2026 - 27 Master of Entertainment Industry Management
MEIM Handbook Addendum

Applicable Dates
August 24, 2026 - May 7, 2027, Academic Year
May 10, 2026 - August 20, 2027, Summer Internship

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Program Website
Handbook Website

Table of Contents

1. Introduction....7

1.1. About Heinz College....7

1.2. Carnegie Mellon Mission Statement....8

1.3. MEIM Mission Statement....8

2. Carnegie Mellon Policies & Expectations....9

2.1. Carnegie Mellon Code....10

3. Summary of Key MEIM Requirements....10

4. MEIM Department Personnel....12

5. Educational Planning....13

5.1. Advisors....13

5.2. Pre-Registration Process....13

5.3. Student Responsibilities....13

5.4. Changes to Requirements....14

6. Curriculum....14

6.1. Course Loads....14

6.2. Core (Required) Courses....15

6.3. Elective Courses....16

7. Recommended Schedule of Courses....19

7.1. First Year (Pittsburgh)....20

7.2. Summer Internship: Between Years One and Two....20

7.3. Second Year (Los Angeles)....21

8. The Capstone Project: Entertainment Industry Partners....22

8.1. Collaboration....22

8.2. Past Capstone Sponsors Have Included:....23

9. Internships (Practicum)....23

Summer Internship Requirements....24

Career Services Requirements....25

Internship Evaluation....25

International Students (F-1 Visa)....26

9.1. Second-Year Internship (Practicum)....26

9.2. Practicum Credit....26

Internship Expectations....27

10. University Libraries....27

11. Web Resources....28

12. Related MEIM Participation Contacts....29

13. Academic Standards..... 29
13.1. Grades..... 29
13.2. University Policy on Grades..... 30
14. Academic Integrity Policy..... 30
14.1. Policy Statement..... 30
Policy Violations..... 31
Procedures..... 32
14.2. Academic Disciplinary Action Overview - Violations of Policies on Cheating and Plagiarism..... 33
15. Expectations..... 34
15.1. Active Participation in Class..... 34
15.2. Self- Regulation..... 34
15.3. Coherent, Professional Writing..... 34
16. Career Services..... 35
16.1. Career Consultants..... 35
16.2. Job Search Guidelines..... 35
16.3. Placement Services..... 36
17. Support and Community..... 36
17.1. Collegiality..... 36
17.2. Transportation in Los Angeles..... 37
17.3. Film Festivals and Extracurricular Offerings..... 37
17.4. Attendance at Planned MEIM Events..... 38
17.5. LinkedIn MEIM Group..... 38
17.6. Emergency Telephone Numbers..... 38
18. Statement of Assurance..... 39
19. Handbook Information..... 39
20. Addendum for California Private Postsecondary Education Act of 2009..... 39
20.1. Description of Program and Requirements..... 40
20.2. Description of MEIM Los Angeles Classes..... 40
20.3. Information Regarding the Faculty and Their Qualifications..... 50
20.4. University Policies & Expectations..... 55
20.5. Heinz College Application Process..... 56
20.5.1. MEIM Admissions Requirements - Overview..... 56
20.6. Verification Requirement for all Enrolling Students..... 57
20.7. Transfer and Articulation Agreements..... 57
20.8. Credit for Prior Courses..... 57
20.9. Students on F-1 Visas and Courseloads..... 58
20.10. English Language Proficiency Exam..... 58

20.11. Location Profile....59
20.12. Housing....60
20.13. Attendance Policies....62
20.14. Student Records....62
20.15. Tuition and Fees....64
20.16. Scholarships/Awards....65
20.17. Other Funding Available from the MEIM Program....65
20.18. Federal and State Financial Aid Programs....66
20.19. Carnegie Mellon Consumer Information....66
20.20. Information About the Institution....66
20.20.1. Accreditation Information....66
20.20.2. State Approvals....67
20.20.3. Distance Education, State Authorization and Reciprocity Agreement (SARA)....68
20.20.4. Copyright Infringement Policies....68
20.20.5. Description of Academic Programs....69
20.20.6. Facilities & Services for Disabled Students....70
20.20.7. Student Privacy & FERPA....70
20.20.8. Return to Title IV Funds Policy and Procedural Statement....70
20.20.9. Policy and Procedural Statement....70
20.20.10. Leave of Absence/Withdrawal Process....71
20.20.11. Determination of Withdrawal Date....71
20.20.12. Unofficial Withdrawal (No Official Notification Provided by the Student)....72
20.20.13. Date of Determination that the Student Withdrew....72
20.20.14. Calculation of Earned Title IV Assistance....73
20.20.15. Institutional Charges....73
20.20.16. Return of Unearned Funds to Title IV....74
20.20.17. Post-Withdrawal Disbursements....74
20.20.18. Return of Title IV Funds - Withdrawals for Programs Offered in Modules....75
20.20.19. Policies and Procedures....75
20.20.20. Satisfactory Academic Progress Policy and Procedural Statement....77
20.20.21. Scope....78
20.20.22. Evaluation....78
20.20.23. Contact....79
20.20.24. Student Body Diversity....80
20.20.25. Written Arrangement Information....80
20.20.26. Student Complaints & Consumer Information by State....80
20.20.27. Gainful Employment Disclosures....80

20.20.28. Information about Student Financial Aid....80
20.20.28.1. Application Process & Timeline....80
20.20.29. Missing Documents....82
20.20.30. Teacher Certification....83
20.20.31. Available Financial Aid....83
20.20.32. Student Outcomes....84
20.20.33. Health and Safety....84
20.20.33.1. Drug and Alcohol Abuse Prevention Program....84
20.20.33.2. CMU Annual Security and Fire Safety Report....85
20.20.33.3. Vaccination Policies....85
20.20.34. Other Information....85
20.20.34.1. Voter Registration....85
20.20.34.2. Carnegie Mellon Ethics Hotline....85
20.21. Responsibility to Repay Educational Loans....86
20.22. Statement of No Petition in Bankruptcy....86
20.23. Tuition Recovery Fund....86
20.24. Student's Right to Cancel (Withdrawal/Leave of Absence)....88
20.25. Refund Policy....89
20.25.1. Refunds in General....89
20.25.2. Exit Counseling....89
20.25.3. Withdrawals/Leaves On or Before 10th Class Day....89
20.25.4. Withdrawals/Leaves after 10th Class Day....89
20.25.5. Tuition Adjustment Appeals....90
20.25.6. Repayment to Lenders/Third Parties....90
20.25.7. Responsibility for Loan....90
20.26. Warning & Probation Policies....91
20.27. Suspension or Drop Policies....91
20.28. Leave of Absence Policy....92
20.29. Filing a Grievance....92
20.30. Transferability of Credits and Credentials Earned....92
20.31. Student Services....92
20.31.1. Office of Graduate and Postdoctoral Affairs....92
20.31.2. Office of the Dean of Student Affairs....93
20.31.3. Clinical Services for Out of State Students or Students Living Internationally....94
20.31.4. Los Angeles Student Services....95
20.31.5. Graduate Student Assembly....95
20.31.6. Office of International Education (OIE)....96

20.32. Job Classification..... 96
20.33. Office of Student Assistance and Relief..... 98

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 committees, 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.

