

Carnegie Mellon University HeinzCollege

INFORMATION SYSTEMS • PUBLIC POLICY • MANAGEMENT

2024-25

Master's Student Handbook

Degree Programs Covered by this Handbook:

Master of Arts Management (MAM)

Master of Entertainment Industry Management (MEIM)

Master of Medical Management (MMM)

Master of Information Systems Management (MISM)

Master of Science in Health Care Analytics and Information Technology (MSHCAIT)

Master of Public Management (MPM)

Master of Science in Information Security Policy Management (MSISPM)

Master of Science in Public Policy and Management (MSPPM)

Master of Science in Information Technology (MSIT)

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1. Welcome to Heinz College

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

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

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

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

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

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

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

While this handbook is specific to your academic experience in Heinz College, it is just one element of the Graduate Student Handbook Suite. There are several other resources within the suite that you should consult when needed:

- [Your Specific Program Handbook Addendum](#)
- [University-Wide Graduate Student Handbook](#) (Office of Graduate & Postdoctoral Affairs)
- [The Word Student Handbook](#)

Students who are physically present at one of the California locations should reference their program catalogs that comply with California regulations.

2. Degrees Offered

2.1. Heinz College's School of Public Policy and Management

Master of Science in Public Policy & Management (MSPPM)

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

Master of Science in Public Policy & Management Washington, D. C. (MSPPM-DC)

Master of Public Management (MPM)

2.2. Heinz College's School of Information Systems and Management

Master of Information Systems Management (MISM)

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

Master of Science in Information Security Policy Management (MSISPM)

Master of Science in Information Technology: IT Management (MSIT-ITM)

Master of Science in Information Technology: Business Intelligence & Data Analytics (MSIT-BIDA)

Master of Science in Information Technology: Information Security & Assurance (MSIT-ISA)

2.3. Heinz College's Joint Programs with the College of Fine Arts

Master of Entertainment Industry Management (MEIM)

Master of Arts Management (MAM)

3. Carnegie Mellon University Statement of Assurance

The CMU Statement of Assurance can be found in the [Graduate Student Handbook](#).

4. The Carnegie Mellon Code

The Carnegie Mellon Code can be found in the [Graduate Student Handbook](#).

5. University Policies & Expectations

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

- [The Word/Student Handbook](#)
- [Academic Integrity Policy](#)
- [University-Wide Policies](#)
- [Office of Graduate and Postdoctoral Affairs](#)

6. Heinz College Academic Calendar

The current [Heinz College Academic Calendar](#) provides information on all deadlines including registration dates, class start dates, add/drop deadlines, exam dates and more.

Heinz College students must follow the Heinz College Academic Calendar.

7. Educational Planning

7.1. Program Handbook Addendum

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

7.2. Advisor

Each program in Heinz College has an assigned academic advisor and program director. Your advisor can help you select courses and deal with academic questions and issues. You should plan to meet with your advisor at least twice per semester, but feel free to call upon your advisor at any time.

7.3. Student Responsibility

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

7.4. Changes to Requirements

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

7.5. Course Materials

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

7.6. Use of Lockdown Browser

Heinz College utilizes Lockdown Browser from Respondus and it integrates seamlessly with Canvas. Assessments are displayed full-screen and cannot be minimized. It prevents access to other applications including messaging, screen-sharing, virtual machines, and network monitoring applications.

8. Program Committee

8.1. Program Committee Composition

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

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

8.2. Program Committee Meetings

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

8.3. Process for Petition to the Program Committee

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

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

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

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

9. Teaching

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

9.1. Instructor Responsibility

Instructors must provide a detailed syllabus that identifies course objectives, content, and procedures, and must communicate clear grading standards for homework assignments, tests, grades, and other work. Instructors with Teaching Assistants will describe TA responsibilities in the syllabus. Instructors will clearly describe what kinds of collaboration are prohibited. If the instructor does not make these issues clear, you should ask about them during the first class meeting. It is your responsibility to ensure you understand all course policies and requirements.

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

Heinz College is committed to a learning environment that provides students with a clear understanding of their progress and performance in each class taken. Communicating grades and providing timely feedback on assignments helps students improve and better master course content.

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

9.2. Teaching Assistants

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

9.2.1. Selection of Students to Serve as Teaching Assistants

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

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

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

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

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

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

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

9.3. Heinz College Teaching Training Program

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

9.4. Supervision of Teaching Assistants

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

If you feel that a TA in one of your courses is not performing effectively, it is important that you make the College aware of the problem. First, speak to the course instructor, and if you are not satisfied with the instructor's response, contact the Heinz College Senior Director of Academic & Advising Services. A TA who is performing inadequately will be

warned; a TA will be replaced if they do not improve. A TA who does not remain in good academic standing will not be re-appointed.

