Integrated Innovation Institute
2019-2020 Graduate Student Handbook

Pittsburgh & Silicon Valley Campuses

Master of Integrated Innovation for Products & Services
Master of Integrated Innovation for Products & Services – Advanced Study
Master of Integrated Innovation for Products & Services – Advanced Study & Integrated Study in Computer Science
Master of Science in Software Management
Master of Science in Technology Ventures
Table of Contents

I. Introduction 1
   A. Welcome 2
   B. Background Statement 2
   C. Degrees Offered 2
      1. Master of Integrated Innovation for Products & Services (MIIPS)
      2. Master of Science in Software Management (MSSM)
      3. Master of Science in Technology Ventures (MSTV)
   D. Mission Statement 3
   E. Department Contacts: Leadership, Faculty & Staff 3

II. Pre-Matriculation 4
   A. Deferral 4
   B. Applicant's Responsibility 4
   C. Degree Program Changes/Requests 4
   D. Confidentiality of Communications 5
   E. Academic Integrity 5
   F. Residency Requirements 5
   G. Distance Learning Courses 5
   H. Academic Calendar 6
      1. Guidance for University Breaks and Holidays
      2. Practicum Course Registration
   I. Attendance and Classroom Engagement Policy 7
      1. Classroom Attendance
      2. Class Absences
      3. Extracurricular Engagement
   J. New Graduate Student Resources 8
      1. Computing Services
      2. The HUB
      3. Student Information Online
      4. Canvas Learning Management System
      5. Box File Storage & Collaboration

III. Enrollment & Registration 9
   A. Preparing an Academic Plan 9
      1. Student Responsibilities
      2. Degree Requirements Timeframe
      3. Statute of Limitations
      4. Course Availability & Waitlists
   B. Registering for Courses 10
   C. Double Counting Courses 10
   D. Audit Policy 11
   E. Program Transfer 11
   F. Final Exams 11
   G. Enrollment Verifications 11
   H. Change of Address 11
I. Degree Titles & Graduation Certification Process

IV. Academic Standards
   A. Grades
      1. University Grading Standards
      2. College of Engineering Grading Standards
   B. Academic Performance
      1. Grade Point Average
      2. Academic Standing
      3. Retaking a Course
      4. Required Course Waiver Policy
         a. MIIPS Degree Program Waivers
      5. Course Overload Policy

V. Degree Requirements
   A. MIIPS, MIIPS Advanced Study, & MIIPS Advanced Study and Integrated Study in Computer Science
      1. Full-time Status
      2. Part-time Status
      3. Registration Process & Procedures and Academic Advising
      4. Elective Courses
         a. Elective Unit Distribution within Other Schools/Colleges
         b. Total Courses Per Mini
      5. Curriculum of Study for MIIPS Degrees
      6. Required Degree Units
         a. MIIPS
         b. MIIPS Advanced Study
         c. MIIPS Advanced Study and Integrated Study in Computer Science
   B. MSSM 16 Months, MSSM 12 Months, & MSSM Part-Time
      1. Full-time Status
      2. Part-time Status
      3. Registration Process & Procedures and Academic Advising
      4. Elective Courses
      5. Curriculum of Study for MSSM Degrees
      6. Required Degree Units
   C. MSTV, MSTV Dual, MSTV ECE Dual, & MSTV Strathclyde
      1. Full-time Status
      2. Part-time Status
      3. Registration Process & Procedures
      4. Academic Advising
      5. Elective Courses
      6. Curriculum of Study for MSTV Degrees
      7. Required Degree Units

VI. Student Services & Resources
   A. Student Support
B. Career Services
   1. Pittsburgh Campus
   2. Silicon Valley Campus
   3. Handshake
   4. Global Communications Center
   5. Summer Internship Requirements
   6. Ethical Job/Internship Search Policy
   7. Working on Campus
   8. Off-Campus Employment
C. International Student Resources
   1. Office of International Education
      a. Curricular Practical Training
      b. Optional Practical Training
   2. International Communication Center
D. Student Facilities
   1. 111 Building Policies
      a. Pittsburgh
      b. Silicon Valley
   2. Pittsburgh Campus Resources
      a. Receiving Mail on Campus
      b. University Computer Clusters
      c. Printing/Copying
      d. Video Conferencing
      e. Student Work Space
      f. Maker Spaces
      g. Facilities Management
   3. Silicon Valley Campus
      a. Room Assignments
      b. Receiving Mail on Campus
      c. Printing/Copying
      d. Telephone Usage
      e. Video Conferencing
      f. Student Work Spaces
      g. Carnegie Mellon Innovation Lab
      h. Facilities Management
E. Health & Wellness
   1. Pittsburgh Campus
   2. Silicon Valley Campus
F. Student Groups
   1. Pittsburgh Campus
      a. Graduate Student Assembly
      b. CMU-wide Organizations: The Bridge
   2. Silicon Valley Campus
G. Financial Procedures & Resources
H. Travel & Conference Funding
VII. Tuition & Fees
   A. Tuition Billing & Payment 33
   B. University Financial Aid 34
   C. Student Financial Obligation & Past Due Accounts 34

VIII. Departmental & University Policies & Expectations 34
   A. Statement of Assurance 34
   B. The Carnegie Mellon Code 35
   C. iii Procedures for Violation of Student Conduct or Academic Standing 35
      1. Notice of Probation
      2. Academic Probation Process
      3. Student Conduct Probation Process
      4. Duration of Student Probation
      5. Documentation Process
      6. Request for Appeal
      7. Specific Notes on Academic Integrity Violation
         a. Expectations on Academic Integrity
         b. Examples of Academic Integrity Violations
   D. Leave of Absence/Withdrawal 38
   E. Graduate Student Appeal & Grievance Procedures 39
   F. Student Privacy Rights 40
   G. Policy on Photo & Video Release 40
   H. Intellectual Property 40
   I. Pets & Other Animals 40
   J. Alcohol & Drugs 40
   K. Assistance for Individuals with Disabilities 40
   L. Safeguarding Educational Equity: Policy Against Sexual Harassment and Sexual Assault 41
   M. Maternity Accommodation Protocol 41

IX. Post-Matriculation 41
   A. Return of University Property 41
   B. Alumni Email Contact 42

X. Grandfather Clause 42

Appendix A. iii Degree Curriculum Plans  A1

Appendix B. University Resources  B1

Appendix C. Building Policies  C1
I. Introduction

A. Welcome

On behalf of the Integrated Innovation Institute (iii) faculty and staff, I wish to welcome you to our master’s degree programs. I expect your experience at Carnegie Mellon University will be both productive and rewarding, and I look forward to getting to know you and working with you.

This handbook is intended to supplement University information found in the Carnegie Mellon University (The Word) and College of Engineering Graduate Student Handbooks. Please review both handbooks as soon as you can so that you have the opportunity to become familiar with iii and University policies. If you have any questions, please reach out to me directly or to your primary campus contact.

Again, welcome aboard, and best wishes for a successful year.

Peter Boatwright
Allan D. Shocker Professor of Marketing and New Product Development
Tepper School of Business
Director, Integrated Innovation Institute

While this handbook is specific to the student’s academic experience at the Integrated Innovation Institute, there are several other resources and offices graduate students are encouraged to consult during their tenure at Carnegie Mellon University. Information about The Word (the student handbook), the Office of the Assistant Vice Provost for Graduate Education, the Office of the Dean of Student Affairs, and others are included in Appendix B of this handbook.
B. Background Statement
The Integrated Innovation Institute is built on three primary disciplines: engineering, design, and business. Just like successful products or services, successful innovation covers technological performance (engineering), human interface (design), and economic value (business). The Integrated Innovation Institute focuses on education and research in innovation methods and practice. We are one of the few top educational institutions that unites the three disciplines to cross train students to become elite innovators, which enhances the effectiveness of thinking and generating results.

The Integrated Innovation Institute has homes at two of the Carnegie Mellon University campuses: Pittsburgh and Silicon Valley. The Institute is administratively housed within the College of Engineering.

C. Degrees Offered

1. Master of Integrated Innovation for Products & Services (MIIPS)
   The Master of Integrated Innovation for Products & Services (MIIPS) can be completed full-time in nine months or part-time over two years. The part-time option is available for students in the Pittsburgh region with a flexible work schedule.

   The MIIPS Advanced Study degree is a 16-month full-time program. Students complete the core MIIPS degree during the first nine months and then expand their study with a required summer internship and additional fall-term semester focusing on a master's essay paper.

   The MIIPS Advanced Study and Integrated Study in Computer Science degree is a 2-year full-time program. Students complete the MIIPS Advanced Study degree requirements throughout the two year time frame while also taking required and elective courses from the School of Computer Science.

2. Master of Science in Software Management (MSSM)
   The Master of Science in Software Management (MSSM) can be completed full-time in one year (12- or 16-month option) at the Silicon Valley campus. There is also a part-time option available that can be completed in two years.

   In the 12-month full-time option, students are expected to be enrolled in the fall, spring, and summer semesters. In the 16-month full-time option, students are enrolled in the fall and spring semesters, and then expand their study with a required summer internship and additional fall term.

3. Master of Science in Technology Ventures (MSTV)
   The Master of Science in Technology Ventures (MSTV) is a 16-month full-time degree. Students begin during the spring semester at the Pittsburgh campus, then transition to the Silicon Valley Campus for a summer internship and full academic year of courses.

   MSTV is also offered in a dual degree format for Carnegie Mellon students earning a master's degree in a traditional engineering discipline including: biomedical,
mechanical, civil and environmental, electrical and computer, materials science, and chemical engineering.

The MSTV Strathclyde degree is a 2-year degree program that allows students to spend their first year (fall, summer, spring semesters) at the Silicon Valley campus then complete their degree at the University of Strathclyde (fall, spring, and summer semesters).

D. Mission Statement
The Integrated Innovation Institute combines the strengths of engineering, design, and business to cross-train students so they can become elite innovators, enhancing the innovation process and generating impact.

E. Department Contacts: Leadership, Faculty & Staff

Leadership
Peter Boatwright, iii Director & MIIPS Program Director (Pittsburgh)
Allan D. Shocker Professor of Marketing and New Product Development
Tepper School of Business
Email: pbhb@andrew.cmu.edu - Phone: 412-268-4219

Gladys Mercier, MSSM Program Director (Silicon Valley)
Email: gladys.mercier@sv.cmu.edu - Phone: 650-335-2820

Sheryl Root, MSTV Program Director (Silicon Valley)
Email: sheryl.root@west.cmu.edu - Phone: 650-335-2870

Emma Zink, Associate Director (Pittsburgh)
Email: emmazink@andrew.cmu.edu - Phone: 412-268-6808

Faculty
For a complete list of iii faculty, please visit our directory:
https://www.cmu.edu/iii/innovators/faculty-staff/index.html

Pittsburgh Campus Staff
Lizzy Donaldson, Marketing & Communications Associate
Email: edonalds@andrew.cmu.edu - Phone: 412-268-7515

Amanda Mitchell, Academic Advisor
Email: ajmitche@andrew.cmu.edu - Phone: 412-268-8672

Kelly Pittman, Administrative Coordinator
Email: kellypittman@cmu.edu - Phone: 412-268-6800

Ben Walfish, Assistant Business Manager
Email: ben13@cmu.edu - Phone: 412-268-8655
II. Pre-Matriculation
This section presents guidelines for accepted students prior to matriculation into their programs.

A. Deferral
The Integrated Innovation Institute does not allow admission deferrals as admission decisions are based on the current applicant pool. Students are only offered admission into the program for the academic year for which they applied. Students cannot request a ‘Leave of Absence’ prior to matriculation as this is considered a deferral.

B. Applicant’s Responsibility
It is the responsibility of the applicant to provide all required information on the program application.

As a condition of enrollment at Carnegie Mellon, applicants admitted to an Integrated Innovation Institute program must submit final transcripts upon completion of their undergraduate or master’s degree program from the institution conferring their degree. Failure to provide an official transcript confirming the conferral of an undergraduate degree one week before the first day of class at Carnegie Mellon, or failure to graduate, will nullify admission to the Integrated Innovation Institute.

Additionally, if an applicant is an international student, all required documents must be submitted to the Office of International Education in a timely manner prior to student orientation. All students attending classes at the Silicon Valley campus must submit complete additional paperwork to comply with the California Private Postsecondary Education Act, prior to arriving in California.

It is the applicant’s responsibility to arrive for student orientation the week prior to courses beginning. Attendance at orientation is required for all students.

C. Degree Program Changes/Requests
Prospective students should research degree details and connect with the Admissions team to ensure they are applying for the degree program and length that best fits their interests and career goals. Students should only apply for one degree program per application cycle.

During the application process, it is possible to change the degree a student is applying for by contacting the Admissions team who will make the update to the students application. After offers of admissions to a specific degree program are released, admitted students can request to be evaluated for a different program within the same degree prior to submission of enrollment deposit or the enrollment deadline, whichever comes first.
Once an admitted student has submitted the enrollment deposit or the enrollment deadline has passed, program switching is no longer permitted without an extenuating circumstance and review from the program and iii Director.

D. Confidentiality of Communications
All information provided to students as a result of their application is considered confidential and should not be communicated to other applicants. Applicants are expected to comply with the confidentiality requirement as a condition of admission.

E. Academic Integrity
Please review the University Policy on Academic Integrity: https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html. The policy includes the University expectations around academic integrity and provides definitions of cheating, plagiarism, and unauthorized assistance.

A review of the University's Academic Disciplinary Actions procedures (https://www.cmu.edu/student-affairs/theword/academic-discipline/index.html) is also recommended. These procedures outline the process for investigating, reporting, and adjudicating violations of the University Policy on Academic Integrity. The procedures also outline the appeal process.

Departmental expectations and actions taken if students are found in violation are outlined in Section VIII. C. Violation of Student Conduct or Academic Standing.

F. Residency Requirements
All full-time degree requires residency at their primary campus of origin. While some courses are taught via distance learning, a complete degree cannot be attained without residency. The MSTV degree requires residency at the Pittsburgh campus for the first spring semester, and the final academic semesters (fall & spring) are completed in California in connection with the Silicon Valley campus.

NOTE: Part-time students in the MSSM program are exempt from the residency requirement. The part-time MIIPS degree requires residency at the Pittsburgh campus.

G. Distance Learning Courses
The Integrated Innovation Institute embraces distance learning courses for students between the Pittsburgh and Silicon Valley campuses. These courses are taught via synchronous modes of course facilitation. This requires students to be present in the classroom for courses in Pittsburgh and Silicon Valley as part of the full-time degree curriculum. Exams and/or final presentations are held during scheduled course time or posted final schedules.

Students enrolled in the part-time MSSM program are required to attend courses during their scheduled time, either in person or via remote access. When attending a course via remote access, students are required to join via headset, which should be considered as an additional cost for the part-time MSSM program.
Note: F-1 students have an immigration restriction of no more than “one online course” per semester. An “online course” is considered to be an asynchronous course that does not hold a regular class meeting (Building/Room = DNM, aka ‘does not meet’).

H. Academic Calendar
Carnegie Mellon manages the official University calendar on The Hub website: https://www.cmu.edu/hub/calendar/index.html.

Students are expected to engage in academic requirements in the classroom from the first day of classes through the last day of finals each semester. Individual course finals and presentations will be posted in the syllabus at the beginning of each mini or semester. Students will manage their own calendars for final presentations/exams, as this is not managed centrally for all students.

Please note that colleges and schools within CMU often release their own academic calendars, and students must meet the course add/drop deadlines for each specific college/school. To support the varied calendars around the University, iii will release an academic calendar for students in Pittsburgh and Silicon Valley each fall term. Integrated Innovation tries to respect scheduled holiday breaks and special events within the University’s Academic Calendar and reserves the right to adjust the schedule of classes as needed.

Please note that the different add/drop deadlines for mini courses vs. full semester courses could impact tuition charges. It is the student’s responsibility to meet appropriate deadlines for registration. Students taking undergraduate and Master’s level courses must follow the procedures and deadlines for adding, dropping, or withdrawing from courses as identified on the academic calendar. Information can be found at https://www.cmu.edu/hub/registrar/course-changes/index.html.

1. Guidance for University Breaks and Holidays
Students are encouraged to consult the academic calendar and course syllabi before making any travel plans for university breaks and holidays. The following guidance is recommended:

- **Fall Break:** While Mini 1 courses will end on a Monday, the iii will schedule final presentations and required workshops for students the Tuesday through Thursday leading up to Fall Break. The iii recognizes Fall Break as the Friday between Mini 1 and Mini 2 each semester (October 18, 2019)
- **Winter Break:** Students are recommended to stay on campus until the last day of finals (December 18, 2019), unless their final schedule is confirmed with all faculty and updated syllabus. Students taking Mini 2 courses should not expect finalized syllabi until mid-October (first day of classes during Mini 2).
- **Carnival Holiday (Pittsburgh only):** The iii recommends faculty continue to hold classes as regularly scheduled during Carnival each spring term.
- **Spring Break:** Students are expected to attend all classes and final presentations as scheduled leading up to spring break. The University Spring Break officially starts on a Friday (March 6, 2020)
2. Practicum Course Registration
All students must register for practicum courses at the beginning of the semester per Carnegie Mellon University's academic calendar add deadlines. Late adds will not be approved for course numbers 49-747, 49-792, and 49-859.