While this handbook is specific to your academic experience in the department, it is just one element of the Graduate Student Handbook Suite. There are several other resources within the suite that you should consult when neededhttps://www.cmu.edu/graduate/resources/:

- The Heinz College Handbook
- University-Wide Graduate Student Handbook (Office of Graduate & Postdoctoral Affairs)
- The Carnegie Mellon Student Handbook

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 management careers in the public and non-profit sectors. 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 established at the College, and in 1987, the Master of Arts in Management (MAM) program was introduced in collaboration with the College of Fine Arts. In the mid-1990s, 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 Heinz College with three years or less of 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

Carnegie Mellon University's vision, mission and values guide us in providing an exceptional educational experience and creating a diverse community of creators, inventors and leaders.
The Mission of Carnegie Mellon 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 future leaders for careers across the entertainment and creative industries by integrating rigorous graduate education with immersive professional experience. Grounded in Heinz College's strengths in management, analytics, and public policy, the program cultivates critical thinking, ethical leadership, strategic decision-making, and effective communication. Through a curriculum that balances academic rigor with year-round industry internships, students develop the business, creative, and technological skills needed to navigate an evolving global entertainment landscape. The MEIM program fosters a diverse and collaborative community of students, alumni, faculty, and industry professionals who work together to advance innovation, address emerging challenges, and create meaningful impact across the entertainment ecosystem.

The objectives of students in the MEIM Program are to:

- Communicate effectively and collaborate with diverse teams, clients, and stakeholders in professional entertainment environments
- Apply management and leadership principles to plan, execute, and evaluate team-based projects in the entertainment and creative industries.
- Evaluate and leverage emerging technologies to support strategic, creative, or operational decision-making
- Integrate qualitative and quantitative information to develop evidence-based solutions to complex business challenges
- Analyze industry trends, market dynamics, business models, and regulatory environments to inform organizational strategy.
- Deliver compelling professional presentations, pitches, and recommendations to a variety of audiences.

The MEIM Program supports student success by providing:

- Individualized advising that supports each student's academic, professional, and personal growth.
- A collaborative culture grounded in professionalism, integrity, teamwork, and personal responsibility.
- An inclusive learning community that values diverse perspectives, encourages innovation and creative problem-solving, and promotes ethical leadership.
- Meaningful engagement with industry leaders through internships, mentorship, networking, and experiential learning opportunities.

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 Carnegie Mellon Student Handbook
- Academic Integrity Website
- University Policies Website
- Graduate Education Website

2.1. Carnegie Mellon Code

Students at Carnegie Mellon, as members of an academic community dedicated to achieving excellence, are expected to uphold the highest standards of personal, ethical, and moral conduct.

These standards require personal integrity, a commitment to honesty without compromise, as well as truth without equivocation, and a willingness to prioritize the well-being of the community over one's interests. Obligations once undertaken must be met, commitments kept.

As members of the Carnegie Mellon community, individuals are expected to uphold the community's standards and hold others accountable for adhering to these 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 MEIM Requirements

1. You must familiarize yourself with the University-Wide Graduate Student Handbook, The Heinz College-Wide Handbook, and this MEIM Program Handbook Addendum (catalog) to ensure you comply with all program requirements. **If you do not meet all the requirements, you will not be permitted to graduate**. You must submit requests for waivers of requirements or approval of special academic programs in advance.

2. To graduate, you *must* complete 192 units of coursework with at least a 3.0 cumulative Grade Point Average. You must successfully complete all first-year coursework in Pittsburgh before commencing the second year of the program in Los Angeles.

3. Your MEIM Program Director or your Academic Advisor must approve your initial schedule and all schedule changes.

4. For each semester except your last, you must take between 48 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 to reach 36 units and be considered full-time.

5. Students can change their schedules -- once they have met with their advisor or program director -- using Carnegie Mellon's Online Registration, up until the official Add/Drop deadline for the semester or mini.

6. 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.

7. 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 in cases where they are due to serious illness or other unavoidable circumstances.

8. You must 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. Ensure that you are familiar with each instructor's rules regarding permissible collaboration on assignments.

9. 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 in 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.

10. 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.

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

4. MEIM Department Personnel

The staff listed below are directly associated with the Master of Entertainment Industry Management program. There is a robust team at Heinz College and CMU available to help you navigate your education, from financial aid and student services to disability services and more during your two-year program.

A * denotes Los Angeles-based.

Name	Title	Email
Moussawi, Sara	Senior Associate Dean of Academic Programs	smoussaw@andrew.cmu.edu
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Martin, Kirstin	Dean, H. John Heinz III College	kirstinm@andrew.cmu.edu
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Ryan, Mary*	MEIM Senior Academic Coordinator Academic Advisor, Year Two	maryryan@andrew.cmu.edu
Sandor, Angeline	Academic Advisor, Year One	asandor@andrew.cmu.edu
Spangler, Matthew	Associate Director, Career & Industry Engagement, Arts & Entertainment	mspangler@cmu.edu

5. Educational Planning

5.1. Advisors

During your first year in Pittsburgh, you will have access to two advisors each year. One advisor will be the MEIM program director. You will also be assigned a first-year advisor, located in Pittsburgh, to provide day-to-day guidance and advice. Your advisors can help you select courses and navigate academic challenges. A mandatory advising session with the advisors will be planned before orientation. Additionally, you should plan to meet with your advisor(s) at least once a semester, but feel free to contact your advisor or program director at any time. It is your responsibility to obtain approval and communicate schedule and class changes to both the program director and the assigned advisor. In the second year of the program, you will also have access to two advisors: the program director and the Senior Academic Coordinator, located in Los Angeles (see above for names).

5.2. Pre-Registration Process

To ensure that students in all programs complete courses in the optimal sequence for their degree program, the Office of Academic Services at Heinz College will pre-register students 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 held during the summer, 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 start of classes 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 program requirements.

5.4. Changes to Requirements

This handbook summarizes the policies and curricular requirements of the MEIM program. 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 complete all first-year coursework in Pittsburgh before commencing the second year of the program in Los Angeles. The MEIM curriculum is structured with a set of Common Core courses and electives. To successfully complete the MEIM Program, you must complete the following:

- 192 units of course credit.
- passing grades (C-) in all Core courses (unless you exempt them);
- obtain a cumulative QPA of 3.0
- approved electives.
- successful completion of the Capstone project;
- 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, 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, a 3-unit or 4-unit elective "mini" course may be offered. These classes are designed to introduce students to a specific area or distinct subject matter within the entertainment industry.

Most students will need to take a minimum of 48 units in the fall semester and 54 units in the spring semester in their first year in Pittsburgh. The maximum number of units you can take each semester is 60 units.

Example of Semester Course Loads for the MEIM Program

First Year - Pittsburgh	
Fall Semester	*Spring Semester*
42 Units Core	30 Units Core
6 Units - Electives	24 Units - Electives
48 units minimum needed	54 units minimum needed
Can take up to 60 units	Can take up to 60 units

Second Year - Los Angeles	
Fall Semester	*Spring Semester*
46 Units Core	31 Units Core
Electives (can take up to 13 units)	Electives (can take up to 18 units)
	You will need at least 5 elective units to get to 36 units and be full-time status
	Entire Year 2 = typically 90 units minimum

149 Core + 43 Electives = 192 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	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 II	3 units
93-890	Capstone Management Project II	9 units
94-900	Practicum (Summer)	0 units
93-840	MEIM Professional Seminar I (Fall)	0 units
93-840	MEIM Professional Seminar II (Spring)	0 units
	subtotal:	83 units

Heinz College Core Courses		
90-707 or 90-711 or 90-777	Statistical Reasoning or Stat. Reasoning with R or Intermediate Statistics	12 units
90-710	Applied Economic Analysis	12 units
93-877	Strategic Communication for Arts and Entertainment Management	12 units
90-723	Financial Statement and Analysis of Companies	6 units
93-880	Production Finance	6 units
94-700	Organizational Design and Implementation	6 units
94-800	Negotiation	6 units
94-732	Managing Disruption in Media and Entertainment	6 units
	subtotal:	66 units