9.5. ITA Language Certification for Non-Native Speaking Students

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

Both university policy and PA law require that all non-native English speaking students, undergraduate as well as graduate, have their language skills assessed before working as teaching assistants who meet with students.

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

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

9.6. Research Assistants

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

9.7. Selection of Students to Serve as Research Assistants

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

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

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

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

Please review the CMU [Graduate Student Handbook](#) regarding employment eligibility.

9.8. Evaluation and Recognition of Teaching Performance and Heinz College Students

You will be asked to evaluate your courses and instructors at the end of each mini or semester. Evaluations are conducted online and are anonymous. The results will not be available to instructors until after the final grading period. Final evaluations are posted on the website: <http://www.cmu.edu/hub/fce/index.html>.

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

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

9.8.1. Barbara Jenkins Award

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

9.8.2. Otto A. Davis Award

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

9.8.3. Student Leadership Award

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

- Demonstrated leadership role among peers (supportive, articulate spokesperson for peers, inspires and motivates others, helps bring about improvements/change)
- Demonstrated leadership and initiative in other arenas (with faculty, student organizations, across campus, in interaction with corporate representatives)
- Innovative approach or exceptional academic rigor (takes a problem/issue to a new level, demonstrates a novel approach to an issue, exceeds basic requirements)
- Strong communication skills (interpersonal, written, oral, etc.)
- Shows exceptional promise for future success (within an existing company or as an entrepreneur)

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

9.9. Employment Eligibility Verification

Employment Eligibility Verification can be found in the [Graduate Student Handbook](#).

10. Master's Degree Completion and Certification

Information regarding the Statute of Limitations, Master's Degree Completion and Certification, and Early or Extended Completion of degrees is found in the [Graduate Student Handbook](#).

11. Master's Degree Requirements and Related Policies/Protocols

11.1. Length and Intensity of Courses

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

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

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

11.2. Course Attendance

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

11.3. Course Modality

Students are expected to register for courses in the expected [course modality](#) for their program. If a course of study is full-time and in-person, students should primarily register for sections that are delivered in-person. Remote or asynchronous courses are limited and seats will prioritize students in distance-learning programs.

11.4. Course Loads

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

11.5. Full-Time Course Load

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

Program Committee before the end of the drop/add period for that semester.

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

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

11.6. Part-Time Course Load

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

11.7. Registering for Courses Outside of Heinz College

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

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

To fulfill the elective requirements for graduation, full-time students may take graduate courses offered by Carnegie Mellon or by other approved [Pittsburgh universities](#), subject to the approval of your Program Director.

You should note that an approved graduate course at the University of Pittsburgh equaling

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

11.8. Undergraduate Courses Counting Toward Degree

11.8.1. Heinz College School of Information Systems and Management

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

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

Undergraduate courses can be identified by the course number: XX-100 - 500 are undergraduate courses and XX-600 can be either a graduate or undergraduate course depending on the College. Students who wish to take an undergraduate elective class MUST submit a petition to the Program Director and receive approval for the course to count towards the degree prior to the start of the class. Generally, only upper division classes will be considered. If the student receives a grade of B or better, the units will count toward the degree, but the grade will not be factored into the student's Heinz quality point average (QPA). Please be aware that even with approval to count the course for the degree, on the official CMU transcript undergraduate courses will not count towards the units earned or the QPA. Students may count no more than 12 units of undergraduate classes toward their Heinz degree.

11.9. Auditing Courses

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

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

11.10. Adding and Dropping Courses

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

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

11.11. Heinz College Policy on Withdrawing from a Course

Graduate students in Heinz College may not use the university-wide course withdrawal form per Heinz College academic policy. Students should contact their academic advisor to discuss options to drop or remove a course from their schedule after the published drop deadline.

11.12. Voucher Process

To help students manage challenges with workload, stress, and work-life balance, the University implemented a late voucher process in 2020.. Each Masters student receives one voucher for each 12-month year of the program. The voucher allows a student to drop a course or request the pass/no pass option for a course up until the last day of classes. The student and program director must complete the voucher request form which includes the reason why the student wishes to use the voucher for that class. The student can use only one voucher in any academic year. Students do not need to use the vouchers; they are there as a safety net to ensure students can still explore and challenge themselves and not be penalized for taking academic and intellectual risks.