I. Attendance and Classroom Engagement Policy
In order to better support classroom engagement, iii has established a department level attendance and classroom engagement policy for all iii courses. Please note that course faculty may impose higher expectations, outlined in individual course syllabi.

1. Classroom Attendance
With the exception of part-time students at the Silicon Valley campus, students arriving more than 10 minutes late are marked as absent for the day. Students leaving more than 10 minutes early from class for meetings or other projects will also be marked absent for the day.

2. Class Absences
Any student missing the first class session of a required course will automatically drop one letter grade in addition to using up one of their "free pass" options to miss class. Except for the first day of class for a required course, students can miss class (a) 2 times per mini for sections that meet twice per week, (b) 1 time per mini for classes that meet once per week, and (c) 3 times per semester course that meets twice per week. These course absences will be considered as free pass options and will not reduce that student's grade. Additional absences lower their course grade by an amount determined by each faculty member for their own class. For their individual courses, instructors may specify dates for which attendance is necessary, and "free pass" options will not apply for these important dates to attend class.

Students are expected to communicate any additional absence (and all late arrivals) with their faculty members directly in advance of any events, when possible. It is recommended that students give at least 72-hours notice for a planned event. Notification of the absence does not mean it is approved. A faculty member will have final discretion on how late arrivals these additional absences might impact the course assignments, class participation and if additional options such as an Incomplete Grade should be considered.

3. Extracurricular Engagement
If students are interested in extracurricular engagement, the iii recommends a student limit their extracurricular activities to one per semester. These could include traveling to a conference, participating in a hackathon or design challenge or networking opportunities. The iii also recommends students look for leadership opportunities on campus in the forms of course project leads and GSA/Student Club leadership opportunity that would have only minimal impact on class attendance.

Except for the free pass options noted above, the iii does not approve absences for travel on non-program related events, career fairs or job interviews or student
designed treks during the semester. As mentioned before, course instructors will have the final say regarding how student absences would be approved in their class.

J. New Graduate Student Resources

   Computing Services at Carnegie Mellon manages email and provides software among other services. New students should access the Getting Started Guide on their website: https://www.cmu.edu/computing/start/students.html

2. The HUB, https://www.cmu.edu/hub/
   The HUB is Carnegie Mellon’s one-stop student service center. The staff in The HUB provide services related to enrollment including billing and payments, financial aid, course registration and scheduling, transcript and verification requests, diplomas, grades, and more. ID cards for the Pittsburgh campus are issued by The Hub and distributed by iii during orientation. The CMU Silicon Valley campus distributes student IDs during orientation week. The HUB assists currently enrolled students, parents/guardians of currently enrolled students, faculty, staff, and departments with all of the above.

   Student Information Online (SIO) serves as the student’s secure profile. Students should ensure it is kept up-to-date with their most recent contact information and emergency contact information. An Andrew User ID and password are needed in order to log in to SIO.

Within SIO, students are able to:
   o View grades, QPA and enrollment status
   o Order transcripts and verifications
   o Plan future course schedules and complete course registration activities (add/drop courses, view waitlist history, etc.)
   o View financial aid details, including awards, application status, and federal loan information
   o View student account invoices and activity
   o Make payments via Online Banking and designate a bank account for electronic refunds
   o Manage family and friend contact information and invite individuals to view student account invoices, make payments, and order verifications through My Plaid Student
   o View housing and meal plan assignments
   o Report a lost ID Card, view Plaid Cash balance or deposit Plaid Cash
   o Enroll in a health insurance plan or complete an insurance waiver form
   o View important campus contact information (Academic Advisor and/or Associate Dean, Student Affairs contact and HUB liaison)
4. **Canvas Learning Management System**, [https://www.cmu.edu/canvas/](https://www.cmu.edu/canvas/)

Canvas, Carnegie Mellon’s Learning Management System, is a tool for faculty and departments to communicate with students and distribute course documents, assignments, and other resources.

The Integrated Innovation Institute maintains a Canvas page for each of the degree programs: CMUiii MIIPS, CMUiii MSSM, and CMUiii MSTV. The intention of the degree specific pages is to share important information, including departmental policies, relevant events and job postings, and program-specific resources. In addition, the pages house discussion questions as well as important calendar dates.


Box is an enterprise-level file storage and basic collaboration service. It provides an easy-to-use and protected way for CMU affiliates to consolidate files into 1TB of personal online storage. Users can upload and manage content using a browser or supported app from any web-enabled device.

### III. Enrollment & Registration

After accepting the Integrated Innovation Institute’s offer of admission, students should create an academic plan and review required courses on the department website or the degree-specific Canvas page.

**A. Preparing an Academic Plan**

1. **Student Responsibilities**

   It is the sole responsibility of the student to manage the academic progression of their program. Students are expected to ensure that they are taking the necessary prerequisites and courses to complete degree requirements on time. Curriculum and degree requirements can be found in the Appendix. If not progressing as expected for their degree program, students are expected to seek advice and counsel from their program director and academic advisor.

2. **Degree Requirements Timeframe**

   Students must complete their degree requirements within the elected timeframe outlined by their admissions letter.

   Students must be physically present to attend class at the start of the semester. For remote students within the MSSM program, physically present means actively participating in class via virtual transmission of both video and audio at the specified time that class is held.

   If extenuating circumstances exist that prevent a student from arriving to campus at the start of the semester, the student must notify their academic advisor immediately. Attendance from the start of the semester is crucial to a student’s progress in their program, and an extended absence, especially at the beginning, will
have a detrimental impact. If a student has not arrived to begin their program by the 10th day of class, that student is withdrawn from the University.

3. **Statute of Limitations**

All units required for a master's degree in the College of Engineering, whether earned in residence or transferred from another institution, must be recorded on the transcript within six years of the date on which the student enrolled in the program. This statutory period can be extended by the college's Associate Dean for Graduate and Faculty Affairs for special circumstances that do not make it possible for the student to complete the requirements within the statutory period. Any request for a waiver of the statute of limitations for master's degree studies must be approved by the head of the department or program offering the master's degree, and by the college's Associate Dean for Graduate and Faculty Affairs. The waiver request must explain the exceptional circumstances that warrant an extension. For cases in which a waiver is granted, the waiver will cover specific courses and will specify a time period for completion of the program. ([https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html#statute-of-limitations-for-master's-degree-students](https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html#statute-of-limitations-for-master's-degree-students)

4. **Course Availability & Waitlists**

The Integrated Innovation Institute cannot guarantee that courses will be offered each semester or in a specific semester. Students may refer to the Schedule of Classes website to determine course availability each semester ([https://enr-apps.as.cmu.edu/open/SOC/SOCServlet/search](https://enr-apps.as.cmu.edu/open/SOC/SOCServlet/search)). In addition, iii cannot guarantee that a student will be offered a seat in a specific course. This applies to courses offered by iii as well as other departments at Carnegie Mellon. The Integrated Innovation Institute will provide required courses needed for students to maintain academic progress with their degree each semester.

If a student is on a waitlist for a course, the student must attend the first week of classes and speak directly with a faculty member to determine if there is availability to register from the waitlist. Material in the course is covered quickly and every course meeting is required.

B. **Registering for Courses**

Academic advisors will register all new students for required courses in the first semester of iii degree programs. For subsequent semesters, it is the student's responsibility to register for courses through Student Information Online (SIO) after meeting with their academic advisor to discuss their course plan. See additional degree specific advising notes in the Appendix.

C. **Double Counting Courses**

No course that has been counted toward another degree can be counted toward fulfilling course requirements in graduate programs, unless explicitly authorized for a particular program as set forth in the specified requirements for the program, or by the department head(s) of the primary department(s) of the graduate student.
D. Audit Policy
Auditing courses is not permitted within the Integrated Innovation Institute. Students must register for a course through SIO for the units allocated in order to sit in a course.

E. Program Transfer
Program transfer (between various degree programs) within the Integrated Innovation Institute and externally is not permitted. If students have questions about changing their degree format within their admitted degree program, please reference Section 2. C. Degree Program Changes/Requests.

F. Final Exams
All students must attend final exams and project presentations as scheduled by the University and individual course instructors. If a student believes that a final exam or presentation presents a scheduling conflict, they must discuss the issue with the course instructor. Please keep this in mind when arranging travel at the end of a semester; having purchased airline tickets is not a proper excuse for missing a final exam.

G. Enrollment Verifications
Enrollment Services is the only University office that can provide an official letter of enrollment, official transcript, and enrollment verification. Enrollment verifications can be requested online through SIO.

H. Change of Address
Students are responsible for updating their address through their student account on SIO in a timely manner and will be held responsible for any failure to receive official college notices due to not having a correct address on file. F-1 students may jeopardize their status if address information is not kept current.

I. Degree Titles & Graduation Certification Process

Master of Integrated Innovation for Products & Services
Certification process:
- Awarded from the Pittsburgh campus
- May graduation certification only
- Certified by: MIIPS Program Director

Master of Integrated Innovation for Products & Services – Advanced Study
Certification process:
- Awarded from the Pittsburgh campus
- December graduation certification only
- Certified by: MIIPS Program Director

Master of Integrated Innovation for Products & Services – Advanced Study and Integrated Study in Computer Science
Certification process:
- Awarded from the Pittsburgh campus
- May graduation certification only
- Certified by: MiIPS Program Director

Master of Science in Software Management
Certification process:
- Awarded from the Silicon Valley campus
- Full-time students: August & December graduation certification only
- Part-time students: May, August & December graduation certification
- Certified by: MSSM Program Director

Master of Science in Technology Ventures
Certification process:
- Awarded from the Silicon Valley campus
- August, December & May graduation certification
- Certified by: MSTV Program Director

Notes:
- MS in Engineering Dual Degrees are certified by home engineering departments after completing requirements on the Silicon Valley campus.
- Degrees for students attending the dual degree with Strathclyde are certified after completing requirements at Strathclyde.

IV. Academic Standards
   A. Grades
      1. University Grading Standards
         The general grading policy is described on the University's grading policy website: https://www.cmu.edu/policies/student-and-student-life/grading.html. This policy offers details concerning the University's grading principles for students taking courses and covers the specifics of assigning and changing grades, grading options, drops/withdrawals, and course repeats. It also outlines graduate grading standards.

      2. College of Engineering Grading Standards
         The College of Engineering's grading policy is described below and on the Graduate Policies website: https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html.

         Project work may be given an S (Satisfactory) grade on a semester-by-semester basis, but a letter grade (A, A+, B+, B, B-, C+, C, C-, D+, D, or R) must be given in the final semester for a multi-semester project. The units with an S grade are counted toward degree requirements but are not included in computing the average grade.

         Coursework or graduate project units with a grade of C- or lower are not acceptable toward graduate degree requirements.
B. Academic Performance

1. Grade Point Average
In order to graduate, students must have a grade point average (QPA) of at least 3.0 in all required coursework and total units for the degree. Additionally, the cumulative QPA for all units taken as a graduate student at Carnegie Mellon must be at least 3.0.

Course units taken for Pass/Fail courses (with the exception of internship courses) will not count towards degree requirements since they are non-factorable (do not count towards QPA).

Coursework or graduate project units with a grade below a C (2.0 QPA) will not be considered toward graduate degree requirements; however, they will be calculated into the student's cumulative QPA.

2. Academic Standing
Good academic standing is defined as having a QPA of at least 3.0. A student will receive a probation letter for a QPA below 3.0 in the most recently completed semester. Students will have one semester to improve their QPA to at least 3.0 to return good academic standing. If a student is not in good academic standing, it is their responsibility to consult with their academic advisor in a timely manner. Students not in good academic standing for more than one semester could be subject to academic suspension or dismissal from the Integrated Innovation Institute/Carnegie Mellon University.

A student can be in good academic standing and on student conduct probation at the same time due to incidents unrelated to their academic performance.

3. Retaking a Course
If a student does not pass a required course, they must either retake the course or take a different course that will fulfill the requirement. Retaking a course is also necessary if students do not meet the QPA requirement for the degree or a specific course.

All grades are recorded on the transcript and factored into the cumulative QPA computation.

4. Required Course Waiver Policy
The curriculums within the Integrated Innovation Institute are designed to be completed as a cohort to develop a common language and knowledge set within a specific degree area. The majority of students complete the required curriculum as outlined within each specific degree.

For students who have significant documented work experience or an academic background within a specific skill or topic area, a required course waiver may be requested. If a required course is waived, students will register for a replacement course to maintain the overall unit requirements per degree.
To request this consideration, the student must show significant evidence that they have completed similar courses and/or mastered topics outlined in the course. A substitute course will be determined as part of the approval process and should be within the Integrated Innovation Institute. Consideration for substitute courses is at the discretion of the academic advisor and program director.

To request a waiver of a required course, students need to submit a written (email or physical) request to their academic advisor. Specific courses may have different processes for successfully applying for a waiver. Requests will be approved or denied after review from the academic advisor, program director, and/or course faculty.

a. **MIIPS Degree Program Waivers**

Students in the MIIPS degree programs can request to waive at most 12 units of required courses. This limit is not meant to be restrictive—rather they exist to ensure all students take advantage of the MIIPS curriculums as designed and developed.

5. **Course Overload Policy**

The Integrated Innovation Institute offers students a rich curriculum of courses that allow for mastery of knowledge and skill sets across its disciplines. Such mastery cannot be achieved if students are over-burdened with the demands of too many courses. The Integrated Innovation Institute supports an ideal of a well-rounded, balanced student life and education.

Integrated Innovation expects and encourages a broad and diverse co-curricular college experience and has set limits on how many courses a student should be allowed to take in a given semester. This policy on overloading is designed to allow students the time for course content mastery as well as the personal reflection on and integration of knowledge that make for successful intellectuals, professionals, and citizens.

A permitted course overload does not accelerate a student's timeline for graduation. Students are still required to maintain their full-time unit status each semester as defined for each degree in Appendix A.

Overloading is defined as taking more than the maximum units in a single semester as defined by the student's degree program. Under certain circumstances, students may overload (up to 60 units) with approval from their academic advisor and program director.

Eligibility for overloading is defined by a specific QPA per degree (see below) in the last completed semester AND current cumulative QPA. Overloading is not permitted in the first semester of enrollment.

- **MIIPS:** 3.75 QPA (or higher)
- **MSSM:** 3.6 QPA (or higher)
- **MSTV:** 3.75 QPA (or higher)
Eligibility does not automatically allow the student to register for more units; eligible students must be granted special permission by completing the following steps:

- Complete the Overload Request Form. Forms must be submitted one week prior to the add deadline for each mini/semester.
- Meet with the primary academic advisor to discuss overloading.
- If permission is granted, primary academic advisor processes the online unit increase.

All petitions approved before final grades are posted for the semester preceding the overload semester are subject to revocation if the student does not achieve the required semester QPA (or higher). It is the student's responsibility to discuss this matter with their primary academic advisor.

If approval for overloading is granted after the deadline for adding courses, a Late Add Form must be completed after the advisor increases the maximum units on the student's record.

Notes for specific degrees:

- **MIIPS**: Students can petition for overload, up to 54-units maximum, after their first semester (summer term excluded).
- **MSSM**: Students can petition for overload, up to 60-units maximum in the spring and final terms of the program. If a student is permitted to overload courses in one semester, they may reduce their course work in their final semester to a minimum of 36 units (summer term for 12-month or second fall term for 16-month students).
- **MSTV**: Dual Degree students must have approval from their home engineering department and the Integrated Innovation Institute for the first two semesters in Pittsburgh. Students can petition for overload, up to 60-units maximum in the final fall & spring term.

V. Degree Requirements

A. MIIPS, MIIPS Advanced Study, & MIIPS Advanced Study and Integrated Study in Computer Science

1. Full-time Status

   Full-time degree requirements for the MIIPS, MIIPS Advanced Study & MIIPS Advanced Study and Integrated Study in Computer Science curriculums are outlined in the Appendix. All full-time students are required to maintain full-time student status as defined by the University (36 units per semester) throughout their degree.

2. Part-time Status

   Part-time students are only eligible to consider the MIIPS degree option. Part-time student status must be defined at the point of enrollment or with approval from the program director. This degree will take 2-3 years to complete depending on the plan of study determined with the academic advisor. Part-time students are expected to make work accommodations to attend classes when they are offered during the
standard meeting times. Course times will vary each semester/year. International students considering part-time student status must maintain their visa/sponsorship status outside of the University. Per Carnegie Mellon's Office of International Education, F-1 visa status requires enrollment as a full-time student (36-units minimum).

