1 students who have not graduated and who have been enrolled on a full-time basis for one full academic year (i.e. fall and spring.) The MEIM program requires students to complete a summer internship, therefore international students can qualify for CPT. Processing CPT may take up to 2 weeks and you cannot begin employment until you receive authorization. Guidelines, forms and instructions can be found at the [Office of International Education's website](#).

9.2 SECOND-YEAR PRACTICUM

The second-year practicum is an immersion in the heart of the entertainment industry, exponentially enlarging the benefits of the previous skills and providing the students with a critical platform for showcasing their knowledge and experience.

Unique to the program is the schedule that allows students to work nearly full time (30+ hours/week – Mondays through Thursdays) in the management divisions of film, interactive, music, gaming, television studios, production companies, agencies or related firms supporting the entertainment industry.

9.3 PRACTICUM CREDIT

The MEIM Program recognizes that federal labor law requires the film/television/music/gaming industry to limit internship opportunities to students who receive formal credit for the practicum. The fact that internships are degree requirements is sufficient for most firms' human resources and legal department, but MEIM students may encounter practicum opportunities where more formal credit is required. Because of this, MEIM students enroll for practicum credit (94.900 – summer, 93.887- fall, 93.888 - spring). These are either 0 or 1-unit core class requirements in the program.

According to the U.S. Department of Labor, an internship should be similar to the training a student would receive in an educational environment. The internship experience should be beneficial to the intern and the intern should work under the supervision of existing staff at the company. For that reason, work related to the MEIM internships is to be on-site and not performed remotely. Though a student may be paid for the internship, an intern is not automatically entitled to wages for the time spent at the internship. Many of our students have subsequently been hired at the company where he or she has interned, but it should be noted that the intern is not entitled to a job at the conclusion of the internship.

10. UNIVERSITY LIBRARIES

The University Libraries provide a range of services including access to the Libraries' collections, expertise, and facilities; use of collections held by other libraries; and services enabling Carnegie Mellon students, faculty, and staff to deposit their work in the University Libraries.

The University Libraries host a web page (www.library.cmu.edu) that provides access to numerous resources useful to faculty and students in public affairs and administration. These include library catalogs, databases, subject web pages, a virtual reference desk and more. Some frequently used journals include: Human Rights Quarterly, Contributions to Economic Analysis & Policy, Economic Policy Review, Business & Politics, and Global Economy Journal.

The web page also has links to sites focusing on associations and societies, gateways, government documents, journals, reference resources, statistical sources, think tanks and academic departments. Students can find physical books, eBooks, music scores, conference proceedings, reports, government documents, music, videos, streaming content, and more.

Access to most library databases is university-wide and searchable from on- or off-campus. Some of the available databases concerned with public affairs and administration include: PAIS International, INFORMS PubsOnline, Homeland Security Digital Library, LexisNexis Academic, LexisNexisCongressional, CQ Library and ProQuest. In order to request material, a student can go directly to the library (when on campus) or can make requests off campus by visiting the main library website: <https://www.library.cmu.edu/using/borrow/what>

Members of the Carnegie Mellon community can use and borrow directly from The Carnegie Library of Pittsburgh and the University of Pittsburgh libraries except for those that do not participate in the Oakland Library Consortium (OLC): Fine Arts, Law, Nursing, Western Psychiatric Institute, and the Pitt branch libraries in Bradford, Greensburg, Johnstown, and Titusville.

There are three libraries on campus at Carnegie Mellon to which all students, staff and faculty have access.

- Hunt Library, 4909 Frew Street
- Mellon Institute Library, Mellon Institute, 4th floor, 4400 Fifth Avenue
- The Engineering and Science Library, Wean Hall, 4th floor

In addition, MEIM-LA also has a library with many entertainment industry text books and trade publications.

- MEIM Library, 4640 Lankershim Blvd. Ste 125, North Hollywood CA 91602

The library holds over 700 DVD's of films and TV shows for viewing and research including the American Film Institute (AFI) Top 100 films of all time. The library also holds over 300 books on entertainment related topics. In order to borrow one of these items, students make a request to the MEIM Senior Academic Coordinator and items can be held for up to three weeks.

11. WEB RESOURCES

MEIM Web Page	http://www.heinz.cmu.edu/school-of-public-policy-management/entertainment-industry-management-meim/index.aspx
MEIM LinkedIn	https://www.linkedin.com/in/meim-program-1933a890/
MEIM Twitter	https://twitter.com/meimprogram
Univeristy Web Ressources	www.cmu.edu
University Libraries	www.library.cmu.edu
Heinz College Web Resources	www.heinz.cmu.edu
Course Schedules	www.heinz.cmu.edu/academic-resources/course-schedules/index.aspx
Course Descriptions	http://heinz.cmu.edu/academic-resources/course-results/index.aspx
Academic Calendar	https://www.heinz.cmu.edu/heinz-shared/files/img/current-students/heinz-college-academic-calendar-2020-21.pdf

12. RELATED MEIM PARTICIPATION CONTACTS

Listed below are some of the organizations that MEIM students have been involved with in the past.tiff

Academy of Television Arts and Sciences	www.emmys.com
American Pavilion at Cannes, The	ampav.com
Association of Arts Administration Educators	https://artsadministration.org
Creative Minds Group at Cannes, The	thecreativemindgroup.com
Emma Bowen Foundation	https://www.emmabowenfoundation.com/about_us
EntertainmentCareers.net	Entertainmentcareers.net
Festival de Cannes	festival-cannes.com
Film Independent	filmindependent.org
Future Now Media & Entertainment Conference	www.futurenowconference.com
Hollywood Radio & TV Society	hrts.org
Hubb Conference	www.digitalmusicnews.com/2018/10/23/latest-caa-the-hubb-summit/
IRTS Foundation	https://irtsfoundation.org
Sundance Film Festival	sundance.org
South by Southwest Film and Interactive Festival	sxsw.com
T. Howard Foundation	https://www.t-howard.org/about-us/
Toronto International Film Festival (tiff)	https://tiff.net/films

13. ACADEMIC STANDARDS

To graduate, you *must* complete 198 units of coursework with at least a 3.0 cumulative Grade Point Average. You must successfully complete all first-year course work in Pittsburgh prior to commencing the second year of the program in Los Angeles. For each semester except your last, you must take between 45 and 60 units. In your final semester, all students (international as well as domestic students) must take at least 36 units. This means that you will have to take at least five elective credits during the final semester in order to reach 36 units and be considered full-time.

13.1 GRADES

Below are the policies surrounding grades for students in the MEIM Program. Instructors are responsible for determining their own grading scale to establish how many points a student may need in order to earn a particular grade. However, the Heinz College operates on the grade weighting system shown below:

Grade	Interpretation	Points
A+	Exceptional	4.33
A	Excellent	4
A-	Very Good	3.67
B+	Good	3.33
B	Acceptable	3
B-	Fair	2.67
C+	Poor	2.33
C	Very Poor	2
C-	Minimal Passing	1.67
R	Failing	0

13.2 UNIVERSITY POLICY ON GRADES

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

14. ACADEMIC INTEGRITY POLICY

The following is Carnegie Mellon University's policy on academic integrity.
at <https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>

Additional information and resources regarding Academic Integrity are also available
at <https://www.cmu.edu/student-affairs/ocsi/academic-integrity/index.html>.

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

14.1 POLICY STATEMENT

In any manner of presentation, it is the responsibility of each student to produce her/his own original academic work. Collaboration or assistance on academic work to be graded is not permitted unless explicitly authorized by the course instructor(s). Students may utilize the assistance provided by Academic Development, and the Global Communication Center, 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 Academic Development, and the Global Communication Center, and 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 for Undergraduate Students and the Academic Disciplinary Action Procedures for Graduate Students, 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 the Heinz College Associate Dean and Carnegie Mellon's Dean of Student Affairs or designee, as well as the Heinz College Office of Academic 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. 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. Students who want to appeal an academic disciplinary action must state in writing to the 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.

The University policy on Cheating and Plagiarism is posted on Carnegie Mellon's website at: <https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>

14.2 ACADEMIC DISCIPLINARY ACTION OVERVIEW -VIOLATIONS OF POLICIES ON CHEATING AND PLAGIARISM

"Academic Disciplinary Actions" are penalties or sanctions imposed for violation of academic regulations against cheating, plagiarism, or unauthorized assistance as defined by course and/or [University Policy](#).

This procedure should be reviewed in its entirety on-line: <https://www.cmu.edu/student-affairs/theword/academic-discipline/index.html>

Carnegie Mellon's policy on Academic Disciplinary Actions Overview for Graduate Students is the university procedure that describes procedures for disciplinary actions against graduate students in cases of alleged violations of academic regulations.

Questions regarding the graduate policies and/or procedures pertaining to cheating and plagiarism should be directed to Joanna Dickert in the Office of Community Standards & Integrity at 412-268-2140.

For comprehensive information and resources regarding Academic Integrity please visit: <https://www.cmu.edu/student-affairs/ocsi/academic-integrity/index.html>

15. EXPECTATIONS

It is important that you communicate effectively and efficiently when dealing with staff, faculty, and fellow students. It is not enough to just show up at classes. To make the most out of the program, you should stay engaged and committed. Keep in mind the following as you progress as a master's student.

15.1 ACTIVE PARTICIPATION IN CLASS

Your contribution in class is vital. Your focused and attentive participation, openness to others' ideas, and positive attitude toward the learning experience are expected throughout the courses offered in the MEIM program. Many faculty members (and almost all faculty in LA) will have a grading component related to class participation.

15.2 SELF-REGULATION

As a master's student, you are expected to regulate your own behavior and to not need to be reminded of deadlines. Ask for feedback, take the initiative to get what you need from classes, and be courageous in the questions you ask. Take risks and take responsibility for your own learning.

15.3 COHERENT, PROFESSIONAL WRITING

You are expected to write in a way that is clear, concise, coherent, and professional. Every written assignment should be at least a second draft. If you have difficulty with your writing, Carnegie Mellon does offer assistance via the Global Communications Center on campus. <https://www.cmu.edu/gcc/appointment/index.html>. It is to your advantage to take the initiative to pursue assistance in these areas. You also need to keep electronic communication (emails/ LinkedIn) respectful and professional. Communicating effectively is paramount in the entertainment industry.

16. CAREER SERVICES

MEIM is a professional program focused on providing career development skills for our students. Heinz College has a dedicated Career Service Office (based in Pittsburgh) to assist students. <https://www.heinz.cmu.edu/current-students/career-services/> In the second year of the program students continue to have access to all of the services available in the first year of the program.

[The Career and Professional Development Center \(CPDC\)](#) offers a variety of services and programs to all student and alumni such as:

- College- and industry-specific career counseling and employment advising
- Career fairs and employer presentations
- Career workshops and professional development programs
- Interview assistance
- On-campus recruiting and campus employment through Handshake
- Resume/cover letter expertise
- Internships and part-time work
- Access to career-related databases and electronic resources

Handshake is Carnegie Mellon's online recruiting system. Through Handshake, employers can request accounts to post jobs, request interviews and information sessions, and review student resumes. Students and alumni can apply to positions, sign up for interviews and find contact information for thousands of recruiters. Handshake can be accessed through the Career and Professional Development Services Center (CPDC) website. <https://www.cmu.edu/career/>

16.1 CAREER CONSULTANTS

MEIM has assigned a career consultant who provides guidance through one-on-one appointments. [Matthew Spangler](#) (based in Pittsburgh) is the Assistant Director of Career Services for the MEIM program and works in tandem with the Program Director (based in Los Angeles). A number of events to help students transition into their careers are planned throughout the two years of the program.

Appointments with Matthew can be made through Handshake. Matthew also holds open office hours and bi-monthly program specific career service meetings/group workshops in the first year of the program. The exact dates and times will be communicated at the beginning of each semester.

16.2 JOB SEARCH GUIDELINES

MEIM strives to play a supportive role in the career pursuits of students, but maintains academics as a priority. It is not acceptable for students to skip classes or assignments in order to attend job interviews. Students should conduct job search in a manner that does not impede the academic progress through their graduate program.

It is also important for students to understand how to conduct a job search. When applying for jobs, students are expected to exhibit certain ethical behavior, such as arriving on time for interviews, being truthful about their qualifications, and to honor their agreements with recruiters. Further, students should not continue looking and interviewing for a position after they have accepted an offer.

16.3 PLACEMENT SERVICES

Heinz College does not place students into an occupation or position. However, Heinz College does offer a dedicated Career Services office to assist students with internships, resumes, job interviewing techniques, ability to access entertainment careers search websites, and the full-time job search. Students apply and interview for the jobs based on their interest and abilities. In addition, the Program Director and the Assistant Director of Career Services work collectively to coach and advise throughout the second year of the program.

17. OTHER INFORMATION

The entertainment industry is very exciting, but can be quite competitive. The move to Los Angeles can also be intimidating at times. Rest assured that Carnegie Mellon staff, faculty and friends of the program will support you as you progress through the two years of the program. You will also have the support of the growing MEIM alumni population. You should take advantage of opportunities that may be presented to you. The two years will go by fast.