149 units of Core Classes

6.3. Elective Courses

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 Electives (Sample List)

Course Number	Title	Units	Pre-Req Class/College
	IT Electives		
94-708	Applied Strategic Marketing	6	Fall course
90-728	Introduction to Database Management	6	Spring course
90-782	Multi Media	12	
90-801	Media & Communication Design I	6	
90-812	Python Programming I	6	
94-806	Privacy in the Digital Age	6	
94-823	Measuring Social	6	
94-870	Telling Stories with Data	6	
95-723	Managing Disruptive Technologies	6	95-710
95-865	Unstructured Data Analytics	6	95888 or 90819 or 95898
95-874	Agile Methods	6	
	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	Fall course
94-854	Developing as a Leader	6	
	Decision Analysis and Modeling		
90-722	Optimization & Decision Modeling for Policy	12	Spring course

Pittsburgh Electives (Sample List) Continued

Course Number	Title	Units	Pre-Req Class/College
	Entertainment Electives		
45-895	Acting for Business I	6	Tepper
53-613	Guest Experience in Theme Park Design	9	ETC
53-871	Role Playing Game Writing Workshop	12	ETC
54-187	Writing the TV Pilot	9	Drama
54-195	Writing Experimental Theater	9	Drama Spring course
54-702	Graduate Music Reading for Production	3	Drama Fall course
54-787	Graduate Screenwriting (not offered every sem)	15	Drama Fall course
54-191	Acting for non-Majors	9	Drama
57-758	Business of Music	6	Music fall course
57-947	Sound Recording	6	Music
57-948	Sound Editing and Mastering	6	Music 57-947
57-801	Introduction to Music Technology	6	Music
93-870	Writing for Television	6	Heinz/CFA
93-844	Live Music: Touring & Revenue Streams	6	Heinz/CFA
53-353	Understanding Game Engines	9	IDeATE
53-371	Role Playing Game Writing Workshop	12	IDeATE
60-125	Introduction to 3D Animation Pipeline	9/12	IDeATE
82-285	Podcasting: Language and Culture Through Storytelling	9	IDeATE

Los Angeles Electives (Sample List)

Entertainment Electives in LA				
93-854	Film Acquisition	3	Spring	Heinz/CFA
93-857	The Business of Gaming	4	Fall	Heinz/CFA
93-859	Fandom in Music in Media	3	Fall	Heinz/CFA
93-864	Music Monetization: Song Royalties	3	Fall	Heinz/CFA
93-866	Creative Producing	6	Spring	Heinz/CFA
93-873	Film Exhibition	3	Spring	Heinz/CFA
93-878	Branded Entertainment	3	Spring	Heinz/CFA
93-837	Artist Development in the Music Industry	3	Fall	Heinz/CFA
93-872	Music Supervision	3	Spring	Heinz/CFA
93-882	AI and the Future of Creativity in Entertainment	3	Fall	Heinz/CFA
93-860	What Makes Us Play: The Craft of the Video Game	4	Spring	Heinz/CFA
93-881	Les Paul: A Journey Through Music and Innovation	1	Fall	Heinz/CFA

7. Recommended Schedule of Courses

The following schedule of courses, recommended by the MEIM Program, meets the minimum unit requirements for graduation (192 units).

MEIM Course Schedule for the Class of 2027

Year 1 Fall: 42 Core (12 electives) = 48 minimum
Year 1 Spring: 30 Core (24 electives) = 54 minimum
Year 1 = 102 units (for most students)

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
149 Core + 43 Electives = 192 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 are exempt from 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 2026			**Spring Semester 2027**		
Course No.	*Course Name*	*Units*	*Course No.*	*Course Name*	*Units*
90-710	Applied Economic Analysis	12	90-723	Financial Statements and Analysis	6
90-707*	Statistical Reasoning	12	93-880	Production Finance	6
93-861	Script & Story Analysis	6	94-732^	Managing Disruption in Media and Entertainment	6
94-700	Organizational Design & Implementation	6	94-800	Negotiation	6
9X-XXX	Electives	6-12	9X-XXX	Electives	24
93-840	EIM Professional Seminar I	0	93-841	EIM Professional Seminar II	0
			93-877	Strategic Communication for Arts and Entertainment	12
		42 Core 6-12 Electives **48-54 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 Years One and Two

Course Number	Course Name	Units
94-900	Internship	0

7.3. Second Year (Los Angeles)

Fall Semester 2027			**Spring Semester 2028**		
Course No.	*Course Name*	*Units*	*Course No.*	*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/Entrepren.	6	93-858	Research in Entertainment	3
93-876	TV Marketing & Advertising	6	93-869	Television Economics	6
93-879*	Navigating the Ent. Industry	3	93-888	Practicum II	1
93-887	Practicum I	1	93-890	Capstone II	9
93-889	Capstone I	3			
LA Electives			*LA Electives*		
93-837	Artist Dev. Music Industry	4	93-854	Film Acquisitions	3
93-857	The Business of Gaming	3	93-866	Creative Producing	6
93-859	Fandom in Music and Media	3	93-872	Music Supervision	3
93-864	Music Monetization/ Royalties	3	93-873	Film Exhibition	3
93-882*	AI & the Future of Creativity	3	93-878	Branded Entertainment	3
93-881	Les Paul: Music & Innovation	1	93-860	Craft of the Video Game	4
		46 Core 17 Electives			31 Core 22 Electives
*93-879 & 93-882 are pass/no pass courses ^class counts towards Heinz IT requirement			(need 36 units minimum to maintain full-time student status)		

8. The Capstone Project: Entertainment Industry Partners

A hallmark of the second-year MEIM curriculum, the Capstone Project is a yearlong, required course that extends far beyond a traditional master's thesis. Working in teams under the guidance of faculty and an entertainment industry partner, students conduct applied research on a strategic business challenge for a leading entertainment company.

The Capstone Project provides students with the opportunity to apply the analytical, research, and management skills developed throughout the program to a real-world issue facing the entertainment industry. Through close collaboration with industry professionals, students gain firsthand experience developing actionable recommendations while deepening their understanding of the complex opportunities and challenges shaping today's media and entertainment landscape.

8.1. Collaboration

The Capstone Project is designed to mirror the collaborative, project-based environment of the entertainment industry. Students work in teams to research, analyze, and develop strategic recommendations for an industry partner, gaining practical experience in managing complex projects from inception to final presentation.

The project culminates in both a written report and a professional client presentation, providing students with a significant portfolio piece that demonstrates their ability to solve real-world business challenges. This experience strengthens students' resumes, provides valuable examples to discuss during interviews, and enhances their competitiveness in the job market.