3. Registration Process & Procedures and Academic Advising
Students work closely with their academic advisor to confirm registration for the fall and spring terms. Advising appointments are required before students register for each term. Fall term registration is completed during the summer prior to entering the program. Spring term registration is completed in mid-November. Students are automatically registered for the required first-semester courses prior to the start of their program.

Students receive various levels of academic support through the Integrated Innovation Institute. For questions regarding course registration, degree requirements, and class schedules, students should contact their academic advisor. For questions related to MIIPS curriculum content and program structure, students should contact the program director. Students can receive advice regarding courses and career development from the iii director, faculty, and other support staff as well.

4. Elective Courses
Students are required to complete a minimum number of elective units per degree program as noted below. Lists of pre-approved, recommended elective courses will be provided via email prior to the required advising appointments each semester. If interested in a course not included on the list, students must request approval prior to registration. All electives are required to complement the curriculum and goals of the MIIPS degrees. New elective requests should be sent to the student's primary academic advisor for approval.

Please note elective offerings change every semester and each academic year. Additionally, placement in pre-approved or recommended electives is not guaranteed.

- **MIIPS** students are required to complete a minimum of 18 and a maximum of 24 units of approved graduate-level elective courses relevant to the product development process, of which at least 6 must be Integrated Innovation Institute electives (49-xxx courses).
- **MIIPS Advanced Study** students are required to complete a minimum of 42 units of approved graduate-level elective courses relevant to the product development process, of which at least 12 must be Integrated Innovation Institute electives (49-xxx courses).
- **MIIPS Advanced Study and Integrated Study in Computer Science** students are required to complete a minimum of 42 units of approved graduate-level elective courses relevant to the product development process, of which at least 12 must be Integrated Innovation Institute electives (49-xxx courses). In addition, students must complete at least 36 units of approved
electives relevant to the SCS concentration (15-xxx). Unique electives are required to meet each degree requirement.

a. Elective Unit Distribution within Other Schools/Colleges
MIIPS & MIIPS Advanced Study students are limited to a maximum of 24 elective units per schools/colleges outside of iii, as defined below, throughout the duration of their enrollment. Elective distribution requirements and course approval related to product development are maintained even if degree requirements are completed prior to the final semester. MIIPS Advanced Study and Integrated Study in Computer Science students are held to the unit cap for courses not required by the Computer Science focus which states that 36 units of approved electives in CS (15-xxx) are required.

School/College Breakdown (24 units maximum in each of the 8 schools/colleges below, across all course numbers referenced)

- School of Computer Science (05-xxx, 08-xxx, 10-xxx, 11-xxx, 15-xxx, 16-xxx, 17-xxx)
  - If SCS adds new course numbers for departments in future semesters, they will be included as well.
- Heinz College (90-xxx, 94-xxx, 95-xxx)
- College of Fine Arts (all CFA departments and course numbers)
  - Exception: School of Design (51-xxx) – students may take 24 units in the School of Design and up to 24 additional units in other CFA departments.
- Tepper School of Business (45-xxx, 46-xxx, 47-xxx)
- Entertainment Technology Center (53-xxx)
- Dietrich College of H&SS (all HSS departments and course numbers)
- Mellon College of Science (all MCS departments and course numbers)
- College of Engineering
  - Students can take up to 24 units in each CIT department

Example elective unit scenario:
- Tepper School of Business – 18 units
- School of Design – 12 units
- Integrated Innovation Institute – 12 units

Notes:
- No undergraduate courses are permitted as elective units for degree requirements.
- Tepper School of Business – Limit 3 mini courses per semester; 24-unit total for duration of enrollment.
- 1 or 3-unit maker type courses (IDeATe or TechSpark) do not count toward the elective unit requirement or total semester course requirement and can be considered as needed/available per degree.
b. **Total Courses Per Mini**

Carnegie Mellon University divides each semester into two mini sessions. The mini sessions are defined as follows:

- **Fall term:** Mini 1; Mini 2
- **Spring term:** Mini 3; Mini 4
- **Summer term:** Mini 5; Mini 6

Integrated Innovation Institute coursework is offered throughout these mini semesters. In order to maintain a balanced curriculum/course load during the MIIPS degrees, the following total mini course restrictions are in place:

- **Fall term:** Mini 1 & Mini 2 – 5 course limit per mini (excludes 49-703 Career Planning and 49-704 iii Seminar Series)
- **Spring term:** Mini 3 – 4-course limit; Mini 4 – 3-course limit (excludes 49-809 Leadership Development and 49-704 iii Seminar Series)

5. **Curriculum of Study for MIIPS Degrees**

Appendix A contains the curriculum of study for all three MIIPS degree programs.

6. **Required Degree Units**

Please note that registering for minimum units each semester will not result in successful, on-time completion of the degree. Students are responsible for meeting all degree requirements for on-time graduation.

a. **MIIPS**

Students must complete a minimum of 102 units and successfully complete all required courses to be eligible for graduation. The average grade of 102 units applied to the degree shall be at least a B (3.0 QPA). Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement. At least 18 units of the total must be used toward electives relevant to the product development process and approved by an advisor, including 6 units of iii electives.

b. **MIIPS Advanced Study**

Students must complete a minimum of 141 units and successfully complete all required courses to be eligible for graduation. The average grade of 141 units applied to the degree shall be at least a B (3.0 QPA). Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement. At least 42 units of the total must be used toward electives relevant to the product development process and approved by an advisor, including 12 units of iii electives.

c. **MIIPS Advanced Study and Integrated Study in Computer Science**

Students must complete a minimum of 201 units and successfully complete all required courses to be eligible for graduation. The average grade of 201 units applied to the degree shall be at least a B (3.0 QPA). Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement. At least 42 units of the total must be used toward electives
relevant to the product development process and approved by an advisor, including 12 units of III electives. At least 36 units of the total must be used toward electives relevant to the SCS concentration. Unique electives are required to meet each degree requirement.

B. MSSM 16 Months, MSSM 12 Months, & MSSM Part-Time

1. Full-time Status
   Full-time degree requirements for the MSSM 16- and 12-month curriculum are outlined in Appendix A. Full-time students must attend courses and complete the degree on campus. Some courses may be offered during evening hours. Degree unit requirements are outlined below. All students are required to maintain full-time status at 48 units per semester as set by the degree requirements. If a student is permitted to overload courses one semester for individual academic progress, the 48-unit requirement still applies in subsequent semesters.

2. Part-time Status
   Students registered below 36 units are considered part-time. Students can complete the program part-time in two years (six academic semesters, including summer terms). Part-time students take one 12-unit course at a time, in the evenings. If schedule permits, day-time courses could be considered by academic advisor recommendation.

3. Registration Process & Procedures and Academic Advising
   Students work closely with their academic advisor to confirm registration for the fall, spring, and summer terms. For incoming students, fall-term registration is completed during the summer prior to entering the program. Full-time students will be registered into their required core courses. Electives will be assigned during Orientation Week in August. All students are responsible for subsequent registration for following semesters.

   Students receive various levels of academic support through the Integrated Innovation Institute. For questions regarding course registration, degree requirements, and class schedules, students should contact their academic advisor. For questions related to MSSM curriculum content and program structure, students should contact their program director. Students can receive advice regarding courses and career development from the director, faculty, and other support staff as well.

4. Elective Courses
   Students will be informed of elective options offered by the Integrated Innovation Institute and any approved electives outside of the III prior to course registration each semester. Part-time students typically choose their first elective during their first spring term. If students are interested in taking an elective course outside of the III that has not already been approved, they should contact their academic advisor before registration.
When registering for 12-unit mini electives offered by the Integrated Innovation Institute, students are only permitted to register for two 12-unit courses per mini due to the large time commitment for each course. Additionally, no undergraduate courses are permitted as elective units for degree requirements.

5. **Curriculum of Study for MSSM Degrees**
   Appendix A contains the curriculum of study for all three MSSM degree options.

6. **Required Degree Units**
   Students must complete a minimum of 144 units and successfully complete all required courses to be eligible for graduation. The average grade of 144 units applied to the degree shall be at least a B (3.0 QPA). Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement.

C. **MSTV, MSTV Dual, MSTV ECE Dual, & MSTV Strathclyde**

   1. **Full-time Status**
      Full-time degree requirements for the MSTV and MSTV Dual Degree curriculums are outlined in Appendix A. Full-time students must attend courses and complete the degree as defined per campus location. All students are required to maintain full-time student status as defined by the University (36 units) throughout their enrollment. Total unit minimums/maximums per semester are outlined in Appendix A.

   2. **Part-time Status**
      At this time, all students connected to the MSTV degree(s) must be registered at full-time student status.

   3. **Registration Process & Procedures**
      MSTV students beginning their first term of study on the Pittsburgh campus will work closely with their home engineering department on the course registration process and to ensure that they meet the requirements for their home engineering degree. Additionally, MSTV students will need to ensure that the applied engineering courses they are taking meet the requirements of both their MSTV and engineering programs.

      Once in Silicon Valley, MSTV students will be automatically registered for required courses in the MSTV degree each semester. Students work closely with their academic advisor on the Silicon Valley campus, to ensure that they are registered for their required courses and meeting MSTV degree requirements.

   4. **Academic Advising**
      Dual-MSTV students beginning their first term of study on the Pittsburgh campus will be assigned a specific academic advisor within their home engineering department. As students transition from Pittsburgh to Silicon Valley, they will be able to correspond with their academic advisor with questions about their program.

      Students receive various levels of academic support through the Integrated Innovation Institute. For questions regarding Silicon Valley course registration, degree
requirements, and class schedules, students should contact their academic advisor. For questions related to MSTV curriculum content and program structure, students should contact the program director. Students are welcome to reach out to additional iii staff and faculty members for questions regarding their program, and they are encouraged to reach out to the CMU-SV Career Services staff for questions regarding career and professional development. Additionally, students can maintain a relationship and seek additional advice from their home advisor while in Silicon Valley.

5. Elective Courses
Students will be informed of elective options offered by the Integrated Innovation Institute and any approved electives outside of the iii prior to course registration each semester. MSTV students will be provided with a list of Applied Technology/Engineering courses offered at the Pittsburgh campus prior to the start of their degree(s). If students are interested in taking an elective course outside of the iii that has not already been approved, they should contact their MSTV academic advisor before registration.

6. Curriculum of Study for MSTV Degrees
Appendix A contains the curriculum of study for all MSTV degree options.

7. Required Degree Units
Students must complete a minimum of 147 units and successfully complete all required courses to be eligible for graduation.

For dual-degree students, 48 units are double-counted between the MS in Engineering and MSTV degree requirements, and 99 units are unique to the MSTV degree. The average grade of 147 units applied to the MSTV degree shall be at least a B average (3.0 QPA).

Individual course grades below a C (2.0 QPA) are considered unsatisfactory for the degree requirement. Degree(s) will be certificated upon completion of the MSTV degree requirements.

VI. Student Services & Resources
A. Student Support
There are multiple resources for student support throughout the Integrated Innovation Institute. The following individuals are available to assist students with difficult academic or personal situations where a sounding board and/or an intermediary can be helpful.

**MIIPS/MIIPS Advanced Study & MSTV-Pittsburgh:**
Emma Zink, Associate Director
Amanda Mitchell, Academic Advisor
MSSM:
Gladys Mercier, MSSM Program Director
Leia Delabahan, Academic Advisor

MSTV:
Sheryl Root, MSTV Program Director
Leia Delabahan, Academic Advisor

Students in Pittsburgh can also reach out to their College Liaison (also known as Student Affairs Contact). The name and contact information for the Liaison can be found in SIO under the Resources tab. The current College Liaison for the Liaison is Kristine Kengor, Coordinator of Residential Education, Housefellow & Coordinator for Civic Engagement. The College Liaison can provide campus and outside resources for a number of issues and concerns, including financial, mental and physical health, and work-life balance.

For students located in Silicon Valley, the Associate Dean of Student Affairs & the Associate Director of Student Affairs are available to assist students with additional Silicon Valley campus resources to help with student support needs for topics including transportation cards, housing, health & wellness, and student activities.

Examples of situations where students are encouraged to seek advice or assistance include:
- difficulty in communications with an advisor or faculty member, particularly when those difficulties may lead to leaving the program;
- conflict with other group members that is difficult to resolve within the group;
- issues related to diversity or the departmental climate for those in groups who are historically underrepresented in science; and
- personal concerns that interfere significantly with the ability to make timely progress in program requirements. These might be due to health, family or financial challenges.

If additional help is desirable, the student would be asked before sharing information with other parties, unless immediate health or safety concerns are noted.

B. Career Services

1. Pittsburgh Campus

Students located on the Pittsburgh campus can utilize Carnegie Mellon University’s central Career and Professional Development Center (CPDC) for career-related questions: [https://www.cmu.edu/career/index.html](https://www.cmu.edu/career/index.html). The CPDC organizes career development workshops, events, and company information sessions, and is heavily involved in organizing campus-wide job fairs that bring employers to campus.

Points of contact on the Pittsburgh campus (CPDC) (as of August 2019):
- Marcie Foy, Director, Graduate Engineering & Computer Science Career Consultants & Career Consultant (CIT)
- Lindsay Pelz Luciano, Associate Director & Career Consultant (CIT)
- Crystal Veitmeier, Associate Director & Career Consultant (CIT)
2. **Silicon Valley Campus**

   Students located on the Silicon Valley campus receive support from the SV Campus Career Services team. Working closely with the CPDC in Pittsburgh, the CMU-SV Career Services team is available for students who have questions related to topics including exploring professional interests, reviewing a resume or cover letter, improving approach for finding a job/internship, interviewing practice, communication & language services, and building a professional network.

   Points of contact on the CMU-SV Career Services team (as of August 2019):
   - Lauren Schachar, Associate Dean of Student Affairs
   - Leigh Mason, Career Consultant
   - Jennifer Wolfeld, Communication & Language Specialist

3. **Handshake**

   Handshake is Carnegie Mellon's online recruiting system: [https://www.cmu.edu/career/handshake/index.html](https://www.cmu.edu/career/handshake/index.html). 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 may be accessed through the CPDC website and is used by both the Pittsburgh campus' CPDC and the CMU-SV Career Services team.

4. **Global Communications Center**

   [https://www.cmu.edu/gcc/](https://www.cmu.edu/gcc/)

   The Global Communication Center provides free communication consulting for the CMU community. Trained communication consultants help CMU students, faculty, and staff convey their ideas logically, clearly, and effectively in one-on-one sessions and classroom workshops.

   Students at the Pittsburgh campus can schedule in-person session or virtual sessions and students at the Silicon Valley campus can schedule virtual appointments. [https://www.cmu.edu/gcc/appointment/index.html](https://www.cmu.edu/gcc/appointment/index.html)

5. **Summer Internship Requirements**

   The Summer Internship Requirement at the Integrated Innovation Institute is completed by students during the summer term as outlined in their program plan details.

   Depending on flexibility within specific degrees, students might find alternative experiences through a summer project on campus, practicum experience, or applying to VentureBridge as part of a summer team.

   Students register for one of the following courses to complete the internship requirement:
   - 49-746 - Integrated Innovation Institute Internship
   - 49-793 - Practical Training in Software Management
   - 49-859 - Master of Science in Technology Ventures – Internship
To complete this requirement, students must work for a minimum of 9 weeks, with at least 20 hours of work per week in a learning opportunity related to their degree. All students must complete the Internship Requirement Form for departmental approval. After the internship is approved, students will be registered for summer internship units in their SIO account.

As a graded degree requirement, students will complete a combination of the following deliverables regarding their internship experience.

- **Reflection Paper** at the end of the summer to highlight key learnings from internships and how it related to the degree curriculum.
- **Weekly/Bi-Weekly Check-In meetings** with internship instructor/program director to maximize the internship and networking experience.
- **Weekly Journal** throughout the summer focused on key questions/prompts from internship instructor/program director.
- **Periodic readings** – articles/books – to enhance their reflection paper and understanding of various business functions throughout their internship.
- **Internship supervisors** will be asked to complete a brief survey about student work as well.

The internship grade will be based on the summation of these activities: reflection, internship work, and supervisor feedback. All students within the Integrated Innovation Institute are charged summer tuition for their academic experience and requirement within the degree.

Specific guidelines and deadlines for students applying for internships are released to all students in degrees with required internships at the beginning of the fall semester. For students on an F-1 visa, please note that additional processing time is needed for Curricular Practical Training documentation—see section C below for more information.

The Integrated Innovation Institute works closely with all students during their internship search and is supportive of students who may be interested in alternative placement options. Students are encouraged to be proactive throughout the internship search process and to notify their program director/academic advisor if any concerns or issues arise during their search.