17.1 COLLEGIALITY

At its heart, the MEIM program is an opportunity for you to become a colleague with your classmates and others you meet in the program, including professors. In past years, some teachers have even asked students to work on professional projects outside of class. Respect for one another's ideas, a willingness to engage the hard questions, and openness to new ways of thinking about issues are some of the hallmarks of collegiality. An appropriate balance of challenge and support for one another is expected in the program.

17.2 TRANSPORTATION IN LOS ANGELES

Los Angeles is a large city with many transportation challenges. Los Angeles also has a challenging public transportation system. Accordingly, it is highly suggested that you have access to an automobile and a valid driver's license upon your arrival in Los Angeles. If you have any questions or concerns about this issue, please speak with the Program Director prior to the end of the first year.

17.3 FILM FESTIVALS/EXTRA-CURRICULAR OFFERINGS

All students in the program will attend South by Southwest Film and Interactive Festival (SXSW) in the first year of the program (March), and Sundance Film Festival in the second year of the program (January). The MEIM program will pay for accommodations and festival tickets/badges. Students are responsible for all ground and air transportation, meals, and other incidentals. Some students may have the opportunity to attend Cannes International Festival (Cannes) in France (May, year one). All charges related to Cannes are the responsibility of the student.

In addition, there are several guest speakers and seminars that will be offered throughout the two years you are in the program. It is expected that you will attend as many of these offerings as possible. Attendance at MEIM scheduled events in Pittsburgh should be considered mandatory.

17.4 ATTENDANCE FOR PLANNED EVENTS

Please note that MEIM leadership takes great effort and expense to secure accommodations and tickets for film festivals and other planned events. Students are given plenty of notice regarding which events are mandatory and which events are optional. In addition, students are given time to decline attendance or participation to these events when possible.

As a result, if for some reason a student fails to show up for a film festival or other planned MEIM event that they were originally scheduled to attend, there will be a charge incurred that will be billed to the student's CMU school account. Extenuating circumstances will be taken into consideration, but those circumstances may or may not remove the possibility of a charge. Please be advised as you proceed through the program.

17.5 LINKEDIN MEIM GROUP

The MEIM program maintains a private sub-group on LinkedIn's Heinz College group exclusively for current MEIM students, alumni and faculty/staff. This is a convenient place to share information about business developments, including internship and job opportunities, networking events, cultural events, and other relevant MEIM updates. Students are encouraged to join the group at the beginning of year one.

17.6 EMERGENCY TELEPHONE NUMBERS

Carnegie Mellon University Police Department 300 South Craig Street, Suite, 199 (Filmore Street Entrance) Pittsburgh, PA 15213	Emergency: (412) 268-2323 Non-Emergency: (412) 268-6232 Email: campuspd@andrew.cmu.edu
University of Pittsburgh Medical Center 200 Lothrop St, Pittsburgh, PA 15213	(412) 647-8762
Pittsburgh Fire Bureau Station 18 5858 Northumberland St Pittsburgh, PA	(412) 255-2863
North Hollywood Police Department 11640 Burbank Blvd, North Hollywood, CA 91601	(818) 623-4016
Providence Saint Joseph Medical Center 501 S Buena Vista St, Burbank, CA 91505	(818) 843-5111
Los Angeles Fire Dept. Station 60 (Tujunga Ave.) North Hollywood CA	(818) 756-8660
University Center Information Desk	(412) 268-2107
MEIM - Pittsburgh Hamburg Hall 1119E, 4800 Forbes Ave. Pittsburgh, PA 15213	(412) 268-6706
MEIM - Los Angeles 4640 Lankershim Blvd. Suite 125, North Hollywood, CA 91602	(818) 980-6346

18. STATEMENT OF ASSURANCE

Carnegie Mellon University does not discriminate and Carnegie Mellon University is required not to discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex or handicap in violation of Title VI of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973 or other federal, state, or local laws or executive orders.

In addition, Carnegie Mellon University does not discriminate in admission, employment or administration of its programs on the basis of religion, creed, ancestry, belief, age, veteran status, sexual orientation or in violation of federal, state, or local laws or executive orders.

19. HANDBOOK INFORMATION

This MEIM handbook supersedes and replaces all previous policies and procedures including, but not limited to, all memoranda or written policies which may have been issued on the subjects covered in this handbook prior to the revised date on page one. The policies included in this handbook are guidelines only and are subject to change.

The last update of this document was completed October 11, 2021.

20. ADDENDUM FOR CALIFORNIA PRIVATE POSTSECONDARY EDUCATION ACT OF 2009

Carnegie Mellon University is a private, non-profit institution, approved to operate in California by the California Bureau for Private Postsecondary Education. Approval to operate means compliance with CA state standards set forth in the Ed. Code.

As part of the California Private Postsecondary Education Act of 2009, the Bureau for Private Postsecondary Education (BPPE) requires state-level oversight of private postsecondary schools. As students in the Master of Entertainment Industry Management (MEIM) program reside in the state of California for the second year of the program, the following information is made available to all interested students. <https://www.cmu.edu/hub/consumer-information/>

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 1747 North Market Blvd. Suite 225, Sacramento, CA 95834, www.bppe.ca.gov, toll-free telephone number (888) 370-7589 or (916) 574-8900 or by fax (916) 263-1894.

As a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 toll-free or by completing a complaint form, which can be obtained on the bureau's internet website, at www.bppe.ca.gov

Accreditation & State Approvals

Carnegie Mellon University is accredited by the Middle States Commission on Higher Education (MSCHE). Details regarding accreditation & State Approvals can be found here: <https://www.cmu.edu/middlestates/about/index.html>

20.1 DESCRIPTION OF PROGRAM AND REQUIREMENTS

MEIM students spend the first year of the program taking core courses at Carnegie Mellon University's main campus in Pittsburgh, PA. Second year class sessions are offered at the MEIM: Los Angeles Center, located at 4640 Lankershim Blvd. Suite 125, North Hollywood, CA 91602. Second year students in the MEIM program attend courses at the Los Angeles location while working side-by-side with industry professionals throughout the year as full-time interns in a studio or production company. Approximately 20-30 students are enrolled at the Los Angeles campus per year.

A description of the Master of Entertainment Industry Management Program, the requirements for completion including required course load and internship requirements, can be found on the MEIM website:

<http://www.heinz.cmu.edu/school-of-public-policy-management/entertainment-industry-management-meim/index.aspx>

First Year - Pittsburgh

Fall Semester	Spring Semester
<ul style="list-style-type: none"> • 48 Units Core • 06 Units - Electives • 54 Units minimum needed • Can take up to 60 units 	<ul style="list-style-type: none"> • 30 units Core • 24 Units – Electives • 54 Units minimum needed • Can take up to 60 units

Second Year - Los Angeles

Fall Semester	Spring Semester
<ul style="list-style-type: none"> • 46 Units Core Electives (Can take up to 16 units)	<ul style="list-style-type: none"> • 31 Units Core • Electives (Can take up to 18 units) • You will need at least 5 elective units to get to 36 units to be full-time status • Entire Year 2 = Need 90 units minimum

155 Core + 43 Electives = 198 Minimum Units to graduate

20.2 DESCRIPTION OF MEIM LOS ANGELES CLASSES

FALL 2021 CLASS DESCRIPTIONS & OBJECTIVES

93.851 Film Econ Mktg. & Distribution (12 units)

Instructors: Jon Baker/Ashleigh Bohr

Course Description: This course will provide an overview of the feature film industry, from the filmmaking process to the distribution machine. Although it covers financing, pre-production, production and post-production, it is not a technical production class for filmmakers. Rather, it is a business class in how to manage feature film product as a studio executive or independent producer.

93.852 Production Management (6 units)

Instructors: Ed Lammi/John Harrison

Course Description: This class examines the nuts and bolts of Film and Television production, specifically from the Studio, Network, and Line Production perspective. The syllabus follows the common practices and protocols of the Industry from Pre-Production, through Production and Post-Production, including discussion of the tangential marketing and distribution business sectors as they relate to Production Management. In addition to lecture and discussion format, the class will include participation by guest speakers to cover specific areas of domain expertise. Finally, the course will cover some of the best practices and personal development guidelines that relate to the unique business culture of entertainment, including some historical perspective.

93.853 Digital Innovation and Entrepreneurship (6 units – Core counts as IT Elective)

Instructor: Bob Moczydlowsky

Course Description: This is not a technical course. We won't learn to write code, nor will we produce any creative work. Instead, we'll examine business models, distribution philosophies and the physics of media as they apply to for-profit entertainment companies. We'll start with an overview of Internet history and vocabulary, designed to make students fluent in the business language of the Web. From there, we'll examine Internet business models of the past, present and future, and examine specific case studies of both successes and failures. Once we've established a core understanding of the media landscape, we'll spend a class on the subject of Media Physics and the way quality content both creates and destroys business opportunity, regardless of – and sometimes in spite of – the marketing campaigns it's associated with. We'll discuss how this disruption creates significant business opportunity – especially for artists and artists' business partners. Why license copyrights when there are emerging tools that provide many of the functions previously controlled by studios and labels? But this opportunity isn't limited to just artists – Independent Entrepreneurs will also shape a large portion of the future of entertainment. We'll conclude the class by talking about the process of securing angel and venture funding, and we'll also cover how to organize a business for success.

93.871 TV Bus & Legal Affairs (9 units)

Instructor: Adam Hime

Course Description: The goal of this class is to provide students with a practical understanding of how a typical major studio Television Business & Legal Affairs department fits into today's Production and vertically integrated Studio/Network environment. In addition, students will become acquainted with basic deal terms, contractual provisions utilized in the television industry, as well as practical advice on negotiation tactics & skills and reading and understanding budgets.

93.876 TV Marketing & Advertising (6 units)

Instructor: Erin Franzman

Course Description: This course is designed to provide a comprehensive look at one of the most powerful mediums in existence today: Advertising & Marketing on broadcast and cable television. Focus will be given to the marketing of television shows and networks. How digital technology is changing the television landscape for businesses, viewers and marketers. The history of advertising on television and what the future of the industry might be will also be addressed. The class will encompass both the marketing of television to the viewer and how advertisers are finding new ways to use television to reach viewers.

93.879 Navigating the Industry (3 units)

Instructor: Paula Wagner

Course Description:

The course will be an in-depth analysis of the entertainment industry, specifically, the movie and theater businesses and transformations in the digital era. The class will highlight talent representation (agents, managers, lawyers, etc.), film packaging, the studio system, and the transitions between screen to stage with some attention to Broadway theatre. The class will indoctrinate participants into the language and dynamics of the industry through the eyes of an insider to help prepare students for the practical realities of entering, building, and sustaining a career in the entertainment field. In other words, this class focuses on examining the basic 'nuts and bolts' of the industry and the changing landscape due to the rapidly evolving distribution models.

93.889 Capstone I (3 units)

Instructor: Dan Green

Advisors: Anna Andree, Krysta Brown, Keith Eich, Alison Emilio, Dan Green, Tom Meredith, Kevin Stein,

Course Description: The Capstone Project is a two-semester applied research project that represents the final requirement of the Master of Entertainment Industry Management (MEIM) Program. The Capstone provides the opportunity for students to apply the sum knowledge and skills gained from the MEIM program to real world issues facing the entertainment industry. Working in teams, and in consultation with industry professionals, students will define, outline and deliver an in-depth examination of a specific research topic, fulfilling a series of deliverables over the course of the project, and adhering to established research project formats and guidelines.

93.857 The Business of Gaming (4 units) – Elective

Instructor: Holly Newman

Course Description:

This class will focus on the business aspects that relate to the gaming industry. This industry has grown quickly in the last 10 years to overtake theatrical motion pictures as a leading source of commercial entertainment – in content development, distribution and the licensing of its IP.

The course will focus on the ways in which its creative and business practices are both unique, and also share common characteristics with other forms of screen-based entertainment.

The course will focus on the following key areas:

- The publishing business model, and how Games evolved from and relate to software distribution. Covered material will include: licensing agreements, the development and ownership of Intellectual Property, and the impact of software piracy on business models.
- The game publishers, and an overview of the key companies and competing business strategies, including game genres, key titles/franchises, management of developer relationships, and the publishers' relationships with licensors and licensees (primarily vis-à-vis the motion picture business).
- The lexicon and how to effectively communicate with buyers and sellers of Intellectual Property.
- The production process, and how to reconcile with film and television production timelines and milestones. Covered material will include: the game development process from inception through release – including visual and character development, level design, play testing, level testing, coding, game engines, animation & motion capture.
- The future of the game business and an overview of current trends including social games, cloud distribution, iOS/Android and how they impact rights allocations and revenue streams.

93.837 Artist Development in the Music Industry (3 units) – Elective

Instructor: Benjy Grinberg

Course Description: The music industry has changed drastically over the last 15 years. How music is produced, distributed and consumed has gone through seismic changes. Therefore, the way that artists develop and reach their fans has also evolved.

This course will give insight and knowledge as to how the music industry works today. It will examine the various dimensions of artist development including talent discovery, social media, putting together an artist's team, making independent and major label albums, streaming, expanding artist fan bases, touring, and merchandising. The class will also touch upon the changing expectations and career trajectory of the musical artist. This class will be of great help to those interested in being an artist, managing an artist, working for or starting a label, or simply understanding the music business better.