- Through the Capstone Project, students will develop project management, teamwork, leadership, and communication skills
- Integrate and synthesize concepts learned throughout the MEIM curriculum
- Gain experience working with an entertainment industry partner on a real business challenge.
- Produce a professional-quality research report and client presentation suitable for showcasing to prospective employers

8.2. Past Capstone Sponsors Have Included:

- Ayzenberg Group
- 3Blackdot
- Adult Swim/Turner Broadcasting
- Amblin Television
- Anonymous Content
- Bally Sports
- BBC America
- C4 R & D
- Concord Music (Stax Records)
- CreatorIQ (SocialEdge)
- D Squared Entertainment
- Enso Collaborative
- Faceware Technologies
- FanDuel
- Flawless AI
- Flipagram
- Fox Television Studios
- Gensler
- Gibson Guitar
- IM Global
- IMAX
- IPSOS OTX Research
- Jerry Bruckheimer Games
- John Wells Productions
- Lancit Media
- Les Paul Foundation
- LD Entertainment
- Lionsgate Entertainment
- Maximum Effort
- MPRM Public Relations
- National Research Group (NRG)
- NBCU/Wilshire Studios
- Neon Studios
- Networked Insights
- Nielsen Company
- Omelet/Cheat Code
- Paramount
- PlayStation
- PricewaterhouseCooper
- Producers Guild of America, The
- Programmers of Colour Collective
- PSB Insights
- ReFrame (Women in Film)
- RelishMIX
- Reward Music
- Riot Games
- Rogers & Cowan PMK
- Roku
- Rostrum Records
- Scopely
- ScreenEngine
- SEGA
- Shaboom Records
- Solstice Studios
- Sony Music Entertainment
- Sony Pictures Television
- Sony Studios
- Sundance Institute
- Super 78
- SuperBam
- The Black List
- Toronto International Film Festival
- Troika Pictures
- Twitter
- Variety Media
- Village Roadshow Entertainment Group
- Walt Disney/ABC Television Group
- Warner Bros. Studios
- XRM Media

9. Internships (Practicum)

The required practicum (internship) experience provides students with the opportunity to apply the theories, concepts, and management practices learned in the classroom to professional

settings within the entertainment industry. Internships also enable students to expand their professional networks, strengthen their resumes, and gain practical experience that supports their long-term career development.

Over the course of the program, students complete nearly 1,000 hours of internship experience, working alongside professionals across a variety of organizations and functional areas. These experiences provide valuable exposure to the industry's collaborative work environment while helping students build lasting professional relationships and secure strong references for future employment.

The internship requirement consists of a summer internship (94-900) followed by fall (93-887) and spring (93-888) internships during the second year of the program. There is no required internship during the first year; however, students may pursue internship opportunities while in Pittsburgh with prior approval from the Program Director and the MEIM Career Services Advisor.

At the conclusion of each internship, the student's supervisor will be asked to complete an evaluation of the student's performance. Students must also complete an internship evaluation survey and submit a reflective statement describing how the experience contributed to the educational objectives of the program. Successful completion of all required internships, supervisor evaluations, student assessments, and reflection assignments is required to satisfy the practicum requirement and graduate from the MEIM program.

Summer Internship Requirements

The required summer internship is a cornerstone of the MEIM experience, providing students with the opportunity to apply classroom learning in a professional entertainment industry setting. The internship introduces students to industry practices, expands their professional networks, and strengthens the skills and experience needed for successful careers in entertainment. Students enroll in the zero-unit Summer Practicum course (94.900).

During the summer between the first and second years of the program, students complete a minimum of **300 hours** of supervised professional experience with a film, television, streaming, music, gaming, sports, live entertainment, research, or related media organization. Successful completion of the summer internship is both a program and graduation requirement. Students may not advance to the second year of the MEIM program without successfully completing this requirement

The summer internship must meet the following requirements:

- Be completed **only during the summer between the first and second year** of the program.
- Consist of **at least 300 hours** of supervised professional work, typically completed over **8–10 weeks** at approximately **30 or more hours per week**.
- Include meaningful work that contributes to the organization's mission and provides significant educational value.
- Be supervised by a professional employee who can evaluate the student's performance.
- Receive approval from Career Services before the internship begins.

Career Services Requirements

Before beginning the internship, students must:

- Attend the required internship information session offered during the spring semester.
- Complete the Career Services Internship Reporting Form for internship approval.
- Complete the Heinz Internship Extension Course administered through Canvas. Students are automatically enrolled, and successful completion of all required modules and assignments is required to pass the course.
- Report one or two internship experiences, if applicable, no later than the last business day of June.

Once the internship has been verified and approved, students will be registered for the zero-unit Summer Practicum course (94.900). Although the internship does not carry academic credit, it appears on the student's transcript and is graded on a Pass/Fail basis.

Students are responsible for notifying their Career Services Advisor of any significant changes to their internship, including changes in employer, work location, duration, responsibilities, or hours worked.

Students seeking an exemption from the summer internship requirement must submit a Petition for Course Exemption for review and approval.

Internship Evaluation

At the conclusion of the internship, supervisors will complete an evaluation of the student's performance. Students must also complete all required Career Services assessments, including an internship evaluation survey and reflective statement. Successful completion of the internship and all required evaluations is necessary to satisfy the Summer Practicum requirement.

International Students (F-1 Visa)

International students studying on an F-1 visa must obtain Curricular Practical Training (CPT) authorization before beginning any summer internship, regardless of whether the position is paid or unpaid.

Students are eligible to apply for CPT after maintaining full-time enrollment for one academic year (fall and spring semesters). Because the summer internship is a required component of the MEIM curriculum, eligible F-1 students may qualify for CPT authorization. Processing typically requires up to two weeks, and students may not begin employment until CPT authorization has been approved.

Students should consult the Office of International Education's website (OIE) for current CPT policies, application procedures, and required documentation.

9.1. Second-Year Internship (Practicum)

The second-year practicum is the centerpiece of the Los Angeles experience and provides students with an immersive introduction to the business of entertainment. Building on the academic foundation established during the first year, students gain extensive professional experience while applying classroom concepts in a real-world setting.

A distinguishing feature of the MEIM program is its schedule, which enables students to work approximately 30 or more hours per week (Monday through Thursday) while completing coursework. Students intern with organizations across the entertainment ecosystem, including film, television, streaming, music, gaming, sports, live entertainment, talent agencies, production companies, and other related organizations. Many students also develop mentoring relationships and professional connections that continue well beyond graduation.

9.2. Practicum Credit

To satisfy program requirements and meet employer internship policies, students enroll in the required practicum courses throughout the program:

- **94.900** – Summer Internship
- **93.887** – Fall Practicum
- **93.888** – Spring Practicum

These required practicum courses carry either 0 or 1 unit, depending on the semester, and are graded on a Pass/Fail basis. Enrollment in the practicum course provides the academic registration required by many employers that offer internships only to students receiving academic credit.

Internship Expectations

MEIM internships are intended to provide meaningful educational experiences that complement the academic curriculum. Students are expected to perform substantive professional work under the supervision of experienced industry professionals while developing skills relevant to careers in entertainment management.

While many internships are paid, compensation is determined solely by the employer and applicable employment laws. Likewise, although many students receive full-time employment offers from their internship organizations, completion of an internship does not guarantee future employment.

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 helpful 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 available university-wide and searchable from on- or off-campus locations. 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. 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.

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 textbooks and trade publications.