**6. Ethical Job/Internship Search Policy**

Accepting an offer is a commitment to the employer, just as they have made a commitment to the candidate. Reneging reflects poorly on the candidate and potentially damages Carnegie Mellon's reputation and relationships with employers. Instances of reneging that are reported by an employer will be investigated by the CPDC/CMU-SV Career Services and may result in loss of recruiting privileges for the student. See the CPDC policy on ethical job/internship searches: [https://www.cmu.edu/career/students-and-alumni/ethical-job-search-policy/index.html](https://www.cmu.edu/career/students-and-alumni/ethical-job-search-policy/index.html)
7. **Working on Campus**

Students are eligible to work on campus during the semester. There may be opportunities for students to work as Teaching Assistants (TAs), Technology Course Assistants (TCAs), Research Assistants (RAs), or Graduate Student Workers (GSWs) for the Integrated Innovation Institute. The majority of positions will be posted in Handshake; occasionally, students may find positions directly from a faculty member without a job posting. A limited amount of RA/TA/TCA positions are filled each semester.

Graduate students are required to have a certain level of fluency in English before they can instruct, as required by the English Fluency in Higher Education Act of 1990. Through this act, all institutions of higher education in the state of Pennsylvania are required to evaluate and certify the English fluency of all instructional personnel including teaching assistants. The full policy for Carnegie Mellon University can be reviewed on the University Policies website: [https://www.cmu.edu/policies/faculty/evaluation-certification-english-fluency-instructors.html](https://www.cmu.edu/policies/faculty/evaluation-certification-english-fluency-instructors.html). All students who are selected for a TA position and are non-native English speakers must take the International Teaching Assistant Test (ITA Test) conducted by the Intercultural Communication Center (ICC) before they start working as a TA.

RA, TA, and TCA positions may be available with other departments. Students who fulfill these positions should follow the guidelines of the department in which the position resides.

In each of these roles, the graduate student is to perform tasks related to the academic course and/or project. Students are not permitted to enroll in the course for which they are working as RA, TA, TCA within the Integrated Innovation Institute.

F-1 and J-1 students may work on campus 20 hours or fewer per week while school is in session and full-time during vacation terms or any official school breaks. The full guidelines for on-campus employment for international students can be viewed on OIE’s website: [https://www.cmu.edu/oie/foreign-students/employment.html](https://www.cmu.edu/oie/foreign-students/employment.html).

If a student is interested in an on-campus job, it is recommended to look for only one position (TA, RA or TCA) that ranges from a maximum of 10-12 hours of work per week. This will allow students to successfully manage the academic demands and expectations of iii coursework.

8. **Off-Campus Employment**

Full-time students are not encouraged to consider employment outside of the University during the academic year due to the demanding academic expectations at CMU. International students should contact the Office of International Education regarding any questions or eligibility to consider employment outside of Carnegie Mellon.
C. International Student Resources

1. Office of International Education
   https://www.cmu.edu/oie/index.html
   The Office of International Education is the primary resource for any questions regarding international student status for students at Carnegie Mellon University.

   It is important that all students in F-1 or J-1 visa status at Carnegie Mellon review the following links:
   - Maintaining Legal Status: https://www.cmu.edu/oie/foreign-students/maintain-legal-status/index.html
   - Travel Tips & Advice: https://www.cmu.edu/oie/foreign-students/travel.html
   - Leaving Carnegie Mellon: https://www.cmu.edu/oie/foreign-students/leaving.html

   a. Curricular Practical Training
      For students on an F-1 or J-1 visa, the internship placement will require the appropriate work authorization before beginning an internship in the U.S. F-1 and J-1 students should work with OIE to apply for Curricular Practical Training (CPT). The procedure for applying for CPT will be communicated to students at some point during the spring term, depending on location. After attending a CPT session, review OIE’s website for information about applying for a Social Security Number (SSN), travel before/after internship, etc.: https://www.cmu.edu/oie/foreign-students/docs/cpt.pdf.

   b. Optional Practical Training
      Optional Practical Training (OPT) is a work authorization for F-1 students allowing them the opportunity to apply knowledge gained in their degree program to off-campus work. The work must be directly related to the student's level and major field of study. OPT is recommended by OIE and authorized by the U.S. Citizenship and Immigration Services (USCIS). This authorization can take two to three months to obtain. All III degrees are eligible for the STEM Extension of OPT. View more detailed information about OPT on the OIE website: https://www.cmu.edu/oie/foreign-students/docs/post-opt-eform-instructions.pdf

      Pre-Completion OPT could be an option for F-1 students in their final term for part-time work in certain situations. More detailed information can be found on OIE's website: https://www.cmu.edu/oie/foreign-students/employment.html.

2. International Communication Center
   https://www.cmu.edu/icc/
   On the Pittsburgh campus, the Intercultural Communication Center (ICC) provides support to help non-native English speakers (NNES) improve the language and cultural skills needed to succeed in their academic programs. Additionally, the ICC
helps international teaching assistants (ITAs) and faculty develop the skills they need to provide effective instruction in the U.S.

The ICC website lists opportunities for trainings and workshops to attend throughout the academic year.

Students interested in working as a teaching assistant or technology classroom assistant should complete the ITA Testing Requirement prior to starting any TA or TCA position at both the Pittsburgh & Silicon Valley campuses.

For students on the Silicon Valley campus, the CMU-SV Career Services team offers a variety of communication and language services. Resources include learning opportunities to improve English skills and hone presentation and writing skills through workshops, one-on-one tutoring, and self-paced materials. Some workshops are designed for non-native English speaking students.

D. Student Facilities

1. ii Building Policies
   a. Pittsburgh
      Building policies for the three spaces in Pittsburgh (4612 Forbes Avenue, 311 S. Craig Street, 4615 Forbes Avenue [GATF]) can be found in the iii Building Policies document in Appendix C. Please contact iii@cmu.edu for clarification or with any questions not outlined in the document.

   b. Silicon Valley
      Facility policies for the NASA Research Park buildings 19 & 23 can be found on the CMU Silicon Valley website: https://sv.cmu.edu/information-center/campus-resources/facilities-and-campus-policies.html

2. Pittsburgh Campus Resources
   a. Receiving Mail on Campus
      If students are ordering materials for a class-related project or assignment, items can be shipped to the Pittsburgh address listed below:
      
      Student's Name
      Integrated Innovation Institute
      Carnegie Mellon University
      4612 Forbes Avenue
      Pittsburgh, PA 15213

      Personal mail should never be sent to iii. Graduate students can rent SMC mail boxes from University Postal Services: https://www.cmu.edu/postoffice/products-services/smc-rentals/index.html

   b. University Computer Clusters
      Public computer labs are available across campus and offer a variety of Windows, Mac, and Linux computers, peripherals, and an extensive
complement of software. Most are open and available to students 24 hours/7
days a week during the academic year. A list with locations can be viewed on
Computing Services website:
https://www.cmu.edu/computing/services/tes/computer-labs/

c. **Printing/Copying**
Students have access to limited black & white printing at 311 S. Craig Street.
Additionally, all students are allotted a $40/semester print quota, which is
associated with each student's CMU ID and debited when releasing print
requests at print stations. More information can be found on the Computing
Services website:
https://www.cmu.edu/computing/services/endpoint/printing-kiosks/

Students interested in printing professional-grade or higher quality color
prints should consider other resources on campus or use TartanInk, located
in the basement of the Cohon University Center (CUC), on campus:
https://www.cmu.edu/tartanink/

d. **Video Conferencing**
The classroom space at 4612 Forbes Avenue is equipped with video
conferencing equipment for iii classes and course project-based usage. To
reserve the video conferencing space, email iii@cmu.edu at least 48 hours
before the event. Instructions for using the video conferencing equipment
are located on the classroom podium at 4612 Forbes Avenue. Classroom
availability depends on class schedules, iii and University programs and
events, and other space requirements.

Large screens for students to connect personal laptops with are available in
conference rooms in the student studio space at 311 S. Craig Street.

e. **Student Work Space**
A full list of building rules and policies can be found in the iii Building Policies
document. Students have access to the 4612 Forbes Avenue and 311 S. Craig
Street iii spaces 24 hours/7 days a week with their Andrew ID Card.

During the week, 4612 Forbes Avenue is primarily a teaching/classroom
facility. Outside of class hours, students can use the space for short projects,
prototyping, or meetings. Friday evening through Sunday evening, students
can work and meet for extended hours at 4612 Forbes Avenue. As a shared
space, any whiteboard or tabletop projects could be cleaned for a class or
meeting with limited notice. Students must label any project work and take
pictures of any whiteboard materials they wish to save. Physical materials
are not expected to be stored there without prior approval.

311 S. Craig Street is a dedicated space with team meeting rooms, an
Internet of Things (IoT) station, tabletop prototyping, and a student lounge
for MIIPS students. Students will be assigned lockers at 311 S. Craig Street as needed throughout the academic year.

Students considering larger prototyping projects should discuss the project scope with iii staff before proceeding at 4612 Forbes Avenue or 311 S. Craig Street. If needed, additional arrangements for larger prototyping projects can be reviewed on a case-by-case basis.

d. Maker Spaces
The Pittsburgh campus has two main facilities for making: the TechSpark in Hammerschlag Hall and the IDeATe labs in Hunt Library. Various 1- or 3-unit courses are generally required for access to these spaces for project creation.

g. Facilities Management
Students should report all non-emergency building issues such as burned-out lights, shortage of supplies, damage to furniture or fixtures, etc., by sending an email to iii@cmu.edu.

Building emergencies during regular business hours – such as leaks, electrical faults, flooding, power outages, etc. – should be reported to the nearest iii staff member or by calling 412-268-6800. After regular business hours, students should report any emergencies to Campus Police at 412-268-2323.

Both buildings are cleaned nightly by the University's Facilities Management Services (FMS) or a contracted vendor. In support of these efforts, students must cleanup project materials and properly store supplies each day.

3. Silicon Valley Campus
a. Room Assignments
All full-time students will be provided with a key for shared student spaces in Building 19 at New Student Orientation.

b. Receiving Mail on Campus
If a student is ordering materials for a class-related project or assignment, items can be shipped to the Carnegie Mellon University Silicon Valley campus at the address listed below:

For packages sent via UPS or Fedex:
Carnegie Mellon University Silicon Valley
Student's Name
NASA Ames Research Park
Building 23
Moffett Field, CA 94035

For packages sent via USPS:
When the student's package arrives, the campus administrative coordinator or facilities and events manager will notify the student that their package has arrived via email with the location where it can be picked up.

c. **Printing/Copying**
   There are multiple black & white printers/copiers for students' use at no cost in Buildings 19 & 23 at the Silicon Valley campus. There are posters with instructions next to the printers/copiers, which are located in the Building 19 kitchen and in the PhD wing. In Building 23, there is a printer/copier located on the first floor near classroom 110 and in the second-floor mailroom.

d. **Telephone Usage**
   Phones in iii spaces at the Silicon Valley campus are equipped for local phone calls only.

e. **Video Conferencing**
   Rooms in both Buildings 19 & 23 are equipped with video conferencing equipment for class and team meetings. Room usage policies and how to schedule a room can be found on the SV website: [https://sv.cmu.edu/information-center/campus-resources/room-usage-policies.html](https://sv.cmu.edu/information-center/campus-resources/room-usage-policies.html). Instructions for using the video conferencing equipment are located in each room. Questions about IT/AV issues should be sent to Help Center, help@sv.cmu.edu.

f. **Student Work Spaces**
   Students have access to Buildings 19 & 23, 24 hours/7 days a week with their Andrew ID Card. Only students connected to CMU-SV are permitted in the building. If students invite a guest to the building, they are responsible for escorting the guest throughout the space.

   During the week, many of the rooms in Buildings 19 & 23 are used primarily as teaching/classroom facilities. Outside of class hours, students can use the space for meetings as long as they schedule the time on the Google Calendar. Friday evening through Sunday evening, students can schedule rooms to work in and meet for extended hours. Any whiteboard or tabletop should be cleaned for a class or meeting with limited notice. Students must label any project work and take pictures of any whiteboard materials they wish to save. While students are eligible to reserve conference and study room spaces, only CMU-SV staff members may reserve classroom space on the Google Calendar. If a student is interested in reserving a classroom for an
event, they must first contact their academic advisor or the director of student affairs.

g. **Carnegie Mellon Innovation Lab**
Students on the Silicon Valley campus can request access to CMIL. The lab contains a variety of equipment including:

- Ultimaker 2+ 3D printer
- Oscilloscopes (40 MHz and 200 MHz)
- Regulated DC power supplies
- 5MHz function generator
- Agilent digital multimeter
- ESD safe electronics work area
- Soldering irons
- Weller rework station
- Various hand tools

In order to access the lab, students must contact Staci D. Gunnar, Associate Director of Student Affairs, on the procedure for obtaining CMIL access cards.

h. **Facilities Management**
Students should report any damages, repairs, or security concerns for the facilities to Facilities Help, Building 19, Room 1052, 650-335-2852, facilities@sv.cmu.edu.

Buildings 19 & 23 are cleaned nightly by NASA's Flagship Services. In support of the efforts from Flagship, students must clean up project materials and properly store supplies each day.

E. **Health & Wellness**
Carnegie Mellon and the Integrated Innovation Institute believe that the individual and collective well-being of our community is rooted in healthy connections, to each other and to campus resources. There is a wide variety of resources available to students at both campuses, detailed in the sections below.

To protect their health and that of others within the campus community, all students at Carnegie Mellon are required to carry health insurance. Incoming students must meet these requirements before the deadlines for their first semester of enrollment. Students are notified about insurance and required immunization requirements via email prior to the start of their first semester of enrollment.

1. **Pittsburgh Campus**
University Health Services (UHS) is available to all students at the Pittsburgh campus. Information about hours and specific services can be found on their website: https://www.cmu.edu/health-services/index.html
A list of University sponsored or promoted wellness resources can be found at the links below:

- Campus Wellness: [https://www.cmu.edu/wellness/](https://www.cmu.edu/wellness/)
- Paws to Relax: [https://www.cmu.edu/wellness/be-well/paws/index.html](https://www.cmu.edu/wellness/be-well/paws/index.html)
- Stress Management Resources - includes links to various campus programs
  - University Health Services offers individual stress management consultations at no cost to students. [https://www.cmu.edu/health-services/stress-management/stress-management.html](https://www.cmu.edu/health-services/stress-management/stress-management.html)
- CaPs - Counseling and Psychological Services (no cost services): [https://www.cmu.edu/counseling/](https://www.cmu.edu/counseling/)
- Academic Development: [https://www.cmu.edu/acaddev/index.html](https://www.cmu.edu/acaddev/index.html)

2. **Silicon Valley Campus**

The CMU Silicon Valley campus website maintains a detailed list of health & wellness activities and resources: [https://sv.cmu.edu/student-services/student-life-wellness.html](https://sv.cmu.edu/student-services/student-life-wellness.html)

Students at the Silicon Valley campus have access to health and wellness resources through One Medical 24/7. Important information about this health care resource to the Silicon Valley student community can be found on the SV website: [https://sv.cmu.edu/student-services/student-health.html](https://sv.cmu.edu/student-services/student-health.html)

F. **Student Groups**

1. **Pittsburgh Campus**
   a. **Graduate Student Assembly (GSA)**
      - [https://www.cmu.edu/stugov/gsa/](https://www.cmu.edu/stugov/gsa/)
      Each year, a MIIPS student representative is elected from the class to participate in GSA meetings at the Pittsburgh campus and host GSA events for iii students. Selected representatives will receive a copy of the complete by-laws as iii GSA representative. These by-laws will include detailed instruction for finances, budget management, and event organization as a GSA rep.

   b. **CMU-wide Organizations: The Bridge**
      Student organizations on the Pittsburgh campus can be found by searching The Bridge: [https://thebridge.cmu.edu/](https://thebridge.cmu.edu/).

2. **Silicon Valley Campus**

Students at the Silicon Valley campus are encouraged to participate in student organizations supported by Graduate Student Assembly (GSA) funding throughout the year.

Examples of student organizations include:

- Design Dojo
- Product Management Club
- Drone Club
- Social Innovation Club
Entrepreneurship Club

During student orientation, students will have an opportunity to sign up to join an existing student organization or create their own. More details on Silicon Valley student organizations can be found on the CMU-SV website. 

(https://sv.cmu.edu/student-services/student-organizations.html)

G. iii Financial Procedures & Resources

Some iii courses may require the purchase of items for or by students that can be refunded with prior approval. Course professors and iii staff will inform students if this is the case.

Students must receive approval before purchasing goods, services, and equipment using University funds including restricted accounts and research grants and contracts. If approval is not received, iii may not approve the request. Email finance-iii@andrew.cmu.edu to seek approval for all purchases. An attempt should be made to source materials from iii prior to purchasing or requesting a purchase.

There are two methods of purchasing at iii: authorized staff orders supplies directly (the preferred method) and students purchase items then seek reimbursement. Purchasing documents and policies can be found on the program-specific CMUiii Canvas pages.