93.864 Music Monetization & Song Royalties (3 units) – Elective

Instructor: Olivia Barton

Course Description: A multitude of contradictions and complications exist within the music industry. According to the Recording Industry Association of America, music revenues in 2016 were the highest they've been in over eight years with the largest year-over-year percentage increase in over 18 years. However, these numbers do not reflect the tumultuous waters in

which those connected to the music industry find themselves today. While streaming services have increased accessibility, the issues of piracy and artist control are of grave concern. This course will examine how the record labels and publishers are responding to the changing economy of the music industry. Discussions will address the big players in the music industry (Sony Music, Universal Music, Warner Music Group, Sony/ATV, & UMPG) as well as indie record labels' business strategy, how legal aspects of the music industry effect artists, publishers, and consumers (digital rights management, etc.), as well as the ever-increasing reliance on streaming and the technical companies providing music services. Topics to be examined include copyright law, label and publishing agreements with artists, and backend monetization of assets.

93.872 Music Supervision (3 units) – Elective

Instructor: Bonnie Greenberg

Course Description: The course defines the role of the music supervisor, who draws on combined resources of the film and music communities to marry music and moving images. The course is intended to lead students to a better understanding and appreciation of the use of music in the filmmaking process. Lectures, assignments, presentations and discussions with guest speakers present the principles and procedures of music supervision.

SPRING 2022 CLASS DESCRIPTIONS & OBJECTIVES

93.855 Intellectual Property (6 units)

Instructor: Adam Hime

Course Description: The goal of this class is to provide students with the solid underlying principles of intellectual property laws affecting and regulating the protection and distribution of entertainment content. The class covers all of the basic legal concepts required for a complete picture of intellectual property law but is aimed at non-lawyers and non-law students.

93.856 Business Development (6 units)

Instructor: Michele Smith

Course Description: Business development uses the lenses of strategy and commercialization to identify opportunities for expansion and growth. It relies heavily on its functional cousins - Sales, Marketing, Finance and Corporate Strategy. Each functional area will be explored within the various sectors of the entertainment industry through class discussions, assignments and a final project. In this class, we will focus on business development in media and entertainment.

The class will examine how entertainment executives leverage product development, sales and marketing opportunities to facilitate growth. We will discuss how to effectively be an entrepreneur while navigating relationships inside and outside the corporation. Students will explore the development of business models, alternative monetization strategies, and develop a POV on investment/funding as well as mergers and acquisitions (M&A).

93.858 Market Research in Entertainment (3 units)

Instructor: Kevin Yoder

Course Description: This course provides a comprehensive introduction to marketing research as used across several entertainment industries (film, television, and videogaming). The course will discuss key concepts, processes, and techniques, as well as their applications. The goal is to overview with students the fundamentals of good research practices used by business enterprises, regardless of size (start-up or established) and regardless of vertical.

The course is aimed at a user of research, rather than the one responsible for determining the scope and direction of research activities. The goal is that by the end of this class students will be well-informed and effective user-consumers of research at any company or occupation they go on to after graduation. Students will learn that the techniques of research design, data collection, and data analysis play an important role in the work of a marketing department, especially in regard to establishing strategy and monitoring feedback from the marketplace and consumers. This course focuses on providing students with the tools they need to understand and evaluate research findings they will likely encounter as entertainment industry executives. The aim is to develop an appreciation for the potential contributions and limitations of marketing research.

93.869 Television Economics (6 units)

Instructor: Pat Quinn

Course Description: The goal of this class is to provide students with the solid economic and structural fundamentals of the U.S. television industry, from real life development and production and financing paradigms to business and marketplace fundamentals (with a bit of practical theory thrown in for good measure).

93.890 Capstone II (9 units)

Instructor: Dan Green

Advisors: Anna Andree, Krysta Brown, Keith Eich, Alison Emilio, Dan Green, Tom Meredith, Kevin Stein

Course Description: The Capstone Project is a two-semester applied research project that represents the final requirement of the Master of Entertainment Industry Management (MEIM) Program. The Capstone provides the opportunity for students to apply the sum knowledge and skills gained from the MEIM program to real world issues facing the entertainment industry. Working in teams, and in consultation with industry professionals, students will define, outline and deliver an in-depth examination of a specific research topic, fulfilling a series of deliverables over the course of the project, and adhering to established research project formats and guidelines.

93.854 Film Acquisitions (3 units) – Elective

Instructor: Lakshmi Iyengar

Course Description: Independent film is a term loosely used to mean many things. While the term is often times used to label a genre, it is also a financing method. An independent film can cost \$300 and be constructed on a home computer or it could cost \$200 million with a studio paying a surplus on top of the budget to distribute it. We will dive in to both the genre and its financing methods, and discover how this is part of a business model that consumers

may never know about. But it is one of the most important sectors that initially discovers almost every piece of acting and filmmaking talent; and promotes it to the next level. The glamorous and not so glamorous world of film festivals are where studios and distributors scour for up-and-coming talent, where actors go to gain credibility and where has-beens turn to resurrect careers. Building on the world of festivals, we will look at how an independent movie gets financed, packaged, produced and sold to domestic and foreign distributors. This class will explore the various sources of the film product and follow it through distribution, on both a studio and independent level

93.859 Fandom in Music and the Media (3 units) – Elective

Instructor: Jose Cuello

Course Description: Fandom and all forms of entertainment are inextricably tied. From the earliest development of human expression to the technologically diverse present: visuals, performances, games, music, fiction, and play of all kinds, have catered to and been funded/supported/disseminated/worshipped/appropriated by FANS (casual or rabid). Music, Sports, Politics (increasingly), Movies, TV/Streaming, Video Games, Social Media Platforms themselves, are all arguably the most influential methods in history for exposing audiences to new artists/celebrities/micro-celebrities/ideas/heroes/villains. Fandom has become more than content consumption. The role of FANS can, and often does, serve as the key driver of entertainment business and creative decisions.

The goal of this class is to provide students with the broadest understanding of the landscape of FANDOM today and historically, as well as the role it plays from the POV of decision makers and those that finance and produce content on the corporate level. We will also focus on the resources and processes for discovering artists/influencers/leaders/celebrities, mobilizing FANS as business strategies, navigating the process of FAN engagement effectively, satisfying business and legal affairs protocol in doing so, and pushing the role of FANDOM (and artists themselves) in broad strategic thinking beyond the final produced project.

93.866 Creative Producing (6 units) – Elective

Instructor: Mark Christopher

Course Description: Creative Producing: Visuals and Vision. This course focuses on the main interpreters of the script (producers, directors and their teams) from the POV of an instructor who has worked primarily as a director and writer with a strong producerial hand. Topics will include choice of material, and early creative discussions with an emphasis on visual language, story, character and the various components used to bring an idea from page to screen. Also examined will be the producer and director's function as it relates to other key positions within the entertainment industry. Classroom participation is mandatory in this course (presenting projects, defending them and critiquing others).

93.873 Film Exhibition (3 units) – Elective

Instructors: Miguel Mier/Alberto Alcaraz

Course Description: I. Rationale: Understanding the Film Exhibition Industry is key to conceptualize, create and launch content. The economic rationale is the driver behind the films, which maintain the industry profitability and hence-forth guarantee the sustainability of the sector over time.

II. Course Aims and Objectives: At the end of the course, students will be able to understand and identify the critical factors in the success of film exhibition management in order to make the best decisions based on the economic rationale.

The course will allow students to contribute value to any of the three perspectives of the film industry's value chain: production, distribution or exhibition.

93.878 Branded Entertainment (3 units) – Elective

Instructor: Shelley Ong Teshima

Course Description: Price is not the only measure of value for consumers. Perceived value is derived from a combination of characteristics including quality, reliability, positive or negative associations, and memorability, to name a few. These are not only factors that impact a consumer's purchase decision, but also qualities that make up a brand. Strong brands, then, build equity and real financial value for companies. Building and maintaining a brand is a philosophical and tactical undertaking.

In this course, students will build a foundational understanding of branding through class discussions, articles and case studies. Students will examine the difference between brand and marketing/communications as well as the importance of brand as business and its application to global branding. They will also examine how a company finds and communicates value proposition relative to their competitors, users and communities at large. Students will consider the impacts of brand valuation as well as the spectrum of branded content. Class participants will look at how branded content is evolving with new technology and communications methods. Students will then be able to apply this groundwork to various marketing and communications tactics globally and across all media platforms, both traditional and modern.

20.3 INFORMATION REGARDING THE FACULTY AND THEIR QUALIFICATIONS

Heinz Faculty members are experts in their field of study. You may find information about those who teach in the first year of the program at the following website:

http://www.heinz.cmu.edu/faculty-and-research/faculty-profiles/index.aspx?search_type=a&from_letter=A&to_letter=A

For information and bios about those who teach in Los Angeles or who teach MEIM specific classes, please refer to the following website page.

<https://www.heinz.cmu.edu/programs/entertainment-industry-management-master/meim-faculty>

Listed below is the list of current faculty members, their non-teaching job titles, their academic qualifications, and a link to their full bios that can be found on the MEIM website.

Andree, Anna (Capstone Advisor)

Research Manager, Universal Studio Group/NBCUniversal

Bachelor in Theatre Arts, Marymount Manhattan College

Master of Entertainment Industry Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/andree-anna/>

Aguilar, Alberto (Film Exhibition)

Process and Continuous Improvement Deputy Director, Cinépolis

BA Industrial Engineering, Morelia Tech Institute

MS Quality and Productivity Systems, Monterrey Tech

MBA IPADE Business School

<https://www.heinz.cmu.edu/faculty-research/profiles/alcarazaguilar-alberto>

Baker, Jonathan (Film Economics, Marketing & Distribution)

Producer, JB Productions (Producer: Sylvie's Love, Basmati Blues, Crown Heights, The Banker)

BA, University of Michigan in music, philosophy and religious studies

<https://www.heinz.cmu.edu/faculty-research/profiles/baker-jonathan>

Barton, Olivia (Music Monetization and Song Royalties)

Associate Director, Sync Licensing at Sony Music Entertainment

BA, Marketing, the University of Oklahoma

Master of Entertainment Industry Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/barton-olivia>

Berlin, Liz (Live Music: Touring and Revenue Streams)

Founder, Partner and touring musician with Rusted Root/ Owner, Mr. Smalls Theatre

University of Pittsburgh

<https://www.heinz.cmu.edu/faculty-research/profiles/berlin-liz>

Brown, Krysta (Capstone Advisor)

Marketing Manager, Omelet

BS, Psychology and Film, Cornell University

Master of Entertainment Industry Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/brown-krysta/>

Christopher, Mark (Creative Producing)

Writer, Director of Film, TV, Stage (54: Directors Cut, Real Life: the Musical)

BA, University of Iowa

MFA, Columbia University

<https://www.heinz.cmu.edu/faculty-research/profiles/christopher-mark>

Cuello, Joe (Music in the Media)

Head of Strategy and Operations, and People, 1iota, The Fan Agency

BA, University of North Texas

ME, Azusa Pacific University

<https://www.heinz.cmu.edu/faculty-research/profiles/cuello-joe>

Denick, JiYoung (Capstone Advisor)

Founder and Managing Partner, MineMR

BA, Korea National University of Arts, major in Film Editing

Master of Entertainment Industry Management, Carnegie Mellon University

Master of Arts Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/denick-jiyoung>

Eich, Keith (Capstone Advisor)

Past Director, Digital Distribution Operations, NBCUniversal/VP Product Dev. LegalZoom

BS, Electrical Computing Engineering, Carnegie Mellon University

MS, Electrical Computing Engineering, Carnegie Mellon University

Master Information System Management, Carnegie Mellon University

MBA, University of Southern California

<https://www.heinz.cmu.edu/faculty-research/profiles/eich-keith/>

Emilio, Alison (Capstone Advisor)

Past -Director, ReFrame (Sundance Institute & Women in Film)

BA, Ryerson University (Toronto) – Film & Photo Arts

MS, UCLA – Landscape Architecture

<https://www.heinz.cmu.edu/faculty-research/profiles/emilio-alison>

Franzman, Erin (TV Marketing)

Vice President, Content Social Strategy, CBS

Bachelor of Science, Cornell University

<https://www.heinz.cmu.edu/faculty-research/profiles/franzman-erin>

Green, Daniel T. (Script and Story Analysis; Entertainment Ethics; Capstone Thesis Advisor)

Program Director, CMU, Entertainment Industry Management

BA, Southern IL University-Carbondale, Acting and Directing, Minor in Cinematography

MFA, Carnegie Mellon University, Directing, Drama

Ph.D. Azusa Pacific University, Higher Education and Organizational Leadership

<https://www.heinz.cmu.edu/faculty-research/profiles/green-daniel>

Greenberg, Bonnie (Music Film Supervision)

Owner, Ocean Cities Entertainment

JD, Southwestern University School of Law

<https://www.heinz.cmu.edu/faculty-research/profiles/greenberg-bonnie>

Grinberg, Benjy (Artist Development in the Music Industry)