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

minimum full-time unit load of 36 units.

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

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

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

11.13. Exemption of Core Courses

You are strongly encouraged to apply for exemption of a required course if you have already acquired all or most of the skills taught in that course outside of the College. In general, you will not be granted an exemption from a project course requirement.

To receive an exemption, you must either take a qualifying exam, or when there is no exam offered, petition a specified faculty or staff member—the process is detailed during your orientation. Exemption exams are given prior to or at the beginning of the semester for which the course is offered. Exemption exams for courses offered in multiple semesters must be taken prior to the fall semester. If you have some background in the material of a core course, it is in your interest to take the exemption exam. Three scenarios may occur as a result of taking the exemption exam: 1) you fully exempt the course; 2) you take the exam, but do not pass and need to take the course; 3) you demonstrate strong aptitude, but not mastery and are placed into a higher level course.

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

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

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

Your attempt to exempt a degree requirement may result in a conditional exemption. This indicates that you have accomplished some level of proficiency in the subject matter but

may still need additional coursework to master it. When a conditional exemption is granted, the course that satisfies the condition must be taken in the same year that was expected for the core course it is replacing.

Course exemption requests should be submitted before registration for the applicable semester (i.e. if you intend to exempt a course normally offered in the spring semester, your petition should be submitted prior to spring registration opening). This ensures that the designated faculty or staff member has time to review your request prior to the start of the course. You should not first attend a course before deciding to request an exemption.

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

11.14. Pittsburgh Council on Higher Education (PCHE) and Heinz’s Policy

Information related to PCHE registration is found in the [Graduate Student Handbook](#).

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

units, according to the values we assign to full-semester classes.

Please Note:

- Outgoing students (CMU students) must be registered for 36 units at Carnegie Mellon BEFORE adding the PCHE course. No exceptions, except for approved joint programs. PCHE courses cannot count toward full-time status.
- Students must maintain 36 units of CMU courses throughout the semester, or will be dropped from PCHE courses.

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

11.15. Certification of Degree

Certification of Degree information is found in the [Graduate Student Handbook](#).

11.16. Leave of Absence

Leave of Absence information is found in the [Graduate Student Handbook](#).

11.17. Withdrawal from CMU

Withdrawal of Degree information is found in the [Graduate Student Handbook](#).

11.18. Graduate Student Appeal and Grievance Procedures

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

The University's policies and procedures for filing a grievance are outlined [here](#).

12. Grading and Evaluation

12.1. Heinz Grading Scale

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

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

12.2. Heinz Policy on Grades for Retaking a Course

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

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

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

standing and the calculation of the student's QPA.

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

12.3. Pass/No Pass Grades

Students are permitted to take up to 18 units of non-core classes (i.e. electives) as Pass/No Pass. A maximum of 12 of these 18 units can be student-elected by filling out the appropriate pass/no pass petition by the stated deadlines. The remaining units can be instructor-deemed pass/no pass classes (micro minis, etc.). This excludes full semester and mini-4 courses taken during the spring 2020 semester that were elected to take as pass/no pass due to the Covid pandemic.

It is the student's responsibility to verify if a class can be taken as Pass/No Pass by checking the instructor's policy listed on the course syllabus or Canvas. If the policy is not listed on the syllabus or Canvas, please contact Academic Services. To elect to take a class pass/no pass, you must submit the Pass/No Pass Form found on Heinz College Current Students Forms webpage before the add/drop deadline of the relevant semester (tenth day of class) or mini semester (the fifth day of class) or request a late voucher if after the relevant deadline. Pass/no pass grades are not used in calculating your grade point average, but do count towards the required units necessary for program completion. Any student elected pass/no pass courses, whether elected using a petition or voucher, will count towards your pass/no pass unit totals.

12.4. Independent Study

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

To receive approval for an independent study course, you must submit an [Independent Study Contract](#) to the faculty advisor accompanied by a memorandum which describes the plan for this independent study or directed reading course and includes the number of units to be earned, the outcome of the independent study (i.e., a paper or series of papers, etc.). The faculty advisor must sign the petition and the memorandum. These should be

submitted to the Program Director prior to beginning your study; without this memo, you will not receive credit for this course. Independent study courses may only be directed by full-time faculty at Heinz College unless permission is received in advance from the Program Director.

Once submitted, Heinz Academic Services will register you for the course. This process must be completed by the end of the [Heinz College add/drop period](#).