H. Travel & Conference Funding

Integrated Innovation Institute students can apply for the conference funding lottery provided by GSA and the Provost's Office for students. Students may apply for funding individually or in a group to attend a conference, whether as a participant or as a presenter. The Office of the Assistant Vice Provost for Graduate Education manages the process. Students can find more information about the application process and deadlines at on the Graduate Education page: https://www.cmu.edu/graduate/professional-development/conference-funding/

VII. Tuition & Fees

The current Integrated Innovation Institute tuition rate and other University fees can be found on the iii website: https://www.cmu.edu/iii/degrees/admissions/cost.html

A. Tuition Billing & Payment

The tuition rate for students entering iii programs is set in the spring for the class entering in the following fall or spring. In accordance with the tuition increase for the new academic year, the tuition for a student's second fall semester will likely increase.

Full-time students will be charged tuition per semester, for each semester in which they are enrolled. Part-time students will be charged tuition at the per-unit rate.

The HUB handles the tuition billing and payment process for all Carnegie Mellon students. For the University's billing and payment policy, please refer to the Billing & Payments section on The HUB website: https://www.cmu.edu/sfs/billing/index.html.
Please note there are different add/drop deadlines for mini courses vs. full semester courses. This could impact tuition charges. It is the student's responsibility to meet appropriate deadlines for registration within all colleges/schools at Carnegie Mellon.

B. University Financial Aid
Students should refer to the graduate student financial aid information found on The HUB website: https://www.cmu.edu/sfs/financial-aid/graduate/index.html. Students will find the Graduate Financial Aid Guide, information about funding options, and how to apply for financial aid as well as other helpful links.

Graduate students who find themselves in need of immediate funds for emergency situations should contact the Office of the Dean of Student Affairs to inquire about an Emergency Student Loan. www.cmu.edu/student-affairs/index.html

C. Student Financial Obligation & Past Due Accounts
Integrated Innovation Institute students are subject to, and must be aware of, the Carnegie Mellon policy regarding student financial obligation: https://www.cmu.edu/sfs/billing/sfo.html.

VIII. Departmental & University Policies & Expectations
It is the responsibility of each member of the Carnegie Mellon community to be familiar with University policies and guidelines. In addition to this departmental Graduate Student Handbook, the following resources are available to assist you in understanding community expectations:

- Academic Integrity Website: https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html
- University Policies: https://www.cmu.edu/policies/
- Graduate Education: https://www.cmu.edu/graduate/policies/index.html

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

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

Inquiries concerning the application of and compliance with this statement should be directed to the vice president for campus affairs, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-2056.


The Statement of Assurance can also be found on-line at: https://www.cmu.edu/policies/administrative-and-governance/statement-of-assurance.html.
B. The Carnegie Mellon Code

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

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

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

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

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

The Carnegie Mellon Code can also be found on-line at: https://www.cmu.edu/student-affairs/theword/.

C. Procedures for Violation of Student Conduct or Academic Standing

The Integrated Innovation Institute has outlined a specific procedure for handling student cases as they relate to poor academic performance, violation of university/department academic regulations or violation of student conduct as outlined in The Word. They are designed to help students complete degrees (where possible) and equip them to succeed after graduation despite the challenges they face. A violation will result in a student being placed on academic or student conduct probation.

1. Notice of Probation

Students will receive a written notification of academic probation by an Associate Director, if they have violated a departmental academic or student conduct regulation for one of the following reasons:

- Overall QPA drops below 3.0
- Failing grade within a degree required course
- Reported Academic Integrity Violation
- Violation of CMU Community Standards
2. **Academic Probation Process**
   Once notification of academic probation is sent, students will be required to meet with their Academic Advisor and Program Director to establish their Academic Improvement Plan (AIP) at least 5 business days before the start of the semester.

   After consultation with Academic Advisor and Program Director, the AIP will be submitted to iii Associate Director as part of their Student Record. The student will be responsible to meet all AIP milestones and achievements as noted within the plan as part of their probationary status. There will be a mid-semester review of AIP milestones against the plan. If milestones have not been completed as outlined, a registration hold will be enforced. The student cannot register for courses in the following semester until AIP milestone progress is up to date.

3. **Student Conduct Probation Process**
   Once notification of student conduct probation is sent, students will be required to work through the resolution process with the Office of Community Standards & Integrity at CMU.

4. **Duration of Student Probation**
   A student placed on academic probation will have one academic semester to complete their academic improvement plan. If a student fails to make progress on their academic improvement plan and resolve their probation issues after one semester, the student is subject to dismissal from their academic program.

   If a student's GPA drops below a 3.0 GPA or they fail a required course in their final semester, a student will be ineligible to graduate. Students placed on probation at the end of their final semester will have two years to resolve any academic probation issues and complete their degree requirements.

   A student placed on student conduct probation will receive notice of their probation duration and next steps for a resolution within their probation letter.

   For the duration of a student's probation status, they are ineligible for the following:
   - Any scholarships and/or financial awards awarded by the Integrated Innovation Institute will be rescinded for future semester. (Exception: Academic Probation related to GPA less than a 3.0).
   - The student will become ineligible to receive awards, fellowships or scholarships from CMU during the time of their probation.
   - The student may not formally represent the Integrated Innovation Institute as an officer or other position in a student club or campus organization for the duration of the program.
   - The student will be unable to serve as in Teaching or Research Assistant for courses or faculty in the Integrated Innovation Institute or other departments on campus.
   - The student will be ineligible to overload their course schedule in subsequent semesters.
5. Documentation Process
Notice of Academic or Student Conduct Probation and Academic Improvement Plan will be part of student record at CMU and with the III. If notice is related to academic integrity violation, additional documentation and notification processes required by CMU’s Office of Community Standards & Integrity will be included. See additional details about Academic Integrity Violation below. The students' Academic Advisor will update status updates/milestones in S3 via Memos.

6. Request for Appeal
In order to keep this process just, students have the right to request an appeal to the CIT dean's office. The specific process to do so will be included in the student's academic integrity violation letter. Additionally details about the process for appealing can be found on the College of Engineering website under the Resolution of Grievances section.

7. Specific Notes on Academic Integrity Violations
Please review the University Policy on Academic Integrity: https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html. The policy includes the University expectations around academic integrity and provides definitions of cheating, plagiarism, and unauthorized assistance.

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

b. Examples of Academic Integrity 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 referenced sources 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.

D. Leave of Absence/Withdrawal

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

A leave of absence (LOA) is taken when a student needs to leave the University temporarily, with the firm and stated intention of returning. A withdrawal means a student leaves the University with no intention of returning.

Part-time students who only anticipate skipping registration for one mini do not need to petition for LOA and can re-enroll in courses for the following mini session.

Students should discuss their plans to leave the University with the corresponding contact for their program. Together, graduate students, staff, and the iii director will help to develop a plan for departure and potential return to the Integrated Innovation Institute.
Contacts to discuss University departure plan:

- MIIPS & MIIPS Advanced Study: Peter Boatwright, Program Director
- MSSM: Gladys Mercier, Program Director
- MSTV: Sheryl Root, Program Director

International students must notify the Office of International Education at oie@andrew.cmu.edu of their departure from the University. OIE will evaluate how a graduate student's departure will impact their visa status with the University.

If taking a LOA, return plans should be discussed and noted in the student's academic file. Please note the Statutes of Limitation for a master's degree (Section III.A.3).

Forms for Departure or Return from Leave of Absence with the University are housed on the University Registrar's website.

E. Graduate Student Appeal & Grievance Procedures
https://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html

Graduate students will find the Summary of Graduate Student Appeal and Grievance Procedures on the Graduate Education Resource webpage. This document summarizes processes available to graduate students who seek review of academic and non-academic issues. When an informal resolution cannot be reached, however, a graduate student who seeks further review of the matter is to follow the formal procedures outlined in the procedures. These appeal and grievance procedures shall apply to students in all graduate programs of the University. Students should refer to the department-specific information in this handbook for department and college information about the administration and academic policies of the program.

Emma Zink, iii Associate Director, serves as ombudsperson for graduate students in iii to assist with difficult academic or personal situations where a confidential sounding board and/or an intermediary can be helpful. Examples of situations where students are encouraged to seek advice or assistance include:

- Difficulty in communications with advisor, particularly when those difficulties may lead to considering changing advisors or leaving the program
- Conflict with other group members that is difficult to resolve within the group
- Issues related to diversity or the departmental climate for those in groups who are historically underrepresented
- Personal concerns that interfere significantly with the ability to make timely progress in program requirements. These might be due to health, family, or financial challenges.

Upon the student's request, information shared will be kept in confidence, as long as no laws require otherwise. Should help be needed from additional sources, the student would be asked before sharing confidential information.
Additionally, students may confer with the graduate student ombudsman, Suzie Laurich-McIntyre, slaurichmcintyre@cmu.edu, on issues of process or other concerns as they navigate conflicts.

F. Student Privacy Rights
Under the Family Education Rights and Privacy Act (FERPA), students have the right to:
- inspect and review their education records;
- request an amendment to their education records if they believe they are inaccurate or misleading;
- request a hearing if their request for an amendment is not resolved to their satisfaction;
- consent to disclosure of personally identifiable information from their education records, except to the extent that FERPA authorizes disclosure with their consent; and
- file a complaint with the U.S. Department of Education Family Policy Compliance Office if they believe their rights under FERPA have been violated.

G. Policy on Photo & Video Release
Students at the Integrated Innovation Institute will be asked to sign a photo and video release form prior to student orientation each year. Student photos and videos may be used in internal and external communications regarding the Integrated Innovation Institute.

H. Intellectual Property
https://www.cmu.edu/policies/administrative-and-governance/intellectual-property.html
All Carnegie Mellon students are expected to adhere to the Intellectual Property guidelines as set forth in this policy.

I. Pets & Other Animals
Dogs, cats, and other pets are not permitted in any University buildings with the only exception being guide dogs.

J. Alcohol & Drugs
Unlawful possession, use, or distribution of illicit drugs or alcohol by students or employees on Carnegie Mellon property or as part of any of its activities is prohibited. In addition, all University social activities, on and off campus, that serve alcoholic beverages are subject to the social host policy. All students should be aware of Carnegie Mellon's policy on alcohol and drugs: https://www.cmu.edu/policies/administrative-and-governance/alcohol-and-drug-policy.html

K. Assistance for Individuals with Disabilities
http://www.cmu.edu/education-office/disability-resources/
The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical and programmatic campus access to all events and information within the Carnegie Mellon community. We work to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Sections 503 and 504 of the Rehabilitation Act of 1973. Students who would like to receive accommodations can begin the process through Disability Resources secure online portal.
or email access@andrew.cmu.edu to begin the interactive accommodation process.

Students with disabilities are encouraged to self-identify with the Office of Disability Resources and request needed accommodations. Any questions about the process can be directed to Catherine Getchell, 412-268-6121, getchell@cmu.edu.

L. Safeguarding Educational Equity: Policy Against Sexual Harassment and Sexual Assault
The University prohibits sex-based discrimination, sexual harassment, sexual assault, dating/domestic violence and stalking. The University also prohibits retaliation against individuals who bring forward such concerns or allegations in good faith. The policy can be viewed in its entirety at: http://www.cmu.edu/policies/documents/SA_SH.htm. If you have been impacted by any of these issues, you are encouraged to make contact with any of the following resources:
- Office of Title IX Initiatives, http://www.cmu.edu/title-ix/, 412-268-7125, tix@cmu.edu
- University Police, 412-268-2323
- University Health Services, 412-268-2157
- Counseling & Psychological Services, 412-268-2922

Additional resources and information can be found at: https://www.cmu.edu/title-ix/resources-and-information/resources.html.

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

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

IX. Post-Matriculation
A. Return of University Property
Integrated Innovation Institute students must return all borrowed department equipment and University materials - such as software, manuals, library books/materials, tech and Internet of Things (IoT) items, or any other Carnegie Mellon property - prior to their departure from the program.
B. Alumni Email Contact
After graduation, the Integrated Innovation Institute encourages alumni to create an @alumni.cmu.edu email or provide iii staff with some other permanent email to foster communication and keep the iii alumni community strong and well-informed about updates.

Graduating students can learn more about the email transition process from Carnegie Mellon University on the Computing Services website:
https://www.cmu.edu/computing/services/security/identity-access/account/transition.html

X. Grandfather Clause
When policies are changed it is because the department believes the new rules offer an improvement; any such changes that affect currently enrolled students will be discussed at a meeting with those graduate students. However, students currently enrolled whose degree program is affected by a change in policy may choose to be governed by the older policy that was in place at the time of their matriculation. In case degree requirements are changed and certain courses are no longer offered, the department will find some alternative courses that allow those students to satisfy the original requirements.
Appendix A. Degree Curriculum Plans

Master of Integrated Innovation for Products & Services
Master of Integrated Innovation for Products & Services – Advanced Study
Master of Integrated Innovation for Products & Services – Advanced Study & Integrated Study in Computer Science

Master of Science in Software Management 12 Month
Master of Science in Software Management 16 Months
Master of Science in Software Management Part Time

Master of Science in Technology Ventures
Master of Science in Technology Ventures Dual Degree
Master of Science in Technology Ventures Dual Degree with Electrical and Computer Engineering
Curriculum of Study for Master of Integrated Innovation for Products & Services Degree

Fall 2019: First Term

Required Course units: 54
Minimum Units: 54
Maximum Units: 60

Curriculum Plan

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
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<tbody>
<tr>
<td>49-700</td>
<td>Engineering Design Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-701</td>
<td>Product Design Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-702</td>
<td>Business Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
</tbody>
</table>

Required Professional Development Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-703</td>
<td>Career Planning for Integrated Innovators</td>
<td>Semester</td>
<td>6</td>
</tr>
<tr>
<td>49-704</td>
<td>Integrated Innovation Seminar &amp; Workshop Series</td>
<td>Semester</td>
<td>0</td>
</tr>
</tbody>
</table>

Required Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-710</td>
<td>Visual Processes</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>49-712</td>
<td>User Research Methods</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-713</td>
<td>Designing for the Internet of Things</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>49-733</td>
<td>Designing Smart Systems</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-740</td>
<td>Integrated Product Development Methods</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>49-854</td>
<td>Business Models and Strategy</td>
<td>Mini 2</td>
<td>6</td>
</tr>
</tbody>
</table>

Elective Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various</td>
<td>Elective: Students have the ability to choose one 6-unit elective in either Mini 1 or Mini 2</td>
<td>Varies</td>
<td>0-6</td>
</tr>
</tbody>
</table>

* Two of the three fundamentals are required. Assignment is based on undergraduate degree and/or work experience. Students may be required to take all three courses if lacking appropriate background.
Spring 2020: Second Term

Required Course Units: 30
Minimum Units: 42
Maximum Units: 48

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Required Professional Development Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49-704</td>
<td>Integrated Innovation Seminar &amp; Workshop Series</td>
<td>Semester</td>
<td>0</td>
</tr>
<tr>
<td>49-809</td>
<td>Leadership Development: Scholarship and Practice</td>
<td>Mini 3</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Required Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49-720</td>
<td>Product &amp; Brand Management</td>
<td>Mini 4</td>
<td>6</td>
</tr>
<tr>
<td>49-730</td>
<td>Design for Manufacture &amp; Sustainable Design</td>
<td>Mini 3</td>
<td>6</td>
</tr>
<tr>
<td>49-741</td>
<td>Integrated Product Development Capstone</td>
<td>Semester</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Elective Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Various</td>
<td>Electives: Students have the ability to choose up to 18 units of electives, either:</td>
<td>Varies</td>
<td>12-18</td>
</tr>
<tr>
<td></td>
<td>- One 12-unit Semester course and one 6-unit Mini 4 course; or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Two 6-unit Mini 3 courses and one 6-unit Mini 4 course.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Curriculum Requirements

- The MIIPS curriculum requires students to complete a minimum of 102 units of course work over two semesters, Fall & Spring.
  - Students can complete a maximum of 60 units during the fall term & 48 units during the spring term.
- Students must complete at least 18 units of electives relevant to the product development process and must be approved by their
academic advisor. This includes 6 units of electives completed within the Integrated Innovation Institute (49-xxx).

- In order to work with industry sponsors during in the degree-required Integrated Product Development capstone course, signing contractual terms regarding intellectual property and non-disclosure agreements may be required to complete the course project.
- All coursework must be completed with graduate level courses.
- Students must have a minimum QPA of 3.0 to graduate.

For additional details regarding degree requirements, review the full iii Student Handbook

All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.