Founder and President, Rostrum Records

BA, magna cum laude, International Relations, University of Pennsylvania

<https://www.heinz.cmu.edu/faculty-research/profiles/grinberg-benjy>

Harrison, John (Production Management)

Filmmaker, Bean Boy, Inc. (Writer: Residue, Netflix miniseries, and Creepshow anthology series)

BS, Emerson College

MFA, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/harrison-john>

Hime, Adam (TV Legal & Business Affairs; Intellectual Property)

Senior VP, Business & Legal Affairs and Associate General Counsel, Endeavor Content

B.A. Political Science, University of CA, Los Angeles

J.D. University of Southern California

<https://www.heinz.cmu.edu/faculty-research/profiles/hime-adam>

Hollin, Lee (TV Marketing)

SVP and Head of Current Programming, Lionsgate

Bachelor of Theatre Arts, University of Pittsburgh

Master of Entertainment Industry Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/hollin-lee>

Iyengar, Lakshmi (Film Acquisitions)

Vice President, Sony Pictures Worldwide Acquisitions

BA in Theater and Minor in Italian, UCLA

Master of Entertainment Industry Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/iyengar-lakshmi>

Lammi, Ed (Production Management)

Executive Vice President, Sony Pictures Television

BA English, Penn State University

<https://www.heinz.cmu.edu/faculty-research/profiles/lammi-ed>

Marzynski, Ashleigh (Film Economics, Marketing & Distribution)

Vice President, Content & Strategy, NRG

B.A. Communication and Arts Management, University of Wisconsin

Master of Entertainment Industry Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/marzynskibohr-ashleigh>

Meredith, Tom (Capstone Advisor)

Past General Manager, Television Research, ScreenEngine, LLC/ Area Manager, LA Census 2020

BA Chemistry, California State University, Northridge

MBA Marketing/International Business, Loyola Marymount University

<https://www.heinz.cmu.edu/faculty-research/profiles/meredith-tom>

Mier, Miguel (Film Exhibition)

Chief Operating Officer, Cinépolis

BS in Economics, ITESM

MS in Management, Stanford GSB, 2007

Double Degree MS in Information Technology, Heinz College at Carnegie Mellon University/ITESM 2011.

<https://www.heinz.cmu.edu/faculty-research/profiles/mier-miguel>

Moczydlowsky, Bob (Digital Innovation & Entrepreneurship)

Managing Director, TechStars Music

BA, University of Kansas

Master of Entertainment Industry Management, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/moczydlowsky-bob>

Newman, Holly (Business of Gaming)

CEO, Liquid Entertainment

Past EVP of Publishing at Crave Entertainment

<https://www.heinz.cmu.edu/faculty-research/profiles/newman-holly>

Ong Teshima, Shelley (Branding)

Director, Brand Marketing at Lyft

Bachelor of Commerce, University of British Columbia Double Specialization in Marketing and International Business

<https://www.heinz.cmu.edu/faculty-research/profiles/teshima-shelleyong>

Quinn, Pat (TV Economics)

Partner/Manager: Quinn Media Management

B.A., Bennington College

M.F.A., Yale Drama School

<https://www.heinz.cmu.edu/faculty-research/profiles/quinn-pat>

Skopov, Emily (Introduction to Television Writing)

Writer/Producer: (Xena: Warrior Princess, Andromeda, Pacific Blue, Novel Romance)

BA, Columbia University

MFA, UCLA

Smith, Michele (Business Development)

Vice President of Legacy and Estate Brand Management, Concord

BA in Liberal Arts, Simon Fraser University, British Columbia

<https://www.heinz.cmu.edu/faculty-research/profiles/smith-michele/>

Stein, Kevin (Capstone Advisor)

Principal, Kevin Stein Consulting

BA, Boston University

Swathmore College

Harvard University

<https://www.heinz.cmu.edu/faculty-research/profiles/stein-kevin>

Wagner, Paula (Navigating the Practical Realities of the Entertainment Industry)

Producer/Owner, Chestnut Ridge Productions (Mission Impossible, War of the Worlds, Marshall, Pretty Woman: The Musical)

BFA, Drama, Carnegie Mellon University

<https://www.heinz.cmu.edu/faculty-research/profiles/wagner-paula>

Kevin Yoder (Market Research)

Executive Vice President, Theatrical Strategy, National Research Group

BA, University of Notre Dame, Liberal Arts

MFA, University of Southern California, Peter Stark Producing Program

J.D. University of Southern California, Gould School of Law

<https://www.heinz.cmu.edu/faculty-research/profiles/yoder-kevin/>

20.4 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: <http://www.cmu.edu/student-affairs/theword/index.html>
- Academic Integrity Website: <http://www.cmu.edu/academic-integrity>
- University Policies Website: <http://www.cmu.edu/policies/>
- Graduate Education Website: <http://www.cmu.edu/graduate/policies/index.html>
- The WORD is Carnegie Mellon University's student on-line handbook and supplement to the department (and sometimes college) handbook. The Carnegie Mellon Code can also be found on-line at: <https://www.cmu.edu/student-affairs/theword/code/index.html>

20.5 HEINZ COLLEGE APPLICATION PROCESS

Before applying, please carefully review the application process and admission requirements for the Master of Entertainment Industry Management Program.

20.6 MEIM ADMISSIONS REQUIREMENTS -OVERVIEW

The MEIM program is looking for dynamic, motivated critical thinkers who are drawn to the ever-changing entertainment field. The MEIM program seeks leaders who want to hone their strategic and entrepreneurial skills, and build a strong business foundation to help realize their career goals in the entertainment industry.

MEIM applicants should be interested in how screen-based entertainment is produced, developed, packaged, financed, marketed and distributed. However, MEIM students come from a wide variety of undergraduate backgrounds. While the program welcomes graduates of film, TV and communications programs, students have come to the MEIM program with liberal arts degrees in literature, sociology or history. Business, social science, marketing degrees, fine arts, theater, or even music programs are great preparations for a MEIM degree. In short, because the entertainment industry draws on so many different disciplines, the MEIM program believes in assembling a student body with diverse and synergistic backgrounds.

The MEIM program also welcomes individuals who have completed their Bachelor's degree and spent the past few years pursuing their careers – either in entertainment, or in other fields. Having some professional experience under one's belt can provide an added level of focus, and such students also do well in the program.

For more information on the MEIM student body, including demographics and test scores, view the [class profile](#).

Because of the quantitative nature of Heinz College graduate programs, the faculty requires that all incoming students have a solid quantitative foundation prior to enrollment at Heinz. Since successful applicants come from diverse academic backgrounds, the College offers the Quantitative Skills Summer Program (QSSP) to prepare incoming students who did not previously complete college-level courses like advanced algebra, pre-calculus and/or statistics.

The Admissions department invites all interested candidates to contact the college directly with any questions about qualifications, eligibility or any other topic or concern. Admissions' representatives will work closely to help MEIM candidates successfully complete an application to the Program. [Admission Process and Required Application Materials-MEIM Program](#).

20.7 VERIFICATION REQUIREMENT FOR ALL ENROLLING STUDENTS

We are committed to ensuring the integrity of our admissions process and the reputation of our educational programs. We also want to protect and enhance the value of the degrees that we confer. The purpose of the background check is to protect all stakeholders of our programs (students, faculty, staff and alumni) from those who would falsify their backgrounds to gain an unfair advantage in the admissions process. We have made the decision to implement an independent verification process of all application materials for any master's student enrolling in the Heinz College. We believe the verification will support our efforts to ensure integrity throughout the program. Upon admission, you will receive more details about this process.

20.8 TRANSFER AND ARTICULATION AGREEMENTS

The MEIM program has not entered into an articulation or transfer agreement with any other college or university.

20.9 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. The MEIM program does not award credit for prior work at a job or internship, however, the admissions committee does look upon previous work in a favorable light. 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.

20.10 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 not 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.

CMU does not provide Visa Services. Our Office of International Education (OIE) issues the I-20 document to enrolling students and counsels' students on immigration-related issues before, during and after enrollment at the university.

20.11 ENGLISH LANGUAGE PROFICIENCY EXAM

All classes are taught in English. No instruction will occur in any language other than English.

The English language proficiency of domestic students is measured during the admission process through the review of the verbal and writing scores on the GRE or GMAT and their admission essay/ statement of purpose (required of all applicants to the MEIM program). In addition, MEIM applicants are provided the options to complete a video interview or a video essay as part of their admission packet. Additionally, many MEIM applicants are required to complete a face-to-face interview or complete a virtual interview with a member of the admissions committee (via Skype, FaceTime or other similar technology). This combination of various methods of communication gauge the students' verbal and written language skills.

If your native language (mother tongue) is *not* English, you are required to submit an official score report from the [TOEFL](#) or [IELTS](#). **The only exceptions are for students who have worked or studied for five or more years in Australia, Botswana, Canada, Ghana, Ireland, Kenya, Lesotho, Malawi, Namibia, New Zealand, Nigeria, South Africa, Swaziland, Tanzania, Uganda, United Kingdom, United States, and/or Zambia.** Earning a bachelor's degree in these countries does not automatically qualify you for this waiver due to the five-year minimum requirement. **Your scores must be submitted directly to us by Educational Testing Service (ETS).** The **recommended TOEFL score is 25 on each section** of the Internet-based test. We strongly recommend that you take the TOEFL or IELTS at least one month prior to the application deadline.

You may submit scores from up to four valid TOEFL or IELTS exam dates. If you have taken the exam more than once, **Heinz College will use the highest score verified in each section in reviewing your application for admission.** For every score you wish to include with your application, you must report the exam date(s) and submit the official score report(s). We will not accept exam scores for test dates that are not listed on the application.

TOEFL (IBT preferred)

The **recommended TOEFL score is 25 on each section** of the Internet-based test (or 620 on the paper-based test and 260 on computer-based test).

The **minimum TOEFL scores required to apply** for admission to any of Heinz College's graduate degree programs are:

Reading: 22 Listening: 22 Speaking: 18 Writing: 22

For more information on the TOEFL or to register, please [visit the ETS TOEFL website](#).

IELTS

If you choose to take the [International English Language Testing System \(IELTS\)](#) in place of the TOEFL, we require that you take the "Academic" format of IELTS. **The recommended IELTS score is 7 overall and 7 in each band.** The **minimum IELTS scores required to apply** for admission to any of Heinz College's graduate degree programs are:

Listening: 6.5 Reading: 6.5 Writing: 6.5 Speaking: 6.0 Overall Band: 6.5.

For more information on the IELTS or to register, please [visit the IELTS website](#).

In addition to TOEFL and IELTS, Heinz will now accept the online [Duolingo English Test](#) for applicants for whom English was not their first language. These tests include a proficiency composite score, section subscores, video interview, and writing sample which are shared with Heinz College when you send your results. Certified results are available within 48 hours of the test session.

We will accept results from the current version of the [Duolingo English Test](#) on the 160 point scale with subsection scoring (new as of July 2020). **Your scores must be submitted directly to “Carnegie Mellon University – Heinz College of Information Systems & Public Policy” by Duolingo. We receive all Duolingo English Test scores electronically. The recommended Duolingo English Test score is 120 overall (see below for recommended scores in each subsection).**

The **minimum Duolingo English Test scores required to apply** for admission to any of Heinz College's graduate degree programs are:

Literacy: 105 (recommended = 115) Comprehension: 115 (recommended = 125)
Production: 70 (recommended = 100) Conversation: 95 (recommended = 105)
Overall: 105 (recommended = 120)

20.12 LOCATION PROFILE

Carnegie Mellon University's H. John Heinz III College and The College of Fine Arts operates a satellite location in Los Angeles, California, as a part of the Master of Entertainment Industry

Management program (MEIM). The Los Angeles portion of the MEIM program is located in the city of North Hollywood in Los Angeles County. The location consists of a 6,034 square foot suite of offices in a six-story professional office building shared by other tenants, located at 4640 Lankershim Blvd., Suite 125, North Hollywood, CA 91602. The cross street is Hortense.

The suite of offices includes a 20-seat classroom with a TV and overhead projection capability, a 30-seat classroom with two 70-inch televisions and a 45-inch confidence monitor, and a 50-seat classroom with four 70-inch televisions. All classrooms have multiple white boards and moveable chairs/tables. Additionally, most teachers project power point slides on the screens and the use of the white boards is common. There are two conference rooms for student use with moveable chairs/tables. One of the conference rooms has dedicated video conference capabilities. There is a large screening room with a 75-inch television and multiple couches/sitting areas. There is a student computer office, a kitchen, a library with over 1000 DVD's and books and a reading area.

There is a courtyard directly outside of the MEIM entrance between the building and the parking garage. The courtyard has a seating area and planted shrubbery.

20.13 HOUSING

Carnegie Mellon University does not provide housing to students in the Los Angeles portion of the MEIM program. There are several housing options available near the MEIM-LA office and throughout greater Los Angeles. The approximate cost of housing varies depending on the area of the city (anywhere from \$1,000 – 2,000 for a one-bedroom apartment). There are several websites to help students find costs:

<https://www.rentjungle.com/average-rent-in-los-angeles-rent-trends/>

<https://la.curbed.com/2018/6/21/17477888/los-angeles-apartments-renters-guide>

In March of the first year of the program, MEIM leadership offers a workshop on housing which includes advice from past students and information on the popular neighborhoods that students often live. Listed below is some helpful information regarding housing.