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

The library holds over 700 DVDs 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. 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	https://www.heinz.cmu.edu/programs/entertainment-industry-management-master/
MEIM LinkedIn	https://www.linkedin.com/in/meim-program-1933a890/
MEIM X	https://x.com/meimprogram
University Web Ressources	www.cmu.edu
University Libraries	www.library.cmu.edu
Heinz College Web Resources	www.heinz.cmu.edu
Course Schedules	https://enr-apps.as.cmu.edu/open/SOC/SOCServlet/search
Course Descriptions	https://www.heinz.cmu.edu/current-students/courses/index.php
Academic Calendar	https://www.heinz.cmu.edu/heinz-shared/_files/img/current-students/heinz-academic-calendar2026-27.pdf

12. Related MEIM Participation Contacts

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

Academy of Television Arts and Sciences	www.emmys.com
American Pavilion at Cannes, The	ampav.com
Association of Arts Administration Educators	https://artsadministration.org
EntertainmentCareers.net	Entertainmentcareers.net
Festival de Cannes	festival-cannes.com
Film Independent	filmindependent.org
Future Now Media & Entertainment Conference	futurenowconference.com
Hollywood Radio & TV Society	hrts.org
IRTS Foundation	https://irtsfoundation.org
South by Southwest Film and Interactive Festival	sxsw.com
T. Howard Foundation	t-howard.org

13. Academic Standards

To graduate, you must complete 192 units of coursework with a minimum 3.0 cumulative Grade Point Average. You are required to finish all first-year coursework in Pittsburgh prior to commencing the second year of the program in Los Angeles. For each semester, except your last, you must enroll in between 45 and 60 units. In your final semester, all students, including international and domestic students, must complete at least 36 units. This means you will need to take at least five elective credits during the final semester to reach 36 units and maintain full-time status.

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 the number of points a student must earn to achieve 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

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 the 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 online: https://www.cmu.edu/student-affairs/cm-student-handbook/academic-integrity-actions/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/ocr/students/

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 Senior Associate Director, Academic Career Industry Engagement, Arts & Entertainment for the MEIM program and works in tandem with the Program Director (based in Los Angeles). Several events are planned throughout the two-year program to help students transition into their careers, including a mandatory Entertainment Industry seminar in the fall and spring of year one.

16.2. Job Search Guidelines

MEIM strives to support students' career pursuits while maintaining academic priorities. It is unacceptable for students to skip classes or assignments to attend job interviews.

Students should conduct a job search that does not impede their academic progress in 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 demonstrate ethical behavior, such as arriving on time for interviews, being truthful about their qualifications, and honoring their agreements with recruiters. Furthermore, students should not continue to look for or interview for a position after they have accepted an offer.

16.3. Placement Services

Heinz College does not place students in specific internships or job positions. However, Heinz College offers a dedicated Career Services office to assist students with internships, resumes, job interview techniques, access to entertainment career search websites, and assistance with job search. Students apply for and interview for jobs based on their interests and abilities. In addition, the Program Director and the Career Services Director work together to coach and advise students throughout the second year of the program.

17. Support and Community

The entertainment industry is dynamic, competitive, and constantly evolving. The transition to Los Angeles and the professional experiences that accompany the second year of the program can be both exciting and challenging. Throughout the two-year MEIM experience, Carnegie Mellon faculty, staff, alumni, and industry partners are committed to supporting students as they develop the knowledge, skills, and professional networks needed to succeed.

Students are encouraged to actively engage with the opportunities available through the program, including academic experiences, industry connections, networking events, and alumni relationships. The two years of the program move quickly, and students are encouraged to make the most of every opportunity.

17.1. Collegiality

At its core, the MEIM program is a community built on collaboration, respect, and shared learning. Students join a network of colleagues that includes classmates, faculty, alumni, and industry professionals. The relationships developed during the program often extend well beyond graduation.

A spirit of collegiality is essential to the MEIM experience. Students are expected to respect diverse perspectives, engage thoughtfully with challenging ideas, contribute positively to discussions, and remain open to new approaches and ways of thinking. The program values an environment where students both challenge and support one another as emerging entertainment leaders.

17.2. Transportation in Los Angeles

Los Angeles is a large metropolitan area with a wide range of transportation options and unique mobility challenges. While public transportation continues to expand, many professional opportunities and industry experiences may require reliable transportation.

Students are strongly encouraged to have access to an automobile and a valid driver's license prior to beginning the Los Angeles portion of the program. Students with questions or concerns about transportation should consult with the Program Director before the conclusion of the first year.

17.3. Film Festivals and Extracurricular Offerings

The MEIM program provides students with unique opportunities to engage directly with the entertainment industry through festivals, professional events, guest speakers, and seminars.

All students participate in the South by Southwest (SXSW) Film, Interactive, and Music Festival during the first year of the program. The MEIM program covers accommodations and festival registration fees. Students are responsible for transportation, meals, and personal expenses.

Select students may also have the opportunity to participate in the Cannes International Film Festival in France during May of the first year. All expenses associated with Cannes participation are the responsibility of the student.

Throughout both years of the program, students will have opportunities to engage with industry executives, alumni, and other professionals through guest lectures, panels, seminars, and networking events. Participation in MEIM-sponsored events held in Pittsburgh and Los Angeles is an important component of the program experience, and attendance at designated mandatory events is required.

17.4. Attendance at Planned MEIM Events

The MEIM program invests significant resources to provide students with experiential learning opportunities, including film festivals, industry events, and professional development activities. Students receive advance notice regarding whether events are mandatory or optional.

When students register for a planned MEIM event that requires advance arrangements, including tickets, accommodations, or other program expenses, failure to attend may result in a charge to the student's CMU account. Exceptions may be considered in cases involving extenuating circumstances. Students should communicate with program leadership as soon as possible if circumstances prevent attendance.

17.5. LinkedIn MEIM Group

The MEIM program maintains a private LinkedIn group within the Heinz College community exclusively for current MEIM students, alumni, faculty, and staff. The group serves as a resource for sharing professional opportunities, including internships, employment opportunities, networking events, industry news, cultural events, and other MEIM-related updates. Students are encouraged to join the group at the beginning of their first year and actively engage with this professional network throughout their time in the program and beyond.

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 and written policies issued on the subjects covered in this handbook before the revised date on page one. The policies outlined in this handbook serve as guidelines only and are subject to change.

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 outlined in the Ed. Code.

Under the California Private Postsecondary Education Act of 2009, the Bureau for Private Postsecondary Education (BPPE) oversees private postsecondary schools at the state level. Because students in the Master of Entertainment Industry Management (MEIM) program reside in California during the second year, the following information is 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

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 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:

20.2. Description of MEIM Los Angeles Classes

FALL 2026 CLASS DESCRIPTIONS & OBJECTIVES

93.851 Film Econ Mktg. & Distribution (12 units)
Instructors: Jon Baker

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 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: Alison Emilio, Scott Garner, Dan Green, Lucienne Papon, 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: Bill West
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.

93.882 AI and the Future of Creativity in Entertainment (3 units) – Elective
Instructor: Dan Green & Kevin Stein
Course Description: This course will examine the issues that often arise within an industry that places corporate profits and artistic freedom above all else. Through practical application as well as class discussion, we will highlight how AI is transforming the entertainment industry. In particular, the course will address how quickly AI is disrupting traditional business models, intellectual property rights, and studio production as well as creating tension between creative artists, executives, unions, agencies, and audiences.

93.881 Les Paul: A Journey Through Music and Innovation (1 unit) – Elective
Instructor: Kevin Stein and Tom Camuso
Les Paul stands out as a visionary who invented the modern recording studio, introducing multi-track recording, digital delay, reverb, and echo. He also created the electric pickup, leading to the first solid-body electric guitar. Without his innovations, iconic works like The Beatles' Sgt. Pepper's Lonely Hearts Club Band, Legendary Guitarist, Eddie Van Halen, Pro Tools, and Garage Band might not exist. Despite receiving numerous honors and awards throughout his lifetime, including being named the 18th best guitarist of all time by Rolling Stone magazine, Les Paul is among the few artists to have a permanent exhibit at the Rock and Roll Hall of Fame. Additionally, he is the only individual to be inducted into both the Rock and Roll Hall of Fame and the National Inventors Hall of Fame.