Last Updated: 08/30/2019
Curriculum of Study for Master of Integrated Innovation for Products & Services – Advanced Study Degree

Fall 2019: First Term

Required Course units: 54
Minimum Units: 54
Maximum Units: 60

Curriculum Plan

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-700</td>
<td>Engineering Design Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-701</td>
<td>Product Design Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-702</td>
<td>Business Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
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Required Professional Development Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-703</td>
<td>Career Planning for Integrated Innovators</td>
<td>Semester</td>
<td>6</td>
</tr>
<tr>
<td>49-704</td>
<td>Integrated Innovation Seminar &amp; Workshop Series</td>
<td>Semester</td>
<td>0</td>
</tr>
</tbody>
</table>

Required Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-710</td>
<td>Visual Processes</td>
<td>Mini 2</td>
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<td>User Research Methods</td>
<td>Mini 1</td>
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<td>49-713</td>
<td>Designing for the Internet of Things</td>
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<td>Designing Smart Systems</td>
<td>Mini 1</td>
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<tr>
<td>49-740</td>
<td>Integrated Product Development Methods</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>49-854</td>
<td>Business Models and Strategy</td>
<td>Mini 2</td>
<td>6</td>
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</table>

Elective Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various</td>
<td>Elective: Students have the ability to choose one 6-unit elective in either Mini 1 or Mini 2</td>
<td>Varies</td>
<td>0-6</td>
</tr>
</tbody>
</table>

* Two of the three fundamentals are required. Assignment is based on undergraduate degree and/or work experience. Students may be required to take all three courses if lacking appropriate background.
### Spring 2020: Second Term

**Required Course Units: 30**
Minimum Units: 42
Maximum Units: 48

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-704</td>
<td>Integrated Innovation Seminar &amp; Workshop Series</td>
<td>Semester</td>
<td>0</td>
</tr>
<tr>
<td>49-809</td>
<td>Leadership Development: Scholarship and Practice</td>
<td>Mini 3</td>
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**Required Courses**

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-720</td>
<td>Product &amp; Brand Management</td>
<td>Mini 4</td>
<td>6</td>
</tr>
<tr>
<td>49-730</td>
<td>Design for Manufacture &amp; Sustainable Design</td>
<td>Mini 3</td>
<td>6</td>
</tr>
<tr>
<td>49-741</td>
<td>Integrated Product Development Capstone</td>
<td>Semester</td>
<td>12</td>
</tr>
</tbody>
</table>

**Elective Courses**

- Electives: Students have the ability to choose up to 18 units of electives, either:
  - One 12-unit Semester course and one 6-unit Mini 4 course; or
  - Two 6-unit Mini 3 courses and one 6-unit Mini 4 course.

### Summer 2020

**Required Course Units: 3**

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-746</td>
<td>Integrated Innovation Institute Internship/Practica</td>
<td>Semester</td>
<td>3</td>
</tr>
</tbody>
</table>
Fall 2020: Third Term

Required Course Units: 12
Minimum Units: 36
Maximum Units: 48

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-747</td>
<td>Integrated Innovation Institute – Master's Essay</td>
<td>Semester</td>
<td>12</td>
</tr>
</tbody>
</table>

Elective Courses

Various Electives: Students have the ability to choose up to 36 units of electives

Varies 24-36

Curriculum Requirements

- The MIIPS Advanced Study curriculum requires students to complete a minimum of 141 units of course work over three semesters and a summer internship.
  - Students must maintain full-time status (minimum of 36 units) during three semesters: fall term one, spring term two, and fall term three.
- Students must complete at least 42 units of electives relevant to the product development process and must be approved by their academic advisor. This includes 12 units of electives completed within the Integrated Innovation Institute (49-xxx).
- In order to work with industry sponsors during the degree-required Integrated Product Development capstone course, signing contractual terms regarding intellectual property and non-disclosure agreements may be required to complete the course project.
- All coursework must be completed with graduate level courses.
- Students must have a minimum QPA of 3.0 to graduate.

For additional details regarding degree requirements, review the full Student Handbook
All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.

Last Updated: 08/30/2019
Curriculum of Study for Master of Integrated Innovation for Products & Services – Advanced Study and Integrated Study in Computer Science

Fall 2020: First Term

Required Course units: 54
Minimum Units: 54
Maximum Units: 54

Curriculum Plan

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-700</td>
<td>Engineering Design Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-701</td>
<td>Product Design Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-702</td>
<td>Business Fundamentals</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-703</td>
<td>Career Planning for Integrated Innovators</td>
<td>Semester</td>
<td>6</td>
</tr>
<tr>
<td>49-704</td>
<td>Integrated Innovation Seminar &amp; Workshop Series</td>
<td>Semester</td>
<td>0</td>
</tr>
<tr>
<td>49-710</td>
<td>Visual Processes</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>49-712</td>
<td>User Research Methods</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>49-713</td>
<td>Designing for the Internet of Things</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>49-733</td>
<td>Designing Smart Systems</td>
<td>Mini 1</td>
<td>6</td>
</tr>
<tr>
<td>15-513</td>
<td>Introduction to Computer Systems</td>
<td>Semester</td>
<td>12</td>
</tr>
</tbody>
</table>

* Two of the three fundamentals are required. Assignment is based on undergraduate degree and/or work experience. Students may be required to take all three courses if lacking appropriate background.
### Spring 2021: Second Term

**Required Course Units: 30**  
Minimum Units: 42  
Maximum Units: 48

<table>
<thead>
<tr>
<th>Course #</th>
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<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-704</td>
<td>Integrated Innovation Seminar &amp; Workshop Series</td>
<td>Semester</td>
<td>0</td>
</tr>
<tr>
<td>49-809</td>
<td>Leadership Development: Scholarship and Practice</td>
<td>Mini 3</td>
<td>6</td>
</tr>
<tr>
<td>49-720</td>
<td>Product &amp; Brand Management</td>
<td>Mini 4</td>
<td>6</td>
</tr>
<tr>
<td>49-730</td>
<td>Design for Manufacture &amp; Sustainable Design</td>
<td>Mini 3</td>
<td>6</td>
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</table>

#### Required Professional Development Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-704</td>
<td>Integrated Innovation Seminar &amp; Workshop Series</td>
<td>Semester</td>
<td>0</td>
</tr>
<tr>
<td>49-809</td>
<td>Leadership Development: Scholarship and Practice</td>
<td>Mini 3</td>
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</table>

#### Required Courses

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-720</td>
<td>Product &amp; Brand Management</td>
<td>Mini 4</td>
<td>6</td>
</tr>
<tr>
<td>49-730</td>
<td>Design for Manufacture &amp; Sustainable Design</td>
<td>Mini 3</td>
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</table>

#### Required Computer Science Course

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-514</td>
<td>Principles of Software Construction</td>
<td>Semester</td>
<td>12</td>
</tr>
</tbody>
</table>

#### Elective Courses

| Various | Electives: Students have the ability to choose up to 24 units of electives | Varies   | 12-18 |

### Summer 2020

**Required Course Units: 3**

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-746</td>
<td>Integrated Innovation Institute Internship/Practica</td>
<td>Semester</td>
<td>3</td>
</tr>
</tbody>
</table>
**Fall 2020: Third Term**

**Required Course Units: 48**
Minimum Units: 48  
Maximum Units: 54

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49-740</td>
<td>Integrated Product Development Methods</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>49-747</td>
<td>Integrated Innovation Institute – Master’s Essay</td>
<td>Semester</td>
<td>12</td>
</tr>
<tr>
<td>49-854</td>
<td>Business Models &amp; Strategy</td>
<td>Mini 2</td>
<td>6</td>
</tr>
<tr>
<td>SCS Required Electives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-xxx</td>
<td>SCS Electives: Students must take 24 units of SCS electives</td>
<td>Semester</td>
<td>24</td>
</tr>
<tr>
<td>Elective Courses</td>
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<td></td>
</tr>
<tr>
<td>Various</td>
<td>Electives: Students have the ability to choose one 6 unit elective in Mini 1</td>
<td>Mini 1</td>
<td>6</td>
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</tbody>
</table>

**Spring 2021: Fourth Term**

**Required Course Units: 24**
Minimum Units: 36  
Maximum Units: 48

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49-741</td>
<td>Integrated Product Development Capstone</td>
<td>Semester</td>
<td>12</td>
</tr>
<tr>
<td>SCS Required Electives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-xxx</td>
<td>SCS Electives: Students must take at least 12 units of SCS electives; 24 is the max.</td>
<td>Semester</td>
<td>12-24</td>
</tr>
<tr>
<td>Elective Courses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Various</td>
<td>Electives: Students have the ability to choose 12 units of electives</td>
<td>Various</td>
<td>12</td>
</tr>
</tbody>
</table>
Curriculum Requirements

- The MIIPS Advanced Study and Integrated Study in Computer Science curriculum requires students to complete a minimum of 201 units of course work over four semesters and a summer internship.
  - Students must maintain full-time status (minimum of 36 units) during four semesters: fall term one, spring term two, fall term three, and spring term four.
- Students must complete at least 42 units of electives relevant to the product development process and must be approved by their academic advisor. This includes 12 units of electives completed within the Integrated Innovation Institute (49-xxx).
- In order to work with industry sponsors during the degree-required Integrated Product Development capstone course, signing contractual terms regarding intellectual property and non-disclosure agreements may be required to complete the course project.
- All coursework must be completed with graduate level courses.
- Students must have a minimum QPA of 3.0 to graduate.

For additional details regarding degree requirements, review the full iii Student Handbook

All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.

Last Updated: 08/08/2019
# Fall 2019 Start – Course Plan

## Master of Science in Software Management

### 12 month Degree Plan

### FALL 2019

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
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</thead>
<tbody>
<tr>
<td>49-760</td>
<td>Foundations of Software Management</td>
<td>Semester</td>
<td>12</td>
<td>R</td>
</tr>
<tr>
<td>49-786</td>
<td>Software Engineering Management</td>
<td>Semester</td>
<td>12</td>
<td>R</td>
</tr>
<tr>
<td>49-752</td>
<td>Product Definition &amp; Validation</td>
<td>Semester</td>
<td>12</td>
<td>R</td>
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<tr>
<td>Various</td>
<td>TBD – selected at New Student Orientation</td>
<td>Semester</td>
<td>12</td>
<td>RE</td>
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<tr>
<td>49-794</td>
<td>Software Management Industry Workshop</td>
<td>Mini 1</td>
<td>3</td>
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### SPRING 2020

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
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</thead>
<tbody>
<tr>
<td>49-771</td>
<td>Process &amp; Project Management</td>
<td>Mini 3</td>
<td>12</td>
<td>R M</td>
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<tr>
<td>49-762</td>
<td>Software Product Strategy</td>
<td>Mini 3</td>
<td>12</td>
<td>R M</td>
</tr>
<tr>
<td>49-763</td>
<td>The Business of Software</td>
<td>Mini 4</td>
<td>12</td>
<td>R M</td>
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<tr>
<td>Various</td>
<td>Elective</td>
<td>Mini 4</td>
<td>12</td>
<td>E M</td>
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### SUMMER 2020

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various</td>
<td>Elective</td>
<td>Mini 5</td>
<td>12</td>
<td>E M</td>
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<tr>
<td>Various</td>
<td>Elective</td>
<td>Mini 6</td>
<td>12</td>
<td>E M</td>
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<tr>
<td>Various</td>
<td>Electives (some electives are full semester)</td>
<td>Semester</td>
<td>12-24</td>
<td>E</td>
</tr>
</tbody>
</table>
R = required course
E = elective: a graduate level course appropriate to the SM program
M = mini course: this course is taught in an 8-week format
O = Optional; highly recommended for MSSM students
P = Pass/No Pass units
RE = restricted elective: select from a limited set of courses

Curriculum Requirements
- The 3-semester curriculum requires students to complete a minimum of 144 units of course work over three semesters: Fall, Spring, Summer.
- Only two-12 unit mini courses may be completed at one time due to the high time commitment required for each.
- Students must have a minimum QPA of 3.0 to graduate.
- For additional details regarding degree requirements, review the full Graduate Student Handbook here.

*All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.

Last Updated: 10/5/2018
**Fall 2019 Start - Course Plan**

**Master of Science in Software Management**

**16 month Degree Plan**

### FALL 2019

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-760</td>
<td>Foundations of Software Management</td>
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<td>R</td>
</tr>
<tr>
<td>49-786</td>
<td>Software Engineering Management</td>
<td>Semester</td>
<td>12</td>
<td>R</td>
</tr>
<tr>
<td>49-752</td>
<td>Product Definition &amp; Validation</td>
<td>Semester</td>
<td>12</td>
<td>R</td>
</tr>
<tr>
<td>Various</td>
<td>TBD – selected at New Student Orientation</td>
<td>Semester</td>
<td>12</td>
<td>RE</td>
</tr>
<tr>
<td>49-794</td>
<td>Software Management Industry Workshop</td>
<td>Mini 1</td>
<td>3</td>
<td>O P</td>
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</table>

### SPRING 2020

<table>
<thead>
<tr>
<th>Course #</th>
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<th>Semester</th>
<th>Units</th>
<th>Code</th>
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<tbody>
<tr>
<td>49-771</td>
<td>Process &amp; Project Management</td>
<td>Mini 3</td>
<td>12</td>
<td>R M</td>
</tr>
<tr>
<td>49-762</td>
<td>Software Product Strategy</td>
<td>Mini 3</td>
<td>12</td>
<td>R M</td>
</tr>
<tr>
<td>49-763</td>
<td>The Business of Software</td>
<td>Mini 4</td>
<td>12</td>
<td>R M</td>
</tr>
<tr>
<td>Various</td>
<td>Elective</td>
<td>Mini 4</td>
<td>12</td>
<td>E M</td>
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### SUMMER 2020

<table>
<thead>
<tr>
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<th>Course Title</th>
<th>Semester</th>
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<th>Code</th>
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<tbody>
<tr>
<td>49-793</td>
<td>Practical Training in Software Management</td>
<td>Semester</td>
<td>3</td>
<td>R P</td>
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</table>

### FALL 2020
### Curriculum Requirements

- The 3-semester curriculum requires students to complete a minimum of 144 units of course work over three semesters and a summer: Fall, Spring & Fall; plus a summer internship.
- Only two-12 unit mini courses may be completed at one time due to the high time commitment required for each.
- Students must have a minimum QPA of 3.0 to graduate.
- For additional details regarding degree requirements, review the full Graduate Student Handbook [here](#).

*All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.*
# Fall 2019 Start - Course Plan

## Master of Science in Software Management

### Part Time Degree Plan

**FALL 2019**

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<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
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<tbody>
<tr>
<td>49-761</td>
<td>Elements of Software Management</td>
<td>Mini 1</td>
<td>12</td>
<td>R M</td>
</tr>
<tr>
<td>49-770</td>
<td>Metrics for Software Managers</td>
<td>Mini 2</td>
<td>12</td>
<td>R M</td>
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**SPRING 2020**

<table>
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<tbody>
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<td>49-771</td>
<td>Process &amp; Project Management</td>
<td>Mini 3</td>
<td>12</td>
<td>R M</td>
</tr>
<tr>
<td>Various</td>
<td>Elective</td>
<td>Mini 4</td>
<td>12</td>
<td>E M</td>
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<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various</td>
<td>Elective</td>
<td>Mini 5</td>
<td>12</td>
<td>E M</td>
</tr>
<tr>
<td>Various</td>
<td>Elective</td>
<td>Mini 6</td>
<td>12</td>
<td>E M</td>
</tr>
<tr>
<td>Various</td>
<td>Electives (some electives are full semester)</td>
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<tbody>
<tr>
<td>49-750</td>
<td>Software Product Definition</td>
<td>Mini 1</td>
<td>12</td>
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</tr>
<tr>
<td>49-751</td>
<td>Requirements Analysis</td>
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<td>R M</td>
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</table>

**SPRING 2021**

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
</table>
## Software Product Strategy

**Course #**: 49-762  
**Course Title**: Software Product Strategy  
**Semester**: Mini 3  
**Units**: 12  
**Code**: R M

## The Business of Software

**Course #**: 49-763  
**Course Title**: The Business of Software  
**Semester**: Mini 4  
**Units**: 12  
**Code**: R M

### SUMMER 2021

<table>
<thead>
<tr>
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<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
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<tr>
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<td>Elective</td>
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<td>12</td>
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<tr>
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<td>12-24</td>
<td>E</td>
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</tbody>
</table>

**R** = required course  
**E** = elective: a graduate level course appropriate to the MSSM program  
**M** = mini course: this course is taught in an 8-week format

### Curriculum Requirements
- Standard part-time track: Two years, over six contiguous semesters
- 144 units is needed to complete all degree requirements
- If work or other demands require that you take a break from the program, you may request a leave of up to one year. Students have a total of 6 years to complete the program.
- Students must have a minimum QPA of 3.0 to graduate.
- For additional details regarding degree requirements, review the full Graduate Student Handbook [here](#).