MEIM Recommended areas (just a few)

- Around MEIM, Disney, Warner Bros., Universal:
 - Burbank/ Glendale/ Toluca Lake/ Studio City / North Hollywood (South of Burbank Blvd).
- Around Paramount/ Raleigh Studios/ Dolby Theatre/ Hollywood agencies/ Post Production houses:
 - Hollywood/ Los Feliz/ Silver Lake/ Atwater Village/ Hancock Park/ West Hollywood/Koreatown
- Around a majority of Agencies & Mgt. Firms:
 - West Hollywood/ Beverly Hills/ Beverly Hills Adjacent/ Beverlywood
- Around Sony/ Fox Studios:
 - Culver City (*far* from MEIM)/ West Los Angeles/ Palms/
- Other Areas:
 - East of MEIM: Eagle Rock/ Pasadena
 - West of MEIM: Sherman Oaks/ Van Nuys

- North of MEIM: Montrose/ La Canada

When to find a place:

You can find an apartment within a few days if you do some internet homework first. LA is a transient town so folks move a lot. Be patient and drive around the neighborhoods first. Note the parking situation. Parking is going to become a major conversation for you. Make sure you (and friends) have access to safe, well-lit parking.

Here is a link to find out more information including full statistics about the various LA areas:

<http://projects.latimes.com/mapping-la/neighborhoods/>

Cost of Living & Apartment Prices

If you want to live in the City of Angels, you have to pay a premium. The overall cost of living here is 33% above the national average, with housing costs tending to be among the most expensive in the nation. In the city of Los Angeles, the median cost for apartment rentals is over \$1500 per month per person and can be quite a bit more depending on where you live. If you share, students can get a better place that tends to be cheaper. Expect to pay even more for apartments in places like Santa Monica, Malibu and other upscale communities. Last year students' rent ranged from \$1000 to \$1,500

20.14 ATTENDANCE POLICIES

Students in the Master of Entertainment Industry Management program are expected to attend all classes outlined in a course syllabus as part of their degree. All absences must be approved and arranged with the course professor on an individual basis. Please note that the leadership of the MEIM program do not support excessive course absences for job interviewing, networking events, screenings, or internship conflicts. Excessive course absences may influence a student's ability to pass a course and/or complete their degree.

20.15 STUDENT RECORDS

Heinz College's MEIM program maintains records of the name, address, e-mail address, and telephone number of each student who is enrolled in the program in its student information system and a secure folder for use by Academic Services.

Student Record Retention Policy

The policy of Carnegie Mellon University is to ensure the safety, accessibility, confidentiality, and good condition of the permanent record of every Carnegie Mellon student, past and present.

Carnegie Mellon University (CMU), established in 1900, holds all permanent records of our students (current and former) in the University Registrar's Office. We maintain original paper records in an offsite secure climate-controlled underground storage facility along with a microfilmed copy of each record. In addition, a copy of microfilmed records also resides in the University Registrar's Office in Pittsburgh, PA. This includes all students globally, include those

students studying at our California teaching location and instructional sites. CMU has established the University Registrar's Office as the official data steward of all student records.

Historical Records 1906-1989

For every student enrolled at Carnegie Mellon University as a new or continuing student prior to the fall semester, 1989, and dating back to 1906, the University Registrar's Office of Carnegie Mellon University maintains a complete permanent record, whether the student is degree-seeking or non-degree seeking, whether enrolled for credit or not within the student's official transcript. The official transcript provides brief personal information to identify the student as unique. It contains courses, units and grades; semester and cumulative grade point averages; all degrees earned; transfer credit or advanced placement and dean's list indications.

The University Registrar's Office has established and maintains within a microfiche copy of good, readable, and reproducible quality of the student's permanent record in a secured records unit. A secondary permanent microfilm copy of all records will be maintained in good condition in the climate-controlled, fire-proof, limited-access security at an offsite facility.

Modern Records 1989-Current

For every student enrolling at Carnegie Mellon University as a new or continuing student beginning in fall semester, 1989, the University Registrar's Office of Carnegie Mellon University will establish and maintain within an electronic data file in the University Student Services Suite (S3, our student information system) a complete permanent record, whether the student is degree-seeking or non-degree seeking, whether enrolled for credit or not. The University Registrar's Office staff will, under the direction of the University Registrar, add to the electronic record such new information as pertains to the student's demographic and academic record as it becomes available, semester-by-semester, and as the student progresses in his/her career at Carnegie Mellon University.

Daily, the Carnegie Mellon University Computing Services Division will perform a backup of all databases that have been altered during that day. Weekly, the Computing Services Division will perform a complete backup of all records within the student data file. The Computing Services Division staff will store the daily backups in the climate-controlled, fire-proof, limited-access security facility in the Computer Operations center in Cyert Hall on the Carnegie Mellon University campus. Upon successful completion of the monthly backup, the Computing Services Division staff will securely transfer the weekly and monthly backups from the preceding month to climate-controlled, fire-proof, secured vault at an offsite facility.

Cessation of Operations

In the unlikely event that CMU (which has existed for more than 100 years) ceases to exist, it will make appropriate arrangements to comply with clauses (1) and (2) for all its students consistent with the Commonwealth of Pennsylvania statutes and law. There is an informal plan and agreement with the University of Pittsburgh's University Registrar's Office, that should either school cease, we would exchange student records.

20.16 TUITION AND FEES

The tuition rate for students entering the MEIM program is set in the spring for the class entering in the following fall semester. Tuition and required university fees (generally the student activities fee, technology fee and transportation fee) are subject to change. Students are required to pay the then-current rates for program tuition and required university fees each semester. Tuition typically increases 3% to 5% each academic year. Other fees may apply. For example, requests by students for official university documents (e.g., requests for transcripts, enrollment verifications and academic records) may require payment of the relevant fee(s), and students electing to enroll and participate in tuition payment plans must pay the relevant fees to the payment plan processor. Information about the above required university fees and other fees can be found on Carnegie Mellon University's website, at <http://www.cmu.edu/sfs/>. In addition to the above, Health Insurance is also required. Students are required to show proof of appropriate insurance coverage or purchase student health insurance coverage through Carnegie Mellon University's third-party student health insurance program.

Program Tuition (Year 2 in CA)	\$ <u>52,400</u>
Required University Fees* per Semester (Year 2 in CA)	\$ <u>662</u>
Books and Supplies (estimated Year 2 in CA)	\$ <u>1,250</u>
Estimated Fees/Charges for Entire Program (Year 2 in CA)	\$ <u>54,312</u>

Estimated Cost of Attendance (Beginning in Fall 2020)	Pittsburgh		Los Angeles	
	Fall 2021	Spring 2022	Fall 2022	Spring 2023
Charged to the Student Account				
Estimated Full-time Tuition	\$25,500	\$25,500	\$26,200	\$26,200
Student Activities Fee	111	111	111	111
Transportation Fee	122	122	0	0
Technology Fee	220	220	220	220
Credential Verification Fee	105			
Health Insurance (actual costs may vary)	3,021		3,021	
Optional Costs				
Room (actual costs may vary)	4,129	4,129	4,542	4,542
Board (actual costs may vary)	1,687	1,687	1,855	1,855
Laptop (actual costs may vary)	1,500			
Indirect Costs				
Books/Supplies (actual costs may vary)	625	625	625	625
Travel (actual costs may vary)	1,185	1,185	1,303	1,303
Miscellaneous (actual costs may vary)	3,769	3,769	4,147	4,147
Total Estimated Cost of Attendance (per semester)	\$41,974	\$37,348	\$42,024	\$39,003

20.17 SCHOLARSHIPS/AWARDS

The fees and charges do not consider any scholarships or similar awards that have been or may be awarded to the student. A student must refer to the student's official financial award or admission letter(s) from Carnegie Mellon University to determine whether the student has been awarded any scholarships or similar awards, and the terms and conditions of those scholarships and awards.

20.18 OTHER FUNDING AVAILABLE FROM THE MEIM PROGRAM

MEIM students are awarded a one-time **\$1,200 re-location stipend** to assist all students with their expenses related to moving from Pittsburgh to Los Angeles prior to their second year.

In order to offset a portion of the additional expenses incurred during the second year of the MEIM program, all MEIM students who receive a scholarship for the first two semesters in the program receive **an additional \$2,500/semester in scholarship** support in each of their final two semesters in the program.

20.19 FEDERAL AND STATE FINANCIAL AID PROGRAMS

Meeting the cost of a graduate education is a significant investment. Carnegie Mellon University is committed to making it financially possible for graduate students to enhance educational development and reach their career goals. There are many financial aid resources available to students pursuing graduate studies at Carnegie Mellon University. Carnegie Mellon University participates in a number of Federal and state financial aid programs. Information about these financial aid programs can be found on Carnegie Mellon University's website, at <http://www.cmu.edu/finaid/index.html>

Carnegie Mellon University Consumer Information

Below is a summary of consumer information made available to all Carnegie Mellon University prospective and current students as required by the Higher Education Act of 1965, as amended. Required Disclosure have been categorized into five topics. Each disclosure gives a brief description of information that is required to be disclosed and explains how it can be obtained. This information may be changed from time to time as required.

If you need assistance or would like a paper copy, contact the Student Financial Aid Office, 5000 Forbes Avenue, Warner Hall, Pittsburgh, PA. If you wish to speak with a representative about the information contained here, please contact Associate Director Catherine Demchak at (412) 268-1353.

Information about the Institution:Accreditation Information

Carnegie Mellon University is accredited by the Middle States Commission on Higher Education (MSCHE), 3624 Market Street, 2nd Floor West, Philadelphia, PA 19104 (www.msche.org). The Commission may be contacted by telephone at 267-284-5000 or via email at info@msche.org or espanolinfo@msche.org (Spanish/Español). The university's current "Statement of Accreditation Status" can be found at, <https://www.msche.org/institution/>.

State Approvals

Carnegie Mellon University is licensed to operate in the states listed below. Individuals may contact the relevant agency for more information or information about how to file a complaint.

California

Bureau for Private Postsecondary Education

P.O. Box 980818

West Sacramento, CA 95798-0818

Telephone: 888-370-7589

Email: bppe@dca.ca.gov

Website: www.bppe.ca.gov

New York

New York State Education Department

Office of Higher Education

Room 977 Education Building Annex

Albany, NY 12234

Telephone: 518-486-3633

Email: hedepcom@nysed.gov

Website: www.highered.nysed.gov

Pennsylvania

Pennsylvania Department of Education

Office of Postsecondary and Higher Education

333 Market Street, 12th Floor

Harrisburg, PA 17126-0333

Telephone: 717-783-8228

Email: ra-collunivseminfo@pa.gov

Website: www.education.state.pa.us

Washington, D.C.

Office of the State Superintendent of Education

Government of the District of Columbia

810 First Street NE 9th Floor

Washington, DC 20002

Telephone: 202-727-6436

Email: osse@dc.gov

Website: osse.dc.gov

Inquiries regarding the university's accreditation status or authorization to operate in any of the above states may be directed to: Associate Vice President / Director of Enrollment Services, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh PA 15213, telephone: 412-268-5399, email: krieg@andrew.cmu.edu.

Distance Education, State Authorization and Reciprocity Agreement (SARA)

The State Authorization Reciprocity Agreement (SARA) is an agreement among member states, districts, and territories in the United States, which establishes national standards for interstate offering of postsecondary distance education courses and programs. It is intended to standardize the process of offering online courses and programs by postsecondary institutions located in states other than the state in which the enrolled student(s) are residing. SARA is overseen by a national council (NC-SARA) and administered by four regional education compacts.

Carnegie Mellon University has been approved by the Commonwealth of Pennsylvania to participate in NC-SARA and was accepted as a SARA institution on May 2, 2017; additionally, Carnegie Mellon secured approval through NC-SARA on May 18, 2017. Carnegie Mellon University is listed as an approved, participating institution on the NC-SARA website (<http://www.nc-sara.org/>). At this time, 49 of the 50 United States are SARA members. California is not a member of SARA; however, Carnegie Mellon is able to offer online education to California residents.

Except where prohibited by applicable law, students who reside outside of the United States generally are not restricted from enrolling in our online programs. Some online programs do require in-person attendance at one of Carnegie Mellon's teaching locations (e.g., Carnegie Mellon's Pittsburgh, Pennsylvania campus) for short portions of the program. Students interested in enrolling in a specific online program are encouraged to contact the person designated by the online program for questions about the program's requirements or enrollment.

Copyright Infringement Policies

Carnegie Mellon University takes copyright violation seriously. Besides raising awareness about copyright law, it takes appropriate action in support of enforcement as required by policy and law. United States copyright law (<http://www.copyright.gov/>) "protects the original works of authorship fixed in any tangible medium of expression, from which they can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device".