This course explores Les Paul's transformative contributions and artistic achievements. Alongside his partner Mary Ford, Paul had over 33 Top 20 hits across Jazz, Pop, Country, and R&B. Despite his unmatched influence, many remember him primarily as a legacy artist.
Through lectures at the MEIM, Los Angeles campus, and a hands-on session at The Les Paul Studio at United Recording in Hollywood, students will experience Les Paul's original mixing board and engage with top studio producers. This course is designed for both music enthusiasts and anyone interested in the history, innovation, and technology of modern music.

93.859 Fandom in Music and the Media (3 units) – Elective
Instructor: Scott Garner
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.

SPRING 2027 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: Francois Vallerian
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).

93.872 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.

93.890 Capstone II (9 units)
Instructor: Dan Green
Advisors: Alison Emilio, Scott Garner, Dan Green, Lucienne Papon, 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

93.866 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 producorial 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
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.

93860 What Makes Us Play? The Craft of the Video Game (4 Units) – Elective
Instructor: Cheryl Platz
This course delves deep into the art of creating and shipping video games. The class exams the fundamental principles of game design and the realities of shipping discrete gaming products into the dynamic online marketplace. The class will also look at how social gaming manifests in today's market, and what it means to take a game across gaming platforms. The course will assess contemporary gaming platforms and analyze the requirements for achieving multi-platform compatibility. The course will also explore the implications on user experience stemming from the core capabilities on consoles, PCs, mobile phones, and extended reality devices.

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: https://www.heinz.cmu.edu/faculty-research/profiles/

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

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.

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)
Music Counsel, Epic Games
BA, Marketing, the University of Oklahoma
Master of Entertainment Industry Management, Carnegie Mellon University
JD, Syracuse University College of Law
https://www.heinz.cmu.edu/faculty-research/profiles/barton-olivia

Ben, Alisa (Fandom in the Media)
SVP and Head of Analytics, Canvas Worldwide
BA, Journalism & Broadcasting, Oklahoma State University
MBA, New York University
https://www.heinz.cmu.edu/faculty-research/profiles/ben-alisa

Tom Camuso (Les Paul: A Journey Through Music and Innovation)

Grammy Award-Winning Audio Engineer and Music Producer
Chief Engineer - The Les Paul Recording Studio (Los Angeles)
Owner and Lead Engineer, Studio E (New York)

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

Emilio, Alison (Capstone Advisor)
Producer, Past Executive Director, WORD Theatre/ Past Director, ReFrame (Sundance Institute & Women in Film)
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)
Chief Operating Officer, Social Department, Past Vice President, Content Social Strategy, CBS
Bachelor of Science, Cornell University
https://www.heinz.cmu.edu/faculty-research/profiles/franzman-erin

Garner, Ph.D., Scott (Capstone Thesis Advisor; Fandom in Music and Media)
Executive Consultant at Conqueror Media
BA, Emory University, English & American Literature and French Studies
MA, Columbia University, Communication & Education
PhD. Fielding University, Media Psychology
https://www.heinz.cmu.edu/faculty-research/profiles/garner-scott

Glassman, Michael (Production Finance)
EVP of Acquisitions and Distribution, LD Entertainment
Bachelor of Arts, Quantitative Economics
MBA, Marshall School of Business, University of Southern California
https://www.heinz.cmu.edu/faculty-research/profiles/glassman-michael/

Green Ph.D., Daniel T. (Script and Story Analysis; AI in Entertainment; Capstone Thesis Advisor)
Senior Director, Arts and Entertainment, Heinz College & College of Fine Arts
Program Director, CMU, Entertainment Industry Management
Distinguished Service Professor, Entertainment Management
BA, Southern IL University-Carbondale, Acting and Directing
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)
President/Music Supervisor/Producer, Ocean Cities Entertainment
BA, Political Science/Literature, University of Denver
MA, Clinical Psychology, Antioch College
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 CEO, , Rostrum Pacific
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, Creepshow anthology series)
BS, Emerson College
MFA, Carnegie Mellon University, Directing, Drama
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

Iyengar, Lakshmi (Film Acquisitions)
Agent, Motion Picture Media Finance, Creative Artists Agency
Past Executive Vice President, Head of Production, Minor Realm
Past 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, Production, Sony Pictures Television
BA English, Penn State University
https://www.heinz.cmu.edu/faculty-research/profiles/lammi-ed

Mier, Miguel (Film Exhibition)
Global Chief Operating Officer, Cinépolis
BS, Economics, ITESM
MS, Management, Stanford GSB, 2007
MFA, Creative Writing, Queens University of Charlotte
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, Music at TechStars
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)
Head of Business Operations and Marketing, Oddworld Inhabitants
CEO, Liquid Entertainment
Past EVP of Publishing at Crave Entertainment
https://www.heinz.cmu.edu/faculty-research/profiles/newman-holly

Ong Teshima, Shelley (Branding)
Integrated Marketing, Midi Health, Past 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

Papon, Lucienne (Capstone Advisor)
President/Producer: Loopdilu Ventures

Bachelor of Arts, Communications/Political Science, University of North Carolina at Chapel Hill
MFA, Producing Program, Film, TV and Digital Department, University of CA, Los Angeles
https://www.heinz.cmu.edu/faculty-research/profiles/papon-lucienne/

Platz, Cheryl (What Makes Us Play? The Craft of the Video Game)
Creative Director, Game Studio, The Pokemon Company International
Past Director of User Experience, Player Platform at Riot Games
Bachelor of Science, Computer Science, Human-Computer Interaction, Carnegie Mellon University
https://www.heinz.cmu.edu/faculty-research/profiles/platz-cheryl/

Papon, Lucienne (Capstone Advisor)
President, Loopdilu Ventures
Bachelors, University of North Carolina at Chapel Hill
MFA, Producer's Program, UCLA School of Film, Television and Digital Media
https://www.heinz.cmu.edu/faculty-research/profiles/papon-lucienne/

Rosenthal, Steven (Les Paul: A Journey Through Music and Innovation)
Grammy-Winning Producer, Owner of the Magic Shop Recording Studio
https://www.heinz.cmu.edu/faculty-research/profiles/rosenthal-steve/

Saul, Andrew (Production Finance)
Sr. Vice President of Production Finance, Sony Pictures Television
B.A., Cinematic Arts, University of Arizona
MBA, University of Southern California
https://www.heinz.cmu.edu/faculty-research/profiles/saul-andrew/

Skopov, Emily (Introduction to Television Writing)
Writer/Producer: (Xena: Warrior Princess, Andromeda, Pacific Blue, Novel Romance)
BA, English Literature, Columbia University
MFA, Screenwriting, UCLA
https://www.heinz.cmu.edu/faculty-research/profiles/skopov-emily/

Smith, Michele (Business Development)
Vice President of Legacy and Estate Brand Management, Concord
Executive Producer, Billie
Grammy and Peabody Award Winner

BA in Liberal Arts, Simon Fraser University, British Columbia
https://www.heinz.cmu.edu/faculty-research/profiles/smith-michele/

Stein, Kevin (Capstone Advisor/AI and the Future of Creativity in Entertainment/Les Paul)
Principal, Kevin Stein Consulting
BA, Boston University
Swarthmore College
Harvard University
https://www.heinz.cmu.edu/faculty-research/profiles/stein-kevin

Vallerian, Francois (TV Economics)
Vice President of Research, Paramount Global Content Distribution
Master's in Project Management, Skema Business School
https://www.heinz.cmu.edu/faculty-research/profiles/vallerian-francois/

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

West, Bill (Business of Gaming)
Strategy, Finance, and Marketing Executive at West Coast, Inc.
BA, Finance, The Catholic University of America
MBA, University of Southern California
https://www.heinz.cmu.edu/faculty-research/profiles/west-bill/

Yoder, Kevin (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 online handbook and supplement to the department (and sometimes college) handbook. The Carnegie Mellon Code can also be found online 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.