*All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.*

Last Updated: 10/5/2018
# Spring 2020 Start – Course Plan

## Master of Science in Technology Ventures

### SPRING 2020, Pittsburgh

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-850</td>
<td>Grand Challenge Innovation</td>
<td>Semester</td>
<td>12</td>
<td>R</td>
</tr>
<tr>
<td>Various</td>
<td>Applied Engineering &amp; Technology Courses</td>
<td></td>
<td>36</td>
<td>R</td>
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</table>

### SUMMER 2020, Silicon Valley

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-859</td>
<td>MTSV - Internship</td>
<td>Semester</td>
<td>3</td>
<td>R</td>
</tr>
</tbody>
</table>

### FALL 2020, Silicon Valley

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-802</td>
<td>Innovation &amp; Entrepreneurship</td>
<td>Semester</td>
<td>12</td>
<td>R</td>
</tr>
<tr>
<td>49-853</td>
<td>Product Management</td>
<td>Mini 1</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>49-854</td>
<td>Business Models &amp; Strategy</td>
<td>Mini 2</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>49-855</td>
<td>Venture Governance</td>
<td>Mini 2</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>49-856</td>
<td>Legal Issues in New Venture Creation</td>
<td>Mini 1</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>Various</td>
<td>Elective</td>
<td></td>
<td>12</td>
<td>E</td>
</tr>
</tbody>
</table>
### SPRING 2021, Silicon Valley

<table>
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<tr>
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<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>49-804</td>
<td>The Leadership Challenge</td>
<td>Mini 4</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>49-851</td>
<td>Financial Fundamentals for New Ventures</td>
<td>Mini 3</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>49-852</td>
<td>Agile Marketing for New Ventures</td>
<td>Mini 4</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>49-857</td>
<td>Dynamic Global Teams</td>
<td>Mini 3</td>
<td>6</td>
<td>R</td>
</tr>
<tr>
<td>Various</td>
<td>Elective(s)</td>
<td></td>
<td>24</td>
<td>E</td>
</tr>
</tbody>
</table>

Key for Code:
- R = a required course
- E = elective

### Curriculum Requirements
- The 3-semester curriculum requires students to complete a minimum of 147 units of course work over three semesters and a summer: Spring, Fall & Spring; plus, a summer internship.
- Students must have a minimum QPA of 3.0 to graduate.
- For additional details regarding degree requirements, review the full Graduate Student Handbook [here](#).

*All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.*

Last Updated: 10/5/2018
Fall 2019 Start - Dual Degree - Course Plan

Master of Science in Technology Ventures
Dual Degree: MSTV & CMU Engineering Dept.

This course plan is for students considering dual degree program with the following engineering departments at CMU:

- Mechanical Engineering
- Biomedical Engineering
- Civil & Environmental Engineering
- Materials Science & Engineering
- Chemical Engineering

### FALL 2019, Pittsburgh

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Semester</th>
<th>Units</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various</td>
<td>Home Engineering: Course Work*</td>
<td></td>
<td>48</td>
<td>R</td>
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### SPRING 2020, Pittsburgh

<table>
<thead>
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<tbody>
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<td>12</td>
<td>R</td>
</tr>
<tr>
<td>Various</td>
<td>Home Engineering: Course Work*</td>
<td></td>
<td>36</td>
<td>R</td>
</tr>
</tbody>
</table>

*36 units of pre-approved Applied Engineering & Technology coursework must be completed during the home Engineering degree requirements. These units will double count within the MSTV degree and MS in Engineering degree.

### SUMMER 2020, Silicon Valley

<table>
<thead>
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<td>Business Models &amp; Strategy</td>
<td>Mini 2</td>
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<td>R</td>
</tr>
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<td>49-855</td>
<td>Venture Governance</td>
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<td>R</td>
</tr>
<tr>
<td>49-856</td>
<td>Legal Issues in New Venture Creation</td>
<td>Mini 1</td>
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<td>R</td>
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SPRING 2021, Silicon Valley

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<td></td>
<td>24</td>
<td>E</td>
</tr>
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</table>

Key for Code:
R = a required course
E = elective

MSTV & CMU Engineering - Dual Degree Curriculum Requirements
- The 3-semester curriculum requires students to complete a minimum of 147 units of course work over three semesters and a summer: Spring, Fall & Spring; plus, a summer internship.
- 48 units will double-count towards the MS in Engineering & MSTV degree requirements.
• 12 units, 49-850, Grand Challenge Innovation
• 36 units, Applied Engineering Courses (fall or spring terms)

• Students must have a minimum QPA of 3.0 to graduate.
• For additional details regarding degree requirements, review the full Graduate Student Handbook [here](#).

*All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.*
Fall 2019 Start – Dual Degree – Course Plan

Master of Science in Technology Ventures
Dual Degree: MSTV & ECE

This course plan is for students considering dual degree program with the Electrical & Computer Engineering department at CMU.

<table>
<thead>
<tr>
<th>FALL 2019, Pittsburgh - ECE</th>
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<tbody>
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<td><strong>Course #</strong></td>
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<table>
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<tbody>
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<td><strong>Course #</strong></td>
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<td>49-850</td>
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<table>
<thead>
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<td><strong>Course #</strong></td>
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<td>12</td>
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</tbody>
</table>

Key for Code:
R = a required course
E = elective

### MSTV & ECE Dual Degree Curriculum Requirements
- Students will spend 3 academic semesters (fall, spring, fall); plus summer semester in the MS degree in ECE at the Pittsburgh campus.
- Students will spend 2 academic semesters (spring and fall); plus, a summer internship in the MSTV degree at the Silicon Valley campus
• The MSTV curriculum requires students to complete a minimum of 147 units of course work. 99 units will be completed during the spring, summer and fall terms at the Silicon Valley campus. 48 units will double-count towards the MS in Engineering & MSTV degree requirements.
  o 12 units, 49-850, Grand Challenge Innovation
  o 36 units, Applied Engineering Courses (fall or spring terms)
• Students must have a minimum QPA of 3.0 to graduate.
• For additional details regarding degree requirements, review the full Graduate Student Handbook here.

*All degree course plans are reviewed and updated annually during the spring semester. If you have any questions regarding updates, please email: iii@cmu.edu.

Last Updated: 10/5/2018
Appendix B. University Resources
Highlighted University Resources for Graduate Students
and
The WORD, Student Handbook

Key Offices for Graduate Student Support

Graduate Education Office
www.cmu.edu/graduate, grad-ed@cmu.edu

The Graduate Education Office provides central support for all Master's and Doctoral students with a focus on their academic experience at Carnegie Mellon. Our goals are to support, advise and guide individual graduate students as they work to complete their degrees and to provide resources which will enhance their professional development experience.

Resources offered through the Graduate Education Office include- but are not limited to:
- Website with university resources, contact information for CMU programs and services, calendar of events related to graduate students
- Bi-monthly email to all graduate students with information on activities, resources and opportunities
- Professional Development Seminars and Workshops
- GSA/Provost Conference Funding Grants
- GSA/Provost Small Research Grants (GuSH)
- Consultations on all issues related to the graduate student experience

The Graduate Education Office is directed by Suzie Laurich-McIntyre, Ph.D., Assistant Vice Provost for Graduate Education, who offers personalized consultations with graduate students to support their academic success, connects them with relevant resources, and clarifies university level policies.

The Graduate Education Office also works with the colleges and departments by informing and assisting in forming policy and procedures relevant to graduate students and working with departments on issues related to graduate students. Additionally we partner with many other offices and organizations, such as the Graduate Student Assembly, to support our graduate students' advancement.

Office of the Dean of Students
https://www.cmu.edu/student-affairs/dean

The Office of the Dean of Students provides central leadership of the metacurricular experience at Carnegie Mellon including the coordination of student support. Vice President of Student Affairs and Dean of Students Gina Casalegno leads the division of student affairs which includes the following offices and departments (not an exhaustive list):

- Athletics, Physical Education and Recreation
- Career and Professional Development Center (CPDC)
- Center for Student Diversity and Inclusion
- Cohon University Center
- Counseling & Psychological Services (CaPS)
- Dining Services
- Office of Community Standards and Integrity (OCSI)
- Office of Student Leadership, Involvement, and Civic Engagement (SLICE)
- University Health Services (UHS)
- Wellness Initiatives

Graduate students will find the enrollment information for Domestic Partner Registration and Maternity Accommodations in the Office of the Dean of Students or on their website. This Office also manages the Emergency Student Loan (ESLs) process. Emergency Student Loans are made available through generous gifts of alumni and friends of the university. The Emergency Student Loan is an interest-free, emergency-based loan repayable to the university within 30 days. Loans are available to enrolled students for academic supplies, medication, food or other expenses not able to be met due to unforeseeable circumstances.

The Office of Community Standards and Integrity provides consultation, support, resources and follow-up on questions and issues related to Academic Integrity: [https://www.cmu.edu/student-affairs/ocsi/students/index.html](https://www.cmu.edu/student-affairs/ocsi/students/index.html)

College Liaisons are senior members of the Division of Student Affairs who work with departments and colleges addressing student concerns across a wide range of issues. College Liaisons are identified on the student SIO page in the Important Contacts list.

**Center for Student Diversity & Inclusion**
[https://www.cmu.edu/student-diversity/](https://www.cmu.edu/student-diversity/)

Diversity and inclusion have a singular place among the values of Carnegie Mellon University. The Center for Student Diversity & Inclusion actively cultivates a strong, diverse and inclusive community capable of living out these values and advancing research, creativity, learning and development that changes the world.

The Center offers resources to enhance an inclusive and transformative student experience in dimensions such as access, success, campus climate and intergroup dialogue. Additionally, the Center supports and connects historically underrepresented students and those who are first in their family to attend college in a setting where students' differences and talents are appreciated and reinforced, both at the graduate and undergraduate level. Initiatives coordinated by the Center include, but are not limited to:

- First generation/first in family to attend college programs
- LGBTQ+ Initiatives
- Race and ethnically-focused programs, including Inter-University Graduate Students of Color Series (SOC) and PhD SOC Network
- Women's empowerment programs, including Graduate Women's Gatherings (GWGs)
- Transgender and non-binary student programs

**Assistance for Individuals with Disabilities**

The Office of Disability Resources at Carnegie Mellon University has a continued mission to provide physical and programmatic campus access to all events and information within the Carnegie Mellon community. We work to ensure that qualified individuals receive reasonable accommodations as guaranteed by the Americans with Disabilities Act (ADA) and Sections 503 and 504 of the Rehabilitation Act of 1973. Students who would like to receive accommodations can begin the process through Disability Resources secure online portal or email access@andrew.cmu.edu to begin the interactive accommodation process.
Students with disabilities are encouraged to self-identify with the Office of Disability Resources and request needed accommodations. Any questions about the process can be directed to Catherine Getchell, 412-268-6121, getchell@cmu.edu.

**Eberly Center for Teaching Excellence & Educational Innovation**  
www.cmu.edu/teaching  
We offer a wide variety of confidential, consultation services and professional development programs to support graduate students as teaching assistants or instructors of record during their time at Carnegie Mellon University and as future faculty members at other institutions. Regardless of one's current or future teaching context and duties, our goal is to disseminate evidence-based teaching strategies in ways that are accessible and actionable. Programs and services include campus-wide Graduate Student Instructor Orientation events and our Future Faculty Program, both of which are designed to help participants be effective and efficient in their teaching roles. The Eberly Center also assists departments in creating and conducting customized programs to meet the specific needs of their graduate student instructors. Specific information about Eberly Center support for graduate students is found at www.cmu.edu/teaching/graduatesupport/index.html.

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

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

**Intercultural Communication Center (ICC)**  
www.cmu.edu/icc/  
The Intercultural Communication Center (ICC) is a support service for nonnative English speakers, both newly arrived international students as well as students who attended high school and/or undergraduate programs in the US. The ICC offers seminars, workshops, and 1-1 consultations that develop the language and cross-cultural skills needed to succeed in academic programs at Carnegie Mellon University. The ICC provides International Teaching Assistant (ITA) testing, a required test indicating a nonnative speaking TA has the language proficiency required to work with students in classes, labs or individual meetings. The ICC also
supports International Teaching Assistants in developing fluency and cultural understanding to teach successfully at Carnegie Mellon University.

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

Veterans and Military Community
http://www.cmu.edu/veterans/
Military veterans are a vital part of the Carnegie Mellon University community. Graduate students can find information on applying for veteran education benefits, campus services, veteran's groups at CMU, non-educational resources and international military service information through the Veterans and Military Community website. There are also links and connections to veteran resource in the Pittsburgh community. The ROTC and Veteran Affairs Coordinator can be reached at uro-vaedbenefits@andrew.cmu.edu or 412-268-8747.

Carnegie Mellon Ethics Hotline
https://www.cmu.edu/hr/resources/ethics-hotline.html
The health, safety and well-being of the university community are top priorities at Carnegie Mellon University. CMU provides a hotline that all members of the university community should use to confidentially report suspected unethical activity relating to areas below:

- Academic and Student Life
- Bias Reporting
- Environmental Health and Safety
- Financial Matters
- High-Risk Incident
- Human Resource Related
- Information Systems
- Research
- Threat of Business Interruption
- Threat of Violence or Physical Harm
- Title IX

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

The hotline is NOT an emergency service. For emergencies, call University Police at 412-268-2323.
Policy Against Retaliation
It is the policy of Carnegie Mellon University to protect from retaliation any individual who makes a good faith report of a suspected violation of any applicable law or regulation, university Policy or procedure, any contractual obligation of the university, and any report made pursuant to the Carnegie Mellon University Code of Business Ethics and Conduct.

Additional details regarding the Policy Against Retaliation are available at https://www.cmu.edu/policies/administrative-and-governance/whistleblower.html

Key Offices for Academic & Research Support

Academic Coaching/Consulting - The Office of Academic Development
https://www.cmu.edu/academy/coaching/index-grad.html
The Academic Coaching Program is a student assistance program that supports graduate students in the development and/or improvement of skills, strategies, and processes that are necessary for a productive and successful experience at CMU and beyond. Support for graduate students comes in two forms: Individualized Sessions and Group Workshops. Individualized Sessions are the primary focus and can be best understood as working with a personal consultant. Academic Coaches/Consultants meet with students regularly, in a one-on-one capacity, in order to assess a student's needs and implement strategies to satisfy those needs, while providing a variety of support throughout the process. Areas of focus include, but are not limited to:

- Self-Management
  - Developing and/or adjusting your organizational system
  - Managing time and combating stress and procrastination
  - Prioritization and decision making
  - Advancing mindset, self-efficacy, and belongingness
  - Balancing coursework, research, and professional development opportunities
- Study Skills
  - Identifying and modifying your learning process
  - Metacognition
  - Test-taking and note-taking strategies
  - Content comprehension and retention

Computing and Information Resources
www.cmu.edu/computing
Computing Services maintains and supports computing resources for the campus community, including the campus wired and wireless networks, printing, computer labs, file storage, email and software catalog. As members of this community, we are all responsible for the security of these shared resources. Be sure to review the Safe Computing (https://www.cmu.edu/computing/safe/) section and the University Computing Policy (https://www.cmu.edu/policies/information-technology/computing.html)

Visit the Computing Services website (https://www.cmu.edu/computing) to learn more. For assistance the Computing Services Help Center is available at 412-268-4357 (HELP) or it-help@cmu.edu.
Global Communication Center
https://www.cmu.edu/gcc
The Global Communication Center offers free one-on-one tutoring and workshops for native and non-native English speakers from any academic discipline. Our tutors are trained to provide research-backed communication strategies on written, oral, and visual communication projects, in the sciences and the humanities. We can help you improve the effectiveness of your communication in any academic project, including the following:
- Technical reports
- Dissertations
- Research posters
- Oral presentations
- Journal articles
- Grant proposals
- Class essays
You can visit us at any stage in the project—whether you are just getting started and need to talk through ideas or are putting the finishing touches on a final draft. We also offer workshops on topics including crafting professional emails, team communication, PowerPoint slide design, data visualization, and job application materials. For more information, to view our resources, or to schedule an appointment, visit our website.

Research at CMU
www.cmu.edu/research/index.shtml
The primary purpose of research at the university is the advancement of knowledge in all fields in which the university is active. Research is regarded as one of the university's major contributions to society and as an essential element in education, particularly at the graduate level and in faculty development. Research activities are governed by several university policies. Guidance and more general information is found by visiting the Research at Carnegie Mellon website.

Office of Research Integrity & Compliance
www.cmu.edu/research-compliance/index.html
The Office of Research Integrity & Compliance (ORIC) is designed to support research at Carnegie Mellon University. The staff work with researchers to ensure research is conducted with integrity and in accordance with federal and Pennsylvania regulation. ORIC assists researchers with human subject research, conflicts of interest, responsible conduct of research, export controls, and institutional animal care & use. ORIC also consults on, advises about and handles allegations of research misconduct.

Key Offices for Health, Wellness & Safety

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

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

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

**Campus Wellness**
[https://www.cmu.edu/wellness/](https://www.cmu.edu/wellness/)
At the university, we believe our individual and collective well-being is rooted in healthy connections to each other and to campus resources. The university provides a wide variety of wellness, mindfulness and connectedness initiatives and resources designed to help students thrive inside and outside the classroom. The BeWell@CMU e-newsletter seeks to be a comprehensive resource for CMU regarding all wellness-inspired events, announcements and professional and personal development opportunities. Sign up for the Be Well monthly newsletter via [bit.ly/BeWellatCMU](http://bit.ly/BeWellatCMU) or by contacting the Program Director for Student Affairs Wellness Initiatives, at [alusk@andrew.cmu.edu](mailto:alusk@andrew.cmu.edu).