The University's Fair Use Policy (<http://www.cmu.edu/policies/administrative-and-governance/fair-use.html>) states that all members of the University must comply with US copyright law and it explains the fair use standards for using and duplicating copyrighted material. In addition, the policy prohibits the duplication of software for multiple uses, meeting the Digital Millennium Copyright Act (DMCA) (<http://www.copyright.gov/legislation/dmca.pdf>) requirements. The DMCA criminalizes the development or use of software that enables users to access material that is copyright protected. Furthermore, the Computing Policy (<http://www.cmu.edu/policies/information-technology/computing.html>) prohibits the

distribution of copyright protected material via the University network or computer systems, unless the copyright owner grants permission.

The Higher Education Opportunity Act of 2008 (Public Law 110-315) Section 488, requires institutions of higher education to annually inform students that "unauthorized distribution of copyrighted material, including unauthorized peer-to-peer file sharing, may subject the students to civil and criminal liabilities". Carnegie Mellon does this by publication of a news article on Computing Services' website or via mass mail communication each semester. The law goes on to require institutions "to provide a summary of penalties for violation of Federal copyright laws, including disciplinary actions that are taken against students who engage in unauthorized distribution of copyrighted materials using the institution's information system." Copyright protected materials can include, but are not necessarily limited to

- Music
- Movies or other videos
- Literary works
- Software
- Digital images or libraries

Cost of Attending the University

Actual tuition and fee charges can be found on the Student Financial Services' website at <https://www.cmu.edu/sfs/tuition/index.html>.

For estimated books and supplies, room and board, and personal/miscellaneous expenses view the cost of attendance for, Graduate program at <https://www.cmu.edu/sfs/tuition/graduate/index.html>.

Descriptions of Academic Programs

Information on the university's graduate academic programs and degree offerings is available from the various schools/colleges and admitting offices. Links to those programs can be found at <https://www.cmu.edu/academics/index.html>.

Faculty

Information on the university's faculty and instructional personnel is **available from individual schools/colleges. This information can be found on the university's academics website at** <https://www.cmu.edu/academics/index.html>.

Facilities & Services for Disabled Students

The Office of Disability Resources provides responsive and reasonable accommodations to students who self-identify as having a disability, including physical, sensory, cognitive and emotional disabilities. If you would like to learn more about the services and accommodations provided by the Office of Disability Resources, visit their website at <https://www.cmu.edu/disability-resources/students/>. To discuss your accommodation needs, please email us at access@andrew.cmu.edu or call us at 412-268-6121 to set up an appointment.

Student Privacy & FERPA

One of the most significant changes a parent or guardian experiences in sending a student to college is the difference in privacy standards for educational records. Carnegie Mellon values the student's right to privacy. The university adheres to a federal law called the Family Educational Rights and Privacy Act (also called FERPA or the Buckley Amendment) that sets privacy standards for student educational records and requires institutions to publish a compliance statement, including a statement of related institutional policies. For more detailed information, view the university's brochure at <https://www.cmu.edu/hub/privacy/ferpa-brochure.pdf>.

Return to Title IV Funds Policy and Procedural Statement

Policy Reason

The U. S. Department of Education requires that the university determine the amount of Federal Title IV aid earned by a student who withdraws or fails to complete the period of enrollment. The university must determine the earned and unearned portions of Title IV aid as of the date the student ceased attendance based on the amount of time the student spent in attendance. Up through the 60% point in the period of enrollment, a pro rata schedule is used to determine the amount of Title IV funds the student has earned at the time of withdrawal. After the 60% point in the period of enrollment, a student has earned 100% of the Title IV funds he or she was scheduled to receive. For a student who withdraws after the 60% point-in-time, there are no unearned funds. Federal regulations can be found at:

Federal Student Aid Handbook, Volume 5

Chapter 1 Withdrawals and the Return of Title IV Funds 34 CFR 668.22

Policy and Procedural Statement

At Carnegie Mellon Title IV funds are awarded to a student under the assumption that the student will attend school for the entire period for which the assistance is awarded. When a student withdraws, the student may no longer be eligible for the full amount of Title IV funds that the student was originally scheduled to receive.

If a recipient of Title IV grant or loan funds withdraws from a school after beginning attendance, the amount of Title IV grant or loan assistance earned by the student must be determined. If the amount disbursed to the student is greater than the amount the student earned, the unearned funds must be returned. If the amount disbursed to the student is less than the amount the student earned, and for which the student is otherwise eligible, he or she is eligible to receive a Post-withdrawal disbursement of the earned aid that was not received.

Carnegie Mellon determines the Withdrawal Date and Date of Determination to complete the return calculation. A student's withdrawal date and date of determination varies depending on the type of withdrawal. When a student provides official notification to Carnegie Mellon through the Student Leave of Absence and Withdrawal Process, the withdrawal is defined as official withdrawal. When the student does not complete the Student Leave of Absence and Withdrawal Process and no official notification is provided by the student it is considered an unofficial withdrawal.

Leave of Absence/Withdrawal Process

A student may leave Carnegie Mellon by either taking a leave of absence (leaving the university temporarily with the firm and stated intention of returning) or by withdrawing from the

university (leaving the university with no intention of returning). Students choosing to take a leave of absence should first contact their academic advisor to discuss their plans while on leave and to work out any conditions that may be necessary for a smooth return to Carnegie Mellon.

A student deciding to leave the university should take the following steps:

- Complete a Leave of Absence or Withdrawal Form.
- The form must include **all** necessary signatures or the process will not be completed.
- Return the completed form to the University Registrar's Office, 5000 Forbes Ave., Warner Hall A12, Pittsburgh, PA 15213.

Determination of Withdrawal Date

Official Withdrawals (Notification Provided by the Student)

Those withdrawals defined as official are processed in accordance with federal regulations. The Office of the Registrar provides information that identifies which students have processed a Student Leave of Absence and Withdrawal Form for each semester. This information includes the Date of Withdrawal, the Date of Determination, Withdrawal/Leave Status (LA, LS, & W2) and the semester of attendance. This information is maintained in the student's academic file and in the university's Student Information System.

For students who notify the university of their intent to withdraw or take a leave of absence, the official date of withdrawal or leave of absence is the earliest of:

- Date the student began the withdrawal or leave of absence process;
- Date the student notified his or her home department;
- Date the student notified the associate dean of his or her college; or
- Date the student notified the dean of students.

Unofficial Withdrawal (No Official Notification Provided by the Student)

For a student who withdraws without providing notification to Carnegie Mellon, the institution determines the withdrawal date using defined criteria. This category of withdrawals includes students that drop out and students that do not earn a passing grade.

To identify the unofficial withdrawals the Registrar develops a preliminary list of students that did not complete the semester by reviewing the final student grade reports. The list includes all students with: a) semester units carried, b) 0 semester units passed, c) 0 quality points earned, and d) 0.0 QPA. The Registrar contacts the academic divisions about each student to determine if the student actually completed the semester and earned the grades (0.0) or failed to complete the semester and did not notify the university of their status.

For students who do not notify the university of their intent to withdraw or take a leave of absence, the official date of withdrawal or leave of absence is:

- The midpoint of the semester;
- The last date the student attended an academically-related activity such as an exam, Tutorial or study group, or the last day a student turned in a class assignment.

Date of Determination that the Student Withdrew

Carnegie Mellon is not required to take attendance and the Date of Determination that a student withdrew varies depending upon the type of withdrawal: Official or Unofficial.

1. For withdrawals where the student **provided Official Notification** the Date of Determination is: The student's withdrawal date, or the date of notification, whichever

is later.

2. For withdrawals where the student **did not provide *Official Notification*** the Date of Determination is: The date the institution becomes aware the student has ceased attendance.

For a student who withdraws without providing notification to the institution, the institution must determine the withdrawal date no later than 30 days after the end of the enrollment period.

Calculation of Earned Title IV Assistance

The withdrawal date is used to determine the point in time that the student is considered to have withdrawn so the percentage of the period of enrollment completed by the student can be determined. The percentage of Title IV aid earned is equal to the percentage of the period of enrollment completed.

The amount of Title IV federal aid earned by the student is determined on a pro-rata basis up to the end of 60% of the semester. If the student completed 30% of a term, 30% of the aid originally scheduled to be received would have been earned. Once a student has completed more than 60% of a term, all awarded aid (100%) has been earned. The percentage of federal aid earned and the order in which the unearned aid is returned are defined by federal regulatory requirements.

The calculation of earned Title IV funds includes the following grant and loan funds if they were disbursed or could have been disbursed to the student for the period of enrollment for which the Return calculation is being performed:

- Pell Grant
- Iraq and Afghanistan Service Grant
- TEACH Grant (not available at Carnegie Mellon)
- FSEOG Grant
- Federal Direct Loan

Institutional Charges

Institutional charges are used to determine the portion of unearned Title IV aid that the school is responsible for returning. Carnegie Mellon ensures that all charges for tuition, fees, room and board, as well as all other applicable institutional charges are included in the return calculation. Institutional charges do not affect the amount of Title IV aid that a student earns when he or she withdraws.

The institutional charges used in the calculation usually are the charges that were initially assessed the student for the period of enrollment. Initial charges are only adjusted by those changes the institution made prior to the student's withdrawal (for example, for a change in enrollment status unrelated to the withdrawal). If, after a student withdraws, the institution changes the amount of institutional charges it is assessing a student, or decides to eliminate all institutional charges, those changes affect neither the charges nor aid earned in the calculation.

Return of Unearned Funds to Title IV

If the total amount of Title IV grant and/or loan assistance that was earned as of the withdrawal date is less than the amount that was disbursed to the student, the difference between the two amounts will be returned to the Title IV program(s) and no further disbursements will be made.

If a student has received excess funds, the College must return a portion of the excess equal to the lesser of the student's institutional charges multiplied by the unearned percentage of funds, or the entire amount of the excess funds.

The funds will be returned in the order below as prescribed by federal regulations, within 45 days from the date of determination that a student withdrew.

- Unsubsidized Federal Stafford Loans
- Subsidized Federal Stafford Loans
- Federal PLUS loans
- Federal Pell Grants
- Federal Supplemental Educational Opportunity Grants (FSEOG)

Post-Withdrawal Disbursements

If the total amounts of the Title IV grant and/or loan assistance earned as of the withdrawal date is more than the amount that was disbursed to the student, the difference between the two amounts will be treated as a post-withdrawal disbursement. In the event that there are outstanding charges on the student's account, Carnegie Mellon will credit the student's account for all or part of the amount of the post-withdrawal disbursement up to the amount of the allowable charges.

Any amount of a post-withdrawal disbursement that is not credited to a student's account will be offered to the student within 30 days of the date that the institution determined that the student withdrew. Upon receipt of a timely response from the student, the College will disburse the funds within 90 days of the date of determination of the student's withdrawal date.

Return of Title IV Funds – Withdrawals for Programs Offered in Modules

The return of Title IV funds for programs offered in modules is defined in a separate policy statement at Carnegie Mellon. This document is included as an addendum to the Carnegie Mellon University Return to Title IV Funds Policy and Procedural Statement (see below).

Policies and Procedures

Federal Student Aid Handbook, Volume 5, Chapter 2 Withdrawals and the Return of Title IV Funds

CFR 668.22 (a), (f) and (l)

Dear Colleague Letter GEN-11-14 July 2011

For all programs offered in modules, a student is a withdrawal for Title IV purposes if the student ceases attendance at any point prior to completing the payment period or period of enrollment (unless the institution has written confirmation from the student that they will attend a module that begins later in the enrollment period).

The regulations require the institution to determine whether Title IV funds must be returned based on the number of days actually completed versus the number of days the student was scheduled to attend in the payment period. The regulations prevent students from enrolling in modules or compressed courses spanning the period, completing a portion of the period, and retaining all aid for the period.

A program is considered to be offered in modules if a course or courses in the program do not span the entire length of the payment period or period of enrollment. The rule impacts all programs offering courses shorter than an entire semester, including semester-based programs with a summer term consisting of two consecutive summer sessions.

The Student Financial Aid Office has established the following procedures associated with handling withdrawals from programs offered in modules. An Associate Director of Student Financial Aid has the primary responsibility for compliance and implementation of these regulatory requirements.

1. The institution will identify students enrolled for the summer session that are eligible for Title IV Aid.
 - Pell eligible students are identified
 - Students with summer loans are identified
 - The period of enrollment and enrollment status will be identified for each student
2. All Leave/ Withdrawal Forms processed by the University Registrar's Office will be reviewed for the summer sessions to record the Withdrawal Date and Date of Determination to identify any student receiving federal funding.
3. The Student Financial Aid Office will identify any students that drop courses in the summer sessions.
 - During Summer I this is standard procedure
 - During Summer II this is reviewed after 10th day reporting
 - Any additional dropped courses will be reviewed through the 60% enrollment period
4. Students who are identified as official withdrawals or that officially drop all courses in a session will be reviewed to determine the amount of federal financial aid earned. If a Return of Title IV aid is required, existing institutional procedures will be followed.
5. At the end of the enrollment period the institution will determine if any students are identified as 'unofficial withdrawals.' If a Return of Title IV aid is required, existing institutional procedures will be followed.
6. If a student does not begin courses in all sessions, a Return of Title IV aid may not be required, but other regulatory provisions concerning recalculation may apply.
 - If a student completes both courses in module one, but officially drops courses in module two while attending module one the student is not a withdrawal.
 - Since the enrollment is less than half time, the student is no longer eligible for the loan and the funds must be returned.