20.5.1. 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.

20.6. 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 decided to implement an independent verification process of all application materials for any master's student enrolling in 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.

20.7. Transfer and Articulation Agreements

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

20.8. 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.

20.9. Students on F-1 Visas and Courseloads

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

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

20.10. English Language Proficiency Exam

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

If your native language (mother tongue) is not English, you are required to submit an official score report from the TOEFL, IELTS, or the Duolingo English Test.

The only exceptions are for:

1. Students who have worked or studied for five or more years in Australia, Botswana, Canada, Eswatini (formerly Swaziland), Ghana, Ireland, Kenya, Lesotho, Malawi, Namibia, New Zealand, Nigeria, Singapore, South Africa, Tanzania, Uganda, United Kingdom, United States, and/or Zambia.
2. Students who have earned (or will earn) their bachelor's degree from a regionally accredited US school. This exception requires that the student studied (or will study) for 4 academic years of their undergraduate education in the United States. Students who qualify for this waiver are encouraged to upload an unofficial copy of the English Language Proficiency exam score report they used when they applied to their undergraduate institution as part of their application to Heinz College.

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

- Literacy: 120 (recommended = 130)
- Comprehension: 125 (recommended = 135)
- Production: 90 (recommended = 100)
- Conversation: 105 (recommended = 115)
- Overall: 120 (recommended = 130)

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

The recommended TOEFL iBT (pre-January 21, 2026) score is 25 on each section of the Internet-based test (iBT and Special Home Edition). The recommended score for TOEFL: Essentials is 11 on Listening and 10 on the other 3 sections. The recommended score for TOEFL iBT (new) is 5.5 on Listening and 5 on the other 3 sections.
The minimum TOEFL scores required to apply for admission to any of Heinz College's graduate degree programs are:

- Reading: 22 (Essentials minimum is 9 and new iBT is 4.5)
- Listening: 22 (Essentials minimum is 10 and new iBT is 5)
- Speaking: 20 (Essentials minimum is 8 and new iBT is 4)
- Writing: 22 (Essentials minimum is 9 and new iBT is 4.5)

20.11. Location Profile

Carnegie Mellon University's H. John Heinz III College and the College of Fine Arts operate a satellite location in Los Angeles, California, as 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 comprises a 6,034 square foot suite of offices in a six-story professional office building shared with other tenants, located at 4640 Lankershim Blvd., Suite 125, North Hollywood, CA 91602.

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 85-inch televisions. All classrooms have multiple whiteboards and movable chairs/tables. Additionally, most teachers project

PowerPoint slides on the screens, and the use of whiteboards is common. There are two conference rooms for student use with movable chairs/tables. One of the conference rooms is equipped with 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 the MEIM entrance between the building and the parking garage. The courtyard has a seating area and planted shrubbery.

20.12. Housing

The CMU MEIM Center in Los Angeles does not provide on-campus housing or arrange off-campus housing for students. Students are responsible for securing their own housing accommodations. Fortunately, Los Angeles offers a wide range of housing options, including apartment complexes, shared housing, and room rentals within commuting distance of campus.

Housing costs vary significantly depending on location, apartment size, and whether students choose to live alone or with roommates. Most MEIM students choose to have roommates to reduce costs and take advantage of the opportunity to live in desirable neighborhoods.

While the MEIM office cannot act as a real estate agency or rental broker for you, we are happy to offer our advice or suggestions on locations that may be of interest to you. 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 where students often live. Listed below is some helpful information regarding housing.

While the MEIM office cannot serve as a housing placement service or rental broker, we are happy to provide guidance and share suggestions about neighborhoods, commuting considerations, and areas where previous students have lived.

During the spring semester of the first year, MEIM leadership hosts a housing workshop featuring advice from current students and alumni, along with information about popular neighborhoods, commuting options, and strategies for finding housing in Los Angeles.

MEIM Recommended areas (just a few)

- Around the MEIM-LA Center, Disney, Warner Bros-Discovery, Universal Studios, Radford (CBS) Studios, DreamWorks Animation
    - Burbank/ Glendale/ Toluca Lake/ Studio City / North Hollywood (South of Burbank Blvd).
- Around Paramount, Raleigh Studios, Netflix, Sunset Gower Studios, Jim Henson Studios, Dolby Theatre, Hollywood Agencies, Postproduction Houses:
    - Hollywood/ Los Feliz/ Silver Lake/ Atwater Village/ Hancock Park/ West Hollywood/Koreatown
- Around a majority of Talent Agencies & Management Firms:
    - West Hollywood/ Beverly Hills/ Beverly Hills Adjacent/ Beverlywood
- Around Sony, Fox Studios, Amazon Studios:
    - Culver City / West Los Angeles/ Palms/
- Other Possible 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:

Finding housing in Los Angeles can happen quickly if you complete your research in advance and understand the neighborhoods you are considering. Many apartments become available throughout the year, and the rental market moves quickly.

Before signing a lease, we recommend visiting neighborhoods in person whenever possible. Spend time exploring the areas where you may want to live, evaluate commute times, and pay close attention to parking availability. Parking is one of the most important considerations for Los Angeles residents. Make sure your housing option provides access to safe, convenient, and well-lit parking for both you and your guests.

Cost of Living & Apartment Prices

Los Angeles is a major entertainment hub with a higher cost of living than many parts of the country, particularly when it comes to housing. Rental prices vary significantly depending on the neighborhood, apartment size, amenities, and whether you choose to live alone or with roommates.

Most MEIM students choose to share housing with roommates, allowing them to live in more desirable neighborhoods while reducing monthly expenses. Neighborhoods closer to

the beach or in highly sought-after areas, such as Santa Monica, Malibu, and other Westside communities, generally have higher rental costs. Students should also budget for additional living expenses, including transportation, utilities, parking, and everyday costs associated with living in Los Angeles.

20.13. 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 does 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.

20.14. 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, including 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 a microfiche copy of good, readable, and reproducible quality of the student's permanent record in a secure records unit. A secondary permanent microfilm copy of all records will be maintained in good condition in a climate-controlled, fire-proof, limited-access security facility at an off-site 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 a climate-controlled, fire-proof, secured vault at an off-site facility.

Cessation of Operations

In the unlikely event that CMU (which has existed for more than 120 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.

20.15. 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-mentioned 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.

Note: The following information is specific to the tuition, fees, and estimated books and supplies for MEIM program students in their second year, Fall 2026 and Spring 2027. These figures do not include the "optional costs" or "indirect costs" associated with attending the MEIM program.

Program Tuition (Year 2 in CA)	$ 59,140
Required University Fees (Year 2 in CA)	$ 738
Books and Supplies (estimated Year 2 in CA)	$1,250
Estimated Fees/Charges for Entire Program (Year 2 in CA)	$61,128

Note: The following applies to MEIM students who are beginning the MEIM program in August 2026 (expected graduation in May 2028). It includes the tuition, fees, and estimated books and supplies for the duration of the MEIM program, as well as the "optional costs" and "indirect costs" associated with the cost of attending the MEIM program.