**Religious and Spiritual Life Initiatives (RSLI)**
[www.cmu.edu/student-affairs/spirituality](http://www.cmu.edu/student-affairs/spirituality)
Carnegie Mellon is committed to the holistic growth of our students, including creating opportunities for spiritual and religious practice and exploration. We have relationships with local houses of worship from various traditions and many of these groups are members of CMU’s Council of Religious Advisors. We also offer programs and initiatives that cross traditional religious boundaries in order to increase knowledge of and appreciation for the full diversity of the worldview traditions. Our RSLI staff are here to support students across the spectrum of religious and spiritual practice and would be more than happy to help you make a connection into a community of faith during your time at CMU.

**University Police**
[http://www.cmu.edu/police/](http://www.cmu.edu/police/)
412-268-2323 (emergency only), 412-268-6232 (non-emergency) The University Police Department is located at 300 South Craig Street (entrance is on Filmore Street). The department's services include police patrols and call response, criminal investigations, fixed officer and foot officer patrols, event security, and crime prevention and education programming as well as bicycle registration.
Visit the department's website for additional information about the staff, emergency phone locations, crime prevention, lost and found, finger print services, and annual statistic reports.

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

Shuttle and Escort Services
Parking and Transportation coordinates the Shuttle Service and Escort Service provided for CMU students, faculty, and community. The Shuttle & Escort website has full information about these services, stops, routes, tracking and schedules.

The WORD
http://www.cmu.edu/student-affairs/theword/
The WORD is Carnegie Mellon University's student on-line handbook and is considered a supplement to the department (and sometimes college) handbook. The WORD contains campus resources and opportunities, academic policy information and resources, community standards information and resources. It is designed to provide all students with the tools, guidance, and insights to help you achieve your full potential as a member of the Carnegie Mellon community.

Information about the following is included in The WORD (not an exhaustive list) and graduate students are encouraged to bookmark this site and refer to it often. University policies can also be found in full text at: http://www.cmu.edu/policies/.

Carnegie Mellon Vision, Mission
Statement of Assurance
Carnegie Code
Academic Standards, Policies and Procedures
   Educational Goals
   Academic and Individual Freedom
   Statement on Academic Integrity Standards for Academic & Creative Life
   Assistance for Individuals with Disabilities Master's
   Student Statute of Limitations Conduct of Classes
   Copyright Policy
   Cross-college & University Registration
   Doctoral Student Status Policy
   Evaluation & Certification of English Fluency for Instructors
   Final Exams for Graduate Courses
   Grading Policies
   Intellectual Property Policy Privacy
Rights of Students Research
  Human Subjects in Research
  Office of Research Integrity & Compliance
  Office of Sponsored Programs
  Policy for Handling Alleged Misconduct of Research
  Policy on Restricted Research
Student's Rights
Tax Status of Graduate Student Awards

Campus Resources & Opportunities
  Alumni Relations
  Assistance for Individuals with Disabilities
  Athletics, Physical Fitness & Recreation
  Carnegie Mellon ID Cards and Services
  Cohon University Center
  Copying, Printing & Mailing
  Division of Student Affairs
  Domestic Partner Registration
  Emergency Student Loan Program
  Gender Programs & Resources
  Health Services
  Dining Services
  The HUB Student Services Center
  ID Card Services
  Leonard Gelfand Center
  LGBTQ Resources
  Multicultural and Diversity Initiatives
  Opportunities for Involvement
  Parking and Transportation Services
  Shuttle and Escort Services
  Spiritual Development
  University Police
  Student Activities
  University Stores

Community Standards, Policies and Procedures
  Alcohol and Drugs Policy
  AIDS Policy
  Bicycle/Wheeled Transportation Policy
  Damage to Carnegie Mellon Property
  Deadly Weapons
  Discriminatory Harassment
  Disorderly Conduct
  Equal Opportunity/Affirmative Action Policy
  Freedom of Expression Policy
  Health Insurance Policy
Immunization Policy
Missing Student Protocol
Non-Discrimination Policy
On-Campus Emergencies
Pets
Political Activities
Recycling Policy
Riotous and Disorderly Behavior
Safety Hazards
Scheduling and Use of University Facilities
Sexual Harassment and Sexual Assault Policy
Smoking Policy
Student Accounts Receivable and Collection Policy and Procedures
Student Activities Fee
Student Enterprises
Workplace Threats and Violence Policy
Appendix C. Integrated Innovation Institute Building Policies
Integrated Innovation Institute Building Policies
Academic Year 2019-2020

The Integrated Innovation Institute occupies three locations on the Pittsburgh Campus: the iii building at 4612 Forbes Avenue, student studio space at 311 S. Craig Street, and faculty offices in GATF at 4615 Forbes Avenue. These policies govern all spaces. This guide includes information specific to the Pittsburgh campus for MIIPS and first semester MSTV students as well as any visiting students accessing these buildings.

The iii building and student studio space in Pittsburgh are considered laboratories by the University’s Environmental Health & Safety (EHS) department. All students are required to complete multiple trainings in order to maintain access to 4612 Forbes & 311 S. Craig Street. These trainings can be viewed and completed online in BioRaft, https://cmu.bioraft.com/.

For information regarding building access and policies at the Silicon Valley campus, please refer to the Silicon Valley Campus Resource Center website: https://sv.cmu.edu/information-center/campus-resources/facilities-and-campus-policies.html. This campus is the primary location to students in the SM and second year MSTV students.

To ensure the safety and comfort of use for all occupants and to maintain the appearance of the Integrated Innovation Institute buildings, the following rules must be observed by everyone.

I. Building Access

A. Integrated Innovation Institute - 4612 Forbes Avenue
   
   This building consists of two levels. The first-floor level is the primary classroom space for instruction in Pittsburgh (III 103). The second floor is the administrative home for most staff and faculty.

   The first floor is accessible via two entrances, located along Forbes Avenue and in the building’s parking lot. Access through these doors is granted via card-readers using a valid and authorized CMU ID. All authorized individuals can use their CMU ID cards for building access. Students have access to the space 24/7.
The second floor is a staff and faculty space with administrative offices. Students have limited access to this floor which is locked outside of standard working hours.

B. Student Studio Space - Suite 330 at 311 S. Craig Street
The Student Studio space is located at 311 S. Craig Street in a suite on the third floor. There are two main entrances to the building: from the front of 311 St. Craig Street (non-accessible entrance) and a ramped entrance along Filmore Street.

A valid and authorized CMU ID is required at all times to gain access to the building, the third floor, and to the 330 suite. Students may access the building 24/7 via a card-reader with proper CMU ID.

C. Faculty Offices - GATF 111, 4615 Forbes Avenue
Integrated Innovation Institute faculty have access to offices in the GATF building at 4615 Forbes Avenue, suite 111. Room 112 is a faculty and staff conference room.

There are three main entrances to the building: two from the front along Forbes Avenue (one ramped, accessible entrance via the 2nd floor, one non-accessible via stairs to the 3rd floor) and a third entrance to the 3rd floor via a rear door off of Zebina Way (non-accessible). Access through these doors is granted via card-readers using a valid and authorized CMU ID. All authorized individuals can use their CMU ID cards for building access.

Students will have limited access to GATF and should only enter the building when they have a scheduled meeting with faculty.

II. Building Safety and Security

A. Safety in iii and Campus Spaces
In the event of an emergency, students can use a campus phone or personal cell phone to call for help - to reach Campus Police, dial 8-2323 from a campus phone (located in all conference rooms in studio) or 412-268-2323 from a personal phone.

Per Campus Police’s website, “Prevention and Safety Tips”: 
• Stay alert to your surroundings at all times.
• Use the University Shuttle/Escort Service when possible: https://www.cmu.edu/police/Shuttle%20and%20Escort/
• Use SafeWalk when possible.
• Stay close to friends and do not interact with strangers.
• Do not approach suspicious persons or vehicles.
• Avoid using devices that impair your hearing or sight while walking.
• Report any suspicious incidents, persons, or vehicles on campus to Campus Police at 412-268-2323 or off campus to the Pittsburgh Police at 911 (both emergencies and non-emergencies can be reported to either number).

B. Security
As noted in Section I, entry into iii spaces (4612 Forbes Avenue, 311 S. Craig Street, 4615 Forbes Avenue) is restricted to authorized individuals with a valid and authorized CMU ID. Please do not allow others into the space without knowledge of who they are and what their purpose is. If students invite a guest to either building, they are responsible for escorting the guest throughout the space.

The Student Studio door at 311 S. Craig Street should remain closed at all times.

For issues with your CMU ID and accessing the building, please contact iii@andrew.cmu.edu. For information regarding University policy on CMU ID cards, please refer to CMU’s ID Card Services website: https://www.cmu.edu/idplus/.

Non-Integrated Innovation Institute students that are registered for classes located at 4612 Forbes Avenue (III 103) are authorized to access the first floor of the building during the hours in which their class takes place. These students will need their CMU ID to enter the building.

C. Emergency Issues
Building emergencies during regular business hours – such as leaks, electrical faults, flooding, power outages, etc. – should be reported to the nearest Institute staff member or by calling 412-268-6800. After regular business hours, students should report any emergencies to Campus Police at 412-268-2323.
D. Non-Emergency Issues
Students should report all non-emergency building issues, such as burned out lights, shortage of supplies, damage to furniture or fixtures, etc., by sending an email to iii@andrew.cmu.edu.

III. Building Code of Conduct
The Integrated Innovation Institute spaces are professional offices and working spaces for students, staff, and faculty. Its main purpose is to provide a safe area for student work.

- Professional personal appearance and behavior are expected.
- Alcoholic beverages are not permitted on the premises, except where they are served at events that have been approved by the Institute and University.
  - The University’s social host policy governs all University social events on and off campus at which alcoholic beverages will be served. The social host policy is available here: https://www.cmu.edu/policies/administrative-and-governance/alcohol-and-drug-policy.html#social-host
- Only Integrated Innovation Institute sponsored and/or approved social gatherings are permitted at 4612 Forbes Avenue, 311 S. Craig Street, or 4615 Forbes Avenue.
- Noise levels should be kept to a minimum.
- Sports games are not permitted inside of these spaces.
- Unattended items may be thrown away or placed in “Lost and Found” bins.
- Maintain a clean space; e.g. throw away trash, clean up spills, clean dirty dishes.
- Keep food and beverages in the kitchen area of the studio space.
- Fixtures, such as lights and appliances, should not be modified or tampered with; if there is an issue, contact iii@andrew.cmu.edu.

Further, the Integrated Innovation Institute seeks to create a community of inclusivity and mutual respect amongst its students, staff and faculty. It is expected that students will share in the responsibility of ensuring that Integrated Innovation Institute spaces are welcoming, accessible, and usable for the entire community. Hostile or unwelcoming behavior, language or actions (in addition to
IV. Student Spaces
During the week, 4612 Forbes Avenue is primarily a teaching/classroom facility. Outside of class hours, students can use the space for short projects, prototyping, or meetings. Friday evening thru Sunday evening, students can work and meet for extended hours at 4612 Forbes Avenue. As a shared space, any whiteboard or tabletop projects can be removed or cleaned up for a class or meeting with limited notice. Students must label any project work and take pictures of any whiteboard materials they wish to save. Physical materials are not expected to be stored without prior approval.

311 S. Craig Street is a dedicated space with team meeting rooms, tabletop prototyping* and a student lounge for MII-PS students. Students will be assigned lockers at 311 S. Craig Street as needed throughout the academic year.

* Students considering larger prototyping projects should discuss the project scope with the Associate Director, Academic Advisor, or Administrative Coordinator before proceeding at 4612 Forbes Avenue or 311 S. Craig Street. If needed, additional arrangements for larger prototyping projects can be reviewed on a case-by-case basis.

A. Student Spaces Care
All students should make an effort to keep the student spaces in the best shape possible, as it shows courtesy and respect to all other students and colleagues within the Integrated Innovation Institute and Carnegie Mellon. The student spaces, appliances, and equipment provided in Studio must be kept clean at all times. Students are expected to throw out their trash as well as wipe off tables and countertops after use.

Facilities Management Services (FMS) cleaning staff is NOT responsible for cleaning appliances (refrigerator, microwave, coffee machine, etc.) or any other kitchen duties. They are also NOT responsible for cleaning dry erase boards. Please be courteous and clean any spills or messes you make immediately.

If any supplies in the student space need to be replaced, email iii@andrew.cmu.edu.
B. **Food in Student Spaces**
All meals consumed within the Studio space must be eaten in the kitchen/lounge room. All perishables should be discarded in a timely manner in the garbage bin in the kitchen/lounge room. Do not consume food near the IoT station.

C. **Studio Conference Rooms**
The conference rooms in Studio (312A, B and C) can be reserved using the Skedda booking site: [https://cmuiii.skedda.com/booking](https://cmuiii.skedda.com/booking). Email iii@andrew.cmu.edu if you do not have access.

Bookings should limited to 2-hours or less as a consideration to your fellow students. Long-term projects or "camp-outs" are not allowed in the conference rooms. The kitchen/lounge area cannot be reserved and must be open to all students at all times.

D. **Items Not Permitted in Student Spaces**
Items that constitute a health or fire hazard are not permitted in any Integrated Innovation space. The following items are examples of such items but should not be considered exhaustive:
- Toaster ovens
- Hot plates
- Space heaters/Candles/Open Flames
- Any outside solder - iii supplies only lead-free solder and must keep an inventory with EHS
- Spray paint/varnish/aerosols - must be stored in the outdoor fire cabinet at 4612 Forbes Avenue and inventoried with EHS
- Gasoline

E. **Student Lockers**
Lockers are available on a first-come, first-serve basis for iii students to use. They will be discussed and reserved during orientation. By using a locker, students agree to comply with the following rules:
- iii reserves the right to access the student lockers, if necessary.
- Lockers must have student names on them using a magnet label.
- Students are responsible for providing locks for their lockers, if they wish to secure it.
- If a student cannot remove the lock from his/her locker or leaves it after graduating, iii may remove the lock with bolt cutters. The
student will be responsible for any damage resulting from this process.

- Students may NOT store perishable food or any beverages in their lockers.
- Students are financially responsible for any damage to the inside/outside of their lockers and must alert iii staff immediately when damage occurs.
- Before leaving the program, students must:
  - Remove their lock (if used) and all personal items and debris. Any items left behind will be discarded.
  - Failure to do the above may result in charges to the student’s account.

V. Miscellaneous Items and Policies

A. Smoking & Vaping

Carnegie Mellon University is a smoke-less campus. Smoking of tobacco products and use of e-cigarettes and vaporizers are prohibited in all buildings owned, leased, or operated by Carnegie Mellon University. Smoking, e-cigarettes, and vaporizers are prohibited in all Integrated Innovation Institute spaces.

https://www.cmu.edu/policies/safety-and-security/smoking.html

Smoking cessation resources are available through University Health Services for free or reduced cost. If you are interested in quitting smoking, please visit the University Health Services website:

https://www.cmu.edu/health-services/tobacco-use/index.html

B. Parking and Transportation

Parking in the Integrated Innovation Institute lot at 4612 Forbes Avenue without a parking pass is prohibited during business hours (8:00AM to 5:00PM). The lot is monitored by Parking Services and any violators will be ticketed and/or towed. The lot is open on weekends and after hours on weekdays. Further information about parking on campus, including information about current rates and permits, can be found on the Parking & Transportation Services website,

https://www.cmu.edu/parking/about/.
Bicycles are not permitted inside Integrated Innovation Institute spaces. The University offers several bike rack locations across campus at the risk of the owner. Parking & Transportation services offers individual bike lockers which are available for $35.00/year, plus a $5 key deposit, which will be refunded when you finish using your locker at the end of the rental period upon returning the key. The locker can be renewed for next year. If you would like to rent a locker please visit Parking & Transportation Services or call 412-268-2052. In addition, the Carnegie Mellon University Police department offers a free bicycle registration online. Please visit the University Police’s Bicycle Registration Page: https://www.cmu.edu/police/Programs%20and%20Services/bicycle-registration.html.

The Port Authority of Allegheny County (PAT) operates a system of buses and trains that serve the greater Pittsburgh area. Your Carnegie Mellon University ID serves as a pass that allows you to ride most, if not all, of these services for free. Schedules and routes may be found on the Port Authority website: https://www.portauthority.org/.

The University runs a campus shuttle and escort service to assist students with travel to and from campus. The Carnegie Mellon shuttle service is a fixed-route, fixed-stop transportation option available to all Carnegie Mellon students, faculty and staff. The Carnegie Mellon escort service is a transportation option that services the geographical areas surrounding Carnegie Mellon that include Squirrel Hill, Shadyside and Oakland. This is an evening and nighttime service that operates from 6:30 PM to 6:30 AM. The University Police runs this service. For more information, students should refer to the University Police’s Shuttle and Escort Service website: https://www.cmu.edu/police/Shuttle%20and%20Escort/.

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