The following information obtained from the Federal Student Aid Handbook, Chapter 2, Withdrawals and the Return of Title IV Funds, will be used to determine whether a student enrolled in a series of modules is a withdrawal.

How to determine whether a student in a program offered in modules has withdrawn

Schools can determine whether a student enrolled in a series of modules is a withdrawal by asking the following questions.

- 1. After beginning attendance in the payment period or period of enrollment, did the student cease to attend or fail to begin attendance in a course he or she was scheduled to attend?**
 - If the answer is no, this is not a withdrawal.
 - If the answer is yes, go to question 2.
- 2. When the student ceased to attend or failed to begin attendance in a course he or she was scheduled to attend, was the student still attending any other courses?**
 - If the answer is yes, this is not a withdrawal; however other regulatory provisions concerning recalculation may apply.
 - If the answer is no, go to question 3.
- 3. Did the student confirm attendance in a course in a module beginning later in the period (for non-term and nonstandard term programs, this must be no later than 45 calendar days after the end of the module the student ceased attending)?**
 - If the answer is yes, this is not a withdrawal, unless the student does not return.
 - If the answer is no, this is a withdrawal and the Return of Title IV Funds requirements apply.

Contact

Questions regarding this policy or its intent should be directed to the Student Financial Aid Office at 412-268-1353.

Satisfactory Academic Progress Policy and Procedural Statement

To be eligible for federal, state, and institutional financial aid, all students are required to maintain Satisfactory Academic Progress toward the completion of a degree. Each university determines its own policy in accordance with federal regulations set forth by the U. S. Department of Education regarding satisfactory progress standards to ensure student success. To maintain Satisfactory Academic Progress at Carnegie Mellon University, students must meet the following minimum standards for both of the qualitative (QPA) and quantitative (completion rate) measures:

Student Type	QPA (Qualitative)	Completion Rate (Quantitative)*
First Year Undergraduate	1.75	80%
Undergraduate Upper-class	2.00	80%
Heinz Graduate	3.00	80%
Other Graduate (excluding Tepper)	2.00	80%

**To calculate the completion rate, the cumulative number of completed units is divided by the cumulative number of units attempted. Advance Placement credits are excluded from both figures.*

In addition to the above-mentioned Financial Aid Satisfactory Academic Progress standards, federal regulations require a student to complete their degree within a specified amount of time. The maximum timeframe cannot exceed 150 percent of the time published as needed for completion of the program.

Scope:

This policy applies to Federal aid including Federal Pell Grants, Federal Supplemental Educational Opportunity Grants, Federal Work-Study, Federal Direct Loans, and Federal Direct PLUS Loan programs; state grant aid; and Carnegie Mellon institutional aid including grants, loans, and scholarships.

Federal regulations can be found at,

- Federal Student Aid Handbook, Volume 1
- Chapter 1 School Determined Requirements
- 34 CFR 668.16(e)
- 34 CFR 668.32(f)
- 34 CFR 668.34

Evaluation:

Carnegie Mellon evaluates all students for Financial Aid Satisfactory Academic Progress annually, at the end of the spring semester. Students that are included in the review are undergraduates, graduates, both full-time and part-time.

Courses that do not count toward a student's degree cannot be used to determine enrollment status for financial aid purposes. Carnegie Mellon will count transfer credit hours that are accepted toward a student's educational program as both attempted hours and completed hours. Advanced Placement Non-Degree and Non-Credit courses are not counted as units passed or attempted. When a course is repeated, all grades will be recorded on the official academic transcript and will be calculated in the student's QPA. For financial aid eligibility, only one repeat per course is permitted in the determination of enrollment status for courses previously passed. If the student withdraws and is not assigned a W grade, then it will not be counted in the number of units attempted or completed. If the W grade is assigned, the units will be counted in the number of units attempted and will be counted as zero in the number of units completed. If the student has incomplete units, the units will be counted as attempted and will be counted as zero in the number of units completed.

The Financial Aid Satisfactory Academic Progress evaluation is a cumulative review of all semesters, regardless of whether or not the student received financial aid during the academic year.

If the minimum requirements are not achieved, the student is ineligible to receive financial aid. In such a case, the student is notified and given an option to appeal their financial aid status. More information about the appeal process can be found at <https://www.cmu.edu/student-affairs/theword/academic-discipline/appeals-academic-review-board-decisions.html>

A financial aid package will not be completed unless an appeal is received, approved and processed accordingly. If by chance a financial aid package is processed and released to the student, it is conditional and subjected to financial aid removal until an appeal is received, approved and processed accordingly.

Contact:

Accountable Department: Enrollment Services, Student Financial Aid. Questions regarding this policy or its intent should be directed to the Student Financial Aid Office, phone: 412-268-1353.

Student Body Diversity

For Information about the diversity of the university student body, contact the Institutional Research and Analysis Office, <https://www.cmu.edu/ira/index.html>.

For information about the University's Diversity, Equity and Inclusion initiative, visit the Center for Student Diversity and Inclusion's website at <https://www.cmu.edu/student-diversity/>.

Written Arrangement Information

A U.S. Department of Education regulation requires disclosure of specific information to prospective and current students regarding written arrangements between Carnegie Mellon University (CMU) and any institution(s) that provides a portion of an educational program to students enrolled at CMU. CMU enters into such arrangements to enrich the educational experiences offered to its students. In accordance with the regulation, CMU provides this information at <http://www.cmu.edu/hub/consumer-information/docs/written-arrangement.pdf>.

Student Complaints & Consumer Information by State

As required for compliance with U.S. Federal Program Integrity Regulations, state official/agency contact information for each U.S. state/territory that could handle a student's complaint is provided at <https://www.cmu.edu/hub/consumer-information/docs/complaints.pdf>.

Gainful Employment Disclosures

As required by U.S. Department of Education regulations Gainful Employment Disclosures (Disclosures about CMU certificate programs that prepare students for specific occupations) can be found at <https://www.cmu.edu/hub/consumer-information/>.

Information about Student Financial Aid:

Meeting the cost of higher education is a significant investment. We are committed to providing a comprehensive financial aid program that makes it possible for admitted students to attend Carnegie Mellon.

Application Process & Timeline:

Graduate Students: **To apply for financial aid for the 2020-2021 academic year, follow the steps below.**

1. Free Application for Federal Student Aid (FAFSA)

The FAFSA is required if applying for federal financial aid programs. There are now two ways to complete the *Free Application for Federal Student Aid (FAFSA)* form: a redesigned <https://studentaid.ed.gov/sa/fafsa> website or a mobile app (available through Google Play, <https://play.google.com/store/apps/details?id=com.fsa.mystudentaid> or the Apple App Store: <https://apps.apple.com/us/app/mystudentaid/id1414539145>

We recommend using the IRS Data Retrieval Tool (DRT) (<https://studentaid.gov/resources/irs-drt-text>) to complete the FAFSA. The DRT transfer process has been improved to include stronger security and privacy protections; therefore, tax information transferred will not display on the form or Student Aid Report. Instead, the phrase "Transferred from the IRS" will appear in the fields.

Those selected for federal verification after FAFSA completion or those unable to use the IRS DRT will need to request an IRS Tax Return Transcript (<https://www.irs.gov/individuals/get-transcript>).

Additional information:

- Apply as soon as possible after October 1.
- Carnegie Mellon's federal code is 003242.
- Use 2017 tax information to complete the FAFSA.
- A Department of Education Federal Student Aid (FSA) ID is required. View FSA ID instructions at <https://fsaid.ed.gov/npas/index.htm>.
- Students must complete the FAFSA's electronic signature requirement.

2. MPN & Entrance Counseling

All first-time Federal Direct Loan borrowers are required to complete entrance counseling. The entrance counseling session provides information about borrower rights and responsibilities. CMU will be notified when a student has completed online entrance counseling. Funds will not be disbursed until the entrance counseling session has been completed. Students who completed a federal entrance counseling session while at CMU, do not have to complete another session.

Additional information:

- View entrance counseling instructions (<https://www.cmu.edu/sfs/financial-aid/types/federal-loans/direct/mpn-entrance-counseling.html>).
- Complete entrance counseling session at <https://studentloans.gov>.

3. Grad PLUS Loan

If you plan on borrowing a Federal Direct Graduate PLUS Loan, this is a two-part process and both parts must be completed in order for your loan to be originated. If you borrowed a Grad PLUS Loan last academic year, you are only required to complete the application portion of the process. The application portion of the process cannot be completed before June 1, 2018.

Additional information:

- View detailed Grad PLUS Loan instructions at <https://www.cmu.edu/sfs/financial-aid/types/federal-loans/plus/instructions.html>.

- The two-part process may be completed at <https://studentloans.gov>.

Financial Aid Eligibility Notification

Once a student completes all of the steps above, a financial aid package will be determined. The Student Financial Aid Office will notify the student by email that a financial aid award letter has been posted to SIO (<https://s3.andrew.cmu.edu/sio/index.html#finances-home>). The letter contains information and further instructions regarding the student's eligibility and awards. If a student's circumstances change, then financial aid eligibility will be re-evaluated and the student will receive notification that a revised award letter is available in SIO.

Missing Documents

If we are unable to process a student's financial aid package due to missing documents, a Financial Aid Alert email will be sent to the student requesting the required documents by a specified date. Until the entire application process is completed and all required documents are submitted, our office may be unable to complete a student's financial aid package. Students may log in to SIO (<https://s3.andrew.cmu.edu/sio/index.html#finances-home>) to view documents that have been received by our office. [View instructions](#) for submitting missing documents at <https://www.cmu.edu/sfs/financial-aid/missing-documents/index.html>.

Teacher Certification

Teacher certification students at the graduate level should be aware that federal regulations classify them as a grade level 5 undergraduate student for Federal Direct Student Loan purposes. Teacher certification students are, however, considered a graduate student by Carnegie Mellon for academic purposes.

Available Financial Aid

Scholarships & Grants

Graduate Students:

Graduate students interested in scholarships and grants may contact their program of interest or department. View more information on the Graduate Education Office website, <http://www.cmu.edu/graduate/prospective-students/index.html>. In addition, the Fellowships & Scholarships Office (<http://www.cmu.edu/fso/>) provides support to graduate students interesting in pursuing certain external scholarships, like Fullbright and UK Awards.

Federal Work-Study

Federal Work-Study (FWS) is a need-based self-help award. If a student has been awarded FWS, the FWS award is the total that can be earned during the academic year as a work-study student.

Federal Loans

For many students and families, educational loans are a necessary part of the process of paying for college. Student Financial Aid certifies loans for students, as well as Federal Direct Parent PLUS Loans for parents of undergraduates and Federal Direct Grad PLUS Loans for graduate students.

Federal Direct Student Loan

The Federal Direct Student Loan is the most widely-used loan for college students and is available to both undergraduate and graduate students. There are two types of Federal Direct Student Loans, subsidized and unsubsidized, and eligibility for both is determined by completing the FAFSA.

Grad PLUS Loan

Eligible graduate students may borrow a Federal Direct Grad PLUS Loan to assist with educational expenses. Students may borrow any amount up to their calculated cost of attendance minus any other aid received.

Private Loans

Private loan programs offer competitive interest rates and borrower benefits. To increase chances of approval and possibly improve the rate you receive, students are strongly recommended to apply with a creditworthy co-signer.

Student Outcomes

Retention and Graduation Rates

Institutional Research and Analysis Office offers up-to-date data on degrees conferred, enrollment reports, freshmen retention rates and race and ethnicity reports for annual degrees.

Retention and Graduation rates can be found at

<https://www.cmu.edu/ira/retentiongradrates.html>.

Intercollegiate Athletic Program Participation Rates and Financial Support Data (Equity in Athletics Disclosure Act)

Please visit the U.S. Department of Education's site, The Equity in Athletics Data Analysis (<http://ope.ed.gov/athletics/#/>) and select the "Get data for one schools" option. Enter "Carnegie Mellon University" in the "Name" field and select the "Continue" button at the bottom of the page.

A printed copy of the report can be requested by calling the Department of Athletics, Physical Education, and Recreation at 412-268-8054 or by sending an email to Josh Centor, Associate Vice President for Student Affairs and Director of Athletics, Physical Education & Recreation, at jcentor@andrew.cmu.edu.

Health and Safety

Drug and Alcohol Abuse Prevention Program

Under the Drug Free Workplace Act of 1988 and the Drug Free Schools and Campuses Act of 1989, the Carnegie Mellon University is required to have an alcohol and other drug policy outlining prevention, education and intervention efforts and consequences for policy violations.

The policy can be found at https://www.cmu.edu/student-affairs/pdfs/2019-2020_alcohol_drug_guide.pdf

CMU Annual Security and Fire Safety Report

- A printed copy of the report can be requested by contacting University Police at 412-268-6232 or campuspd@andrew.cmu.edu.
- The annual security and fire safety report (Carnegie Mellon University Police Department Annual Reports) is also available online at <http://www.cmu.edu/police/security-fire-reports/index.html>.