Estimated Cost of Attendance (Beginning in Fall 2026)	Pittsburgh		Los Angeles	
	Fall 2026	**Spring 2027**	**Fall 2027**	**Spring 2028**
Charged to the Student Account				
Estimated Full-time Tuition	$29,570	$29,570	$30,460	$30,460
Student Activities Fee	124	124	128	128
Transportation Fee	151	151	0	0
Technology Fee	245	245	255	255
Health Insurance (actual costs may vary)	3,093		3,352	
Optional Costs				
Room (actual costs may vary)	5,175	5,175	5,589	5,589
Board (actual costs may vary)	2,435	2,435	2,630	2,630
Laptop (actual costs may vary)	1,500			
Indirect Costs				
Books/Supplies (actual costs may vary)	625	625	625	625
Travel (actual costs may vary)	1,610	1,610	1,739	1,739
Miscellaneous (actual costs may vary)	5,415	5,415	5,848	5,848
Total Estimated Cost of Attendance (per semester)	**$49,943**	**$45,350**	**$50,626**	**$47,274**

20.16. Scholarships/Awards

The fees and charges do not take into account 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.

20.17. Other Funding Available from the MEIM Program

MEIM students are awarded a one-time $1,200 relocation stipend to assist with expenses related to their move from Pittsburgh to Los Angeles before their second year.

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.

20.18. 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. Numerous financial aid resources are available to students pursuing graduate studies at Carnegie Mellon University. Carnegie Mellon University participates in several federal and state financial aid programs. Information about these financial aid programs can be found on Carnegie Mellon's website http://www.cmu.edu/finaid/index.html

20.19. Carnegie Mellon 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 Disclosures 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 is subject to change from time to time as necessary.

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.

20.20. Information About the Institution

20.20.1. 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/.

20.20.2. 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.

20.20.3. 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.

20.20.4. 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 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) requirements. The DMCA criminalizes the development or use of software that enables users to access material that is copyright protected. Furthermore, the Computing Policy 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

20.20.5. Description 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.

20.20.6. 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.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.

20.20.7. 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.

20.20.8. 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

20.20.9. 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.

20.20.10. 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 stating 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 Heinz Academic Services (heinz-academic-services@andrew.cmu.edu) for submission to the University Registrar's Office on the student's behalf.

20.20.11. 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.

20.20.12. 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 who drop out and students who do not earn a passing grade.

To identify the unofficial withdrawals, the Registrar develops a preliminary list of students who 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.

20.20.13. 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 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.

20.20.14. 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

20.20.15. 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 are usually the charges that were initially assessed to 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.

20.20.16. 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)

20.20.17. Post-Withdrawal Disbursements

If the total amount 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.

20.20.18. 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).

20.20.19. 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 who 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.

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

20.20.20. 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.

20.20.21. 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

20.20.22. 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/graduate/resources/appeal-grievance-procedures.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.

20.20.23. 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.

20.20.24. 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, visit the Center for Student Diversity and Inclusion's website at https://www.cmu.edu/student-diversity/ .

20.20.25. 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 .

20.20.26. 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 .

20.20.27. 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/.

20.20.28. 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.

20.20.28.1. Application Process & Timeline

Graduate Students: **To apply for financial aid, 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 2022 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 the 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, 2024.

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.

20.20.29. 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/) 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.

20.20.30. 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.

20.20.31. 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 pursing certain external scholarships, like Fulbright 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 their families, educational loans are a necessary part of the college funding process. 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.

20.20.32. 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/data/dash/admission-and-student-enrollment.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 .

20.20.33. Health and Safety

20.20.33.1. 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/policies/administrative-and-governance/alcohol-and-drug-policy.html

20.20.33.2. 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

20.20.33.3. Vaccination Policies

- CMU Prematriculation Immunization Policy can be found at https://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/ .

20.20.34. Other Information

20.20.34.1. Voter Registration

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

20.20.34.2. 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 report incidents by calling 877-700-7050 or visiting www.reportit.net (username: tartans; password: plaid). All submissions will be reported to the appropriate university personnel.
The hotline is NOT an emergency service. For emergencies, call University Police at 412-268-2323.

20.21. 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 money not paid from federal student financial aid program funds.

20.22. 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.

20.23. 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, 1747 North Market Blvd., Suite 225, Sacramento, California, 95834, (916) 574-8900 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 have 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.

20.24. Student's Right to Cancel (Withdrawal/Leave 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 takes 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.

20.25. Refund Policy

20.25.1. 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.

20.25.2. 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

20.25.3. 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, if any, is non-refundable.

20.25.4. 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.

20.25.5. 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 www.cmu.edu/sfs/tuition/adjustment/

20.25.6. 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.

20.25.7. 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 monies 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.

20.26. 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.

20.27. Suspension or Drop Policies

In general, you will be dropped from your program only if you were on probation during the previous semester. However, under extraordinary circumstances as determined by the faculty, you may be suspended or dropped without 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 your cumulative GPA is such that it is unlikely you will be able to complete the program in the normal period. 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, usually a year. The faculty views a suspension as an opportunity to address deficiencies, develop a mature approach to the program, or reflect on future career goals. If you are suspended, you may re-enroll in your Program after the specified period, and the faculty will indicate the conditions of your re-enrollment in your original suspension letter

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The faculty's decision 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 period.

20.28. Leave of Absence Policy

Occasionally, a student may have pressing personal circumstances that require them 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.

20.29. 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

20.30. 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 is 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.

20.31. 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.

20.31.1. Office of Graduate and Postdoctoral Affairs

The Office of Graduate and Postdoctoral Affairs, led by Maggie Sikora, EdD, Director of Graduate and Postdoctoral Affairs, 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 Graduate and Postdoctoral Affairs 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 on an individual basis to respond to graduate student needs.

The Office of Graduate and Postdoctoral Affairs 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 Graduate and Postdoctoral Affairs 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)

20.31.2. Office of the Dean of Student Affairs

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

The Office of the Dean provides central leadership of the meta-curricular 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

20.31.3. 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.

For information for students on Skills Workshops, Drop-in Groups, and Clinics click here.
For more Community Health & Well-Being and Student Affairs virtual events and opportunities, visit the CMU Student Affairs calendar.

20.31.4. 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.

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 withSenior Director of Arts and Entertainment, 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.

20.31.5. 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 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) are the main avenue of graduate student representation and information back to the graduate students in the department.

20.31.6. Office of International Education (OIE)

https://www.cmu.edu/oie/

Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. The Office of International Education (OIE) is the liaison to the University for all non-immigrant students and scholars.

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.

20.32. 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 (SOC) codes (CEC 94910(f)(2)).

Program	CIP	SOC
MEIM	09.0909	10.0105 Communication Technology/Technician
		10.0202 Radio and TV Broadcasting Technology
		50.0601 Film/Cinema Studies
		50.0102 Digital Arts
		50.0411 Game and Interactive Media Design
		50.0601 Film/Cinema Studies
		50.0602 Cinematography and Film/Video Production
		50.0607 Documentary Production
		50.0699 Film/Video and Photographic Arts
		50.1001 Arts, Entertainment and Media Management, General
		50.1099 Arts, Entertainment and Media Management, Other
		50.1003 Music Management and Merchandising
		50.0504 Playwriting and Screenwriting

Employer Type	Function
Agency Animation Digital Film Finance Gaming (Video) Music Research Sports Streaming Technology Television Web3	Acquisitions Advertising Business/Strategic Development Development Distribution and/or Licensing Event Management Exhibition Finance/Operations 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

20.33. Office of Student Assistance and Relief

The Office of Student Assistance and Relief is available to support prospective students, current students, or past students of private postsecondary educational institutions in making informed decisions, understanding their rights, and navigating available services and relief options. The office may be reached by calling (888) 370-7589, or by visiting www.bppe.ca.gov