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

12.5. Incomplete Grades

You are expected to finish all required work in a course by the established deadlines. If you fail to do so, the instructor will give you the grade you deserve, based on the work you have completed. Under exceptional circumstances, the instructor may agree to assign a grade of "I" (Incomplete). Individual instructors establish specific policies concerning incomplete grades. In general, however, you can expect to receive grade penalties if the incomplete is granted for reasons other than illness or other uncontrollable circumstances.

In order to receive an incomplete grade, you must request it from the instructor and agree to a Contract for Completion of Incomplete Coursework indicating what you must still finish and when you will turn it in. The maximum time allowed is one semester past the end of the course. This online form is available on Heinz College Current Students website and must be filed by the Last Day of Classes for that course. Without this contract, you will automatically receive a grade of R (failure). If the contract expires before you turn in the work you will receive the default grade specified in the contract.

12.6. Process for Appealing Final Grades

The Process for Appealing Final grades is found in the [Graduate Student Handbook](#).

12.7. Heinz Policy on Grades for Transfer Courses

Students may apply to receive transfer credit from other universities by submitting a [Transfer Credit form](#) found on the Heinz College website. An original transcript or

e-transcript from the other University is required when submitting the Transcript Credit form. Heinz College limits the number of units which will be permitted to be transferred.

Note: Not all programs within Heinz College accept transfer credit. Students should contact their Program Director for approval prior to submitting the [Transfer Credit Form](#). All transfer credit courses will be recorded on their transcript indicating where the course was taken, but without grade. Such courses will not be taken into account for academic actions, honors or QPA calculations. (Note: suspended students may take courses elsewhere; however, they may receive transfer credit only if their college's and department's policies allow.)

Additional information regarding this can be found in the [Graduate Student Handbook](#).

12.8. GPA Requirements and QPA Requirements for Graduation

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

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

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

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

13. Academic Standing

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

13.1. Good Standing

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

13.2. Academic Congratulations

Each semester, the faculty and the Program Committee review the academic progress of all the program's students and send a letter of congratulations to those students who demonstrate superior academic performance, based on a cumulative QPA of 3.85 or greater.

13.3. Academic Warning

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

13.4. Academic Probation

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

necessary steps to return to good academic standing.

If you are placed on probation, you must achieve at least a 3.0 QPA in the semester you are on probation; otherwise, the Program Committee will generally recommend to the faculty that you be suspended or dropped from the program. In addition, you must demonstrate the ability to raise your cumulative QPA to 3.0 within the normal timeframe of graduation. Again, if this seems impossible, the Program Committee will generally recommend to the faculty that you be suspended or dropped from the program.

13.5. Academic Suspension or Drop from Program

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

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

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

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

an appeal is filed, disciplinary actions will be held until the 2 week moratorium is complete.

13.6. Awards

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

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

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

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

14. Ethics and Discipline

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

14.1. Academic Integrity

Academic Integrity information (including definitions and consequences) are found in the [Graduate Student Handbook](#).

14.2. The Community Standards Violation Process

As members of the university community, Carnegie Mellon students are expected to respect the rights of all students, faculty and staff and adhere to the policies outlined in the Student Handbook contained in The Word: <http://www.cmu.edu/student-affairs/theword/>

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

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

14.3. Academic Integrity Role of Teaching Assistants

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

14.4. Other Violations

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

14.5. Disciplinary Procedures

Heinz College follows University academic disciplinary procedures. The University policy can be found at: <http://www.cmu.edu/graduate/policies/>. You are responsible for familiarizing yourself with that policy.

14.6. Statement Regarding Consensual Relationships

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

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

relationship.

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

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

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

15. Safeguarding Educational Equity

Information about Safeguarding Educational Equity is found in the [Graduate Student Handbook](#). This includes information about Assistance for Individuals with Disabilities, Sexual Misconduct Policy, Gestational and Parental Accommodations, and the Consensual Intimate Relationship Policy Regarding Undergraduate Students.

15.1. Professional Conduct

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

workplace assignment or the College will be subject to disciplinary action up to and including being dropped from your program.

16. Additional Department and University Policies and Protocols

16.1. Verification of Enrollment

Verification of Enrollment information is found in the [Graduate Student Handbook](#).

16.2. Heinz College Computing Service Resources

[Heinz College Computing Services](#) offers services to students, faculty, and staff. Please reference their website and handbook for details.

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

Details of the University's Computing policies can be found at:
<https://www.cmu.edu/policies/information-technology/computing.html>

All students of Heinz College are subject to these policies.