Vaccination Policies

- CMU Prematriculation Immunization Policy can be found at <http://www.cmu.edu/policies/student-and-student-life/immunizations.html>.
- CMU University Health Services Health Requirements for Incoming Students can be found at <https://www.cmu.edu/health-services/new-students/>.

Other Information

Voter Registration

Please visit <https://www.usa.gov/voter-registration>

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.

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.

Obtain general information about Carnegie Mellon University by calling 412-268-2000.

20.20 RESPONSIBILITY TO REPAY EDUCATIONAL LOANS

If you obtain a loan to pay for the Master of Entertainment Industry Management program, you will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund. If you have received federal student financial aid funds, you are entitled to a refund of moneys not paid from federal student financial aid program funds.

20.21 STATEMENT OF NO PETITION IN BANKRUPTCY

Carnegie Mellon University does not have a pending petition in bankruptcy, is not operating as a debtor in possession, and has not filed a petition in bankruptcy within the preceding 5 years, nor has Carnegie Mellon had a petition in bankruptcy filed against it within the preceding 5 years that resulted in re-organization under Chapter 11 of the United States Bankruptcy Code.

20.22 TUITION RECOVERY FUND

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition. The STRF Assessment Fee is refundable during the cancellation refund period.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.

3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of non-collection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

20.23 STUDENT'S RIGHT TO CANCEL (WITHDRAWAL/LEAVES OF ABSENCE)

A student has the right to cancel the student's Enrollment Agreement by either taking a leave of absence from the Program (leaving Carnegie Mellon University temporarily with the firm and stated intention of returning) or by withdrawing from the Program (leaving Carnegie Mellon University with no intention of returning). If the student withdraws or take a leave of absence from Carnegie Mellon University, the student may be eligible for a tuition adjustment or a refund of certain fees (excluding any Application Fee, Registration Fee and Enrollment Deposit, and any applicable Student Tuition Recovery Fund assessment).

To cancel the student's Enrollment Agreement and take a leave of absence or withdraw, the student must complete Carnegie Mellon University's Leave of Absence or Withdrawal form, as applicable, and return it to Carnegie Mellon University's Registrar's Office, at 5000 Forbes Ave., Warner Hall A12, Pittsburgh, PA 15213. The Leave of Absence and Withdrawal forms, and additional information of leaves of absence and withdrawal, can be found on Carnegie Mellon

University's website, at <https://www.cmu.edu/policies/student-and-student-life/student-leave.html>

If the student notifies Carnegie Mellon University of the student's intent to withdraw or take a leave of absence, the student's official date of withdrawal or leave of absence is the earliest of:

- The date the student began the student's withdrawal or leave of absence process at Carnegie Mellon University;
- The date the student notified the student's home department at Carnegie Mellon University;
- The date the student notified the associate dean of the student's College at Carnegie Mellon University; or
- The date the student notified the Carnegie Mellon University Dean of Student Affairs.

If the student does not notify Carnegie Mellon University of the student's intent to withdraw or take a leave of absence, the student's official date of withdrawal or leave of absence is:

- The midpoint of the relevant semester in which the student withdraws or takes a leave of absence;
- The last date the student attended an academically-related activity such as an exam, tutorial or study group, or the last day the student turned in a class assignment.

20.24 REFUND POLICY

A. **Refunds in General.** Students who withdraw from the Program or take a leave of absence after having paid the current semester's tuition and fees or receiving financial aid are subject to the following refund and repayment policies. No other charges are refundable. Student Tuition Recovery Fund assessment, if any, is non-refundable.

B. **Exit Counseling.** All borrowers of Federal student loans must complete a Federally-mandated exit counseling session when graduating or dropping to less than half-time enrollment status, including by withdrawing or taking a leave of absence. Exit counseling prepares students for repayment. Students must complete an exit counseling session in its entirety, with complete and correct information; otherwise, the student's degree, diploma and official transcripts may be withheld. Information about exit counseling sessions can be found on Carnegie Mellon University's website, at <https://www.cmu.edu/sfs/financial-aid/exit-counseling.html>

C. **Withdrawals/Leaves On or Before 10th Class Day.** Students who withdraw or take a leave of absence on or before the 10th class day of the relevant semester may receive a refund of 100% of tuition and fees (excluding any Application Fee or Registration Fee and Enrollment Deposit). STRF assessment, in any, is non-refundable.

D. **Withdrawals/Leaves after 10th Class Day.** Students who withdraw or take a leave of absence after the 10th class day of the relevant semester but before completing 60% of the semester will be assessed tuition based on the number of days completed within the semester. This includes calendar days, class and non-class days, from the first day of classes to the last day of final exams. Breaks which last five days or longer, including the preceding and subsequent weekends, are not counted. Thanksgiving and Spring Break are not counted. There is no tuition adjustment after 60% of the semester is completed. There is no refund of fees after the 10th class day of the relevant semester.

E. **Tuition Adjustment Appeals.** Students may appeal to have tuition adjustments for their leave of absence or withdrawal if they feel that they have extenuating circumstances. These appeals will be reviewed in the context of Carnegie Mellon University's tuition adjustment policy, as stated above. These appeals must be made in writing to Carnegie Mellon University's Registrar using Carnegie Mellon University's Tuition Appeal Adjustment form. Information about Carnegie Mellon University's tuition adjustment policy, and tuition adjustment appeals, can be found on Carnegie Mellon University's website, at <https://www.cmu.edu/sfs/tuition/adjustment/>

F. **Repayment to Lenders/Third Parties.** If any portion of refundable tuition and/or fees was paid from the proceeds of a loan or third party, the refund may be sent to the lender, third party or, if appropriate, to the Federal or state agency that guaranteed or reinsured the loan, as required by law and/or Carnegie Mellon University policy. Any amount of the refund in excess of the unpaid balance of the loan shall be first used to repay any student financial aid programs from which the student received benefits, in proportion to the amount of the benefits received, and any remaining amount shall be paid to the student.

G. **Responsibility for Loan.** If the student obtains a loan to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund. If the student has received Federal student financial aid funds, the student is entitled to a refund of moneys not paid from Federal student financial aid program funds. If the student is eligible for a loan guaranteed by the Federal or state government and the student defaults on the loan, both of the following may occur: 1) The Federal or state government or a loan guarantee agency may take action against the student, including applying any income tax refund to which the person is entitled to reduce the balance owed on the loan. 2) The student may not be eligible for any other Federal student financial aid at another institution or other government assistance until the loan is repaid.

20.25 WARNING & PROBATION POLICIES

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 GPA falls below 3.1 or if your semester GPA falls below 3.0.

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 GPA falls below 3.0.

If you are placed on probation, you must achieve at least a 3.0 GPA 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 GPA 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 dismissed from the program.

20.26 SUSPENSION OR DROP POLICIES

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 GPA falls below 3.0, or if your cumulative GPA 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 expulsion from the College, 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.

20.27 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 to be approved by the Program Director and Associate Dean. Typically, a leave of absence is for an academic year.

20.28 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>

20.29 TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED

The transferability of credits you earn at Carnegie Mellon University is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the Master degree you earn in Entertainment Industry Management is also at the complete discretion of the institution to which you may seek to transfer. If the Master degree that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Carnegie

Mellon University to determine if your Master of Entertainment Industry Management coursework will be accepted.

This includes but is not limited to conference and research funding; work study jobs in LA, lunch check-ins with administration and leadership including the college deans, and remote participation with student decision making when appropriate. In addition, two students are selected each year to be student representatives who assist in communication between MEIM leadership and the student body. Various networking and social events are planned at the MEIM-LA Center throughout the academic year. These events include Welcome Week LA, Industry Nights, networking events, and end of the semester events.

20.30 STUDENT SERVICES

Though students reside in CA for the second year of the program, they still have access to student services that occur on the main campus. <https://www.cmu.edu/student-affairs/> Annie Julian is the Heinz College Associate Director of Student Affairs. Her office is HBH A101G and her email is ajulian@cmu.edu. Listed below are key offices of graduate student support.

20.31 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: 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)

20.32 OFFICE OF THE DEAN OF STUDENT AFFAIRS

www.cmu.edu/student-affairs/index.html

The Office of the Dean provides central leadership of the metacurricular experience at Carnegie Mellon. The offices that fall under the division of Student Affairs led by 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: <https://www.cmu.edu/student-affairs/ocsi/>

20.33 CLINICAL SERVICES FOR OUT OF STATE STUDENTS OR STUDENTS LIVING INTERNATIONALLY

Counseling & Psychological Services (CaPS) is committed to work with any CMU student regardless of where they currently reside, whether that is guiding the student to find a provider in their area or helping them find the best possible solution given their individual situation. CaPS works on a case by case basis, considering the student's specific needs and current constraints. Due to licensure laws and limitations across different states, clinicians at CaPS can provide ongoing distance counseling only to students who are located within Pennsylvania. CaPS

is aware that some states are beginning to change laws to allow out-of-state providers to provide teletherapy within their states. The leadership of the American Psychological Association (APA) and the American College Health Association (ACHA), as well as other relevant organizations, are advocating for reform across the country on this matter. CaPS is monitoring this situation closely to adapt services to these changes when they come.

If you reside outside of PA, CaPS provides Zoom video consultations with the purpose of assessing student's current needs, learning the student's location, identifying resources around the student, and providing guidance as the student secures these resources.

If the student resides internationally, CaPS may also provide Zoom video consultation with the purpose of assessing current needs and providing guidance about next steps.

Mailing List: CaPS also has an events mailing list that students can sign-up for:

<https://lists.andrew.cmu.edu/mailman/listinfo/caps-events>

Call to get started: 412-268-2922.

<https://www.cmu.edu/counseling/virtual-offerings/index.html#students>

For information for students on Skills Workshops, Drop-in Groups and Clinics click [here](#).

For information on Outreach programming click [here](#).

For more Community Health & Well-Being and Student Affairs virtual events and opportunities, visit the [CMU Student Affairs calendar](#).

20.34 LOS ANGELES STUDENT SERVICES

The Los Angeles location does its best to stay connected with the main campus. Throughout the academic year there are video conferences with first-year students, the deans and senior administration on the main campus, and participate in decision-making about policies that affect the students.

Aside from the student services support and resources on the main campus, students also have support at the LA campus. Students enrolled in the MEIM program who reside in the Los Angeles office in year two can meet with program director, Daniel T. Green, Ph.D. for on-site connection to various student services resources. These resources include questions regarding housing, transportation, health, personal concerns, entertainment industry organizations, clubs and student organizations, activities and general information. Dan Green's office is located in the MEIM-LA Center, 4840 Lankershim Blvd. Ste. 125, North Hollywood, CA 91602 and can be reached at 818-980-6346.

The MEIM-LA location hosts various networking and social events throughout the second year of the program. These events include a week-long orientation to Los Angeles and the entertainment industry called Welcome Week LA. MEIM leadership also plans Industry Nights where students travel to entertainment companies to meet and network with executives. Networking events, and end of the semester events are also planned throughout the year.

20.35 GRADUATE STUDENT ASSEMBLY

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

The Carnegie Mellon Student Government consists of an Executive Branch and a Legislative Branch. This is the core of traditional student government, as governed by the Student Body Constitution. The Executive Branch serves the entire student body, graduate and undergraduate, and consists of one president and four vice-presidents. The Legislative Branch for graduate students, The Graduate Student Assembly (GSA) passes legislation, allocates student activities funding, advocates for legislative action in 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, <https://www.cmu.edu/stugov/gsa/Resources-for-Graduate-Students/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.

20.36 INTERCULTURAL COMMUNICATION CENTER (CCC)

www.cmu.edu/icc/

The Intercultural Communication Center (ICC) is a support service offering both credit and non-credit classes, workshops, and individual appointments designed to equip nonnative English speakers (international students as well as international students who attended high school 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.

20.37 OFFICE OF INTERNATIONAL EDUCATION (OIE)

www.studentaffairs.cmu.edu/oie/

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

information to students through email and the OIE website, and conducting orientation programs.

20.38 JOB CLASSIFICATION

A MEIM degree can lead to a diverse set of occupations in the entertainment field. Itemized below, is a representative list of the employment positions determined to be within the field of study for a person obtaining a MEIM degree using the United States Department of Labor's Standard Occupational Classification codes (CEC 94910(f)(2)).

<u>Employer Type</u>	<u>Function</u>
Agency	Acquisitions
Digital	Advertising
Film	Business/Strategic Development
Gaming (Video)	Development
Music	Distribution and/or Licensing
Sports	Event Management
Streaming	Exhibition
Technology	Finance/Operations
Television	Legal/Business Affairs
	Licensing
	Live Events (Concert/Tour/Festival)
	Marketing/PR
	Producing
	Production Management
	Programming/Scheduling (B'cast/Cable/OTT)
	Research/Analysis
	Talent Representation/Management
	Technology Management
	(IT/CG/Cloud/Platform)
	Writing
	Virtual Reality/Augmented Reality