



Graduate Student Handbook

Academic Year 2024-2025

Master of Information Technology Strategy (MITS)

*For the use of graduate students
entering the MITS program in fall 2024*

Carnegie Mellon University
Carnegie Mellon Institute
for Strategy & Technology

The Dietrich College of Humanities and Social Sciences



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1 Welcome

While this department handbook and your university graduate student handbook are specific to your academic experience in the Carnegie Mellon Institute for Strategy and Technology (CMIST), 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 Graduate and Postdoctoral Affairs, the Office of the Dean of Students, and others are included in the last section of this handbook.

2 Vision, Mission & Philosophy

2.1 Departmental Mission, Vision, and Values

[Carnegie Mellon Institute for Strategy and Technology](#)

Carnegie Mellon University (CMU) launched a major new interdisciplinary institute, the Carnegie Mellon Institute for Strategy and Technology (CMIST), in 2023. CMIST is a university-wide initiative devoted to the wise development, use, and governance of new and emerging technologies that are changing the national and international security landscape.

The home for Carnegie Mellon University's (CMU) study of Political Science and International Relations, CMIST hosts academic programs that enable students to wrestle with a wide range of issues, including the future of democracy, the relationship between technology and politics, the drivers of war and peace, domestic politics across countries, and the formulation of effective foreign policies. Our students and faculty investigate issues in security and technology, grand strategy and national security, cybersecurity and international conflict, military strategy and doctrine, the politics of key regions of the world, international political economy and economic policy, representation and voting rights, climate change and development, repression and human rights, international law and diplomacy, political psychology and public opinion, and social change and revolution. Our MITS graduates embark on a variety of careers in information technology, software development, technology policy, military strategies, cybersecurity, data analytics, and more.

CMIST also ties Carnegie Mellon's strengths in building new technologies to crucial questions of strategy, security, ethics, and policy. Taking advantage of the intellectually rich Carnegie Mellon setting, CMIST is uniquely poised to

take advantage of the university's strengths in computer science and engineering and its distinctive tradition of collaborative, cross-university, cross-disciplinary research. CMU is ranked #1 in the subfields of artificial intelligence, computer engineering, cybersecurity, information systems, and software engineering. It has leading research institutes in areas such as robotics, machine learning, natural language technologies, human-computer interaction, engineering and public policy, and public policy and management--all designed to reach across disciplinary boundaries to solve key problems and address the highest-priority challenges facing humanity. CMIST is where we address the challenges of new and emerging technologies through a political science lens, focused on maximizing the benefits and reducing the risks to human beings, national security, and global stability, now and into the future.

3 Degrees Offered

Degree Titles as they will appear on diplomas:

MITIS (standard) and the **MITIS – Applied Study**:

- *Master of Information Technology Strategy*

4 Using the Graduate Student Handbook

This document is intended to be a source of information for graduate students in the Carnegie Mellon Institute for Strategy and Technology within the Dietrich College of Humanities and Social Sciences. Here you can find information on a broad range of policies, procedures, and university and program-specific resources, ranging from academic policies to campus dining options. We hope you will find the guide useful. Be aware, however, that CMIST adheres to all university guidelines and procedures, detailed below.

All CMU graduate students are also expected to review and abide by the CMU Graduate Handbook, which can be found online at the [Graduate Handbook Suite](#).

5 University Policies & Expectations

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

- The Word/Student Handbook:
<https://www.cmu.edu/student-affairs/theword/index.html>
- Academic Integrity Policy:
<https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>
- University Policies Website:
<https://www.cmu.edu/policies/>
- Office of Graduate and Postdoctoral Affairs:
<https://www.cmu.edu/graduate/policies/index.html>

Due to the changing nature of conditions and expectations surrounding public health and safety requirements please visit: <https://www.cmu.edu/coronavirus/> for the most up to date information.

Please see [Section 17](#) for additional information about The Word and University resources.

6 Academic Calendar

The Academic Calendar can be found at:

<https://www.cmu.edu/hub/calendar/index.html>

and provides information on all deadlines including registration dates, class start dates, add/drop deadlines, exam dates and more.

7 Departmental Information

7.1 Departmental Personnel

Name/Title	Office	Email
Audrey Kurth Cronin <i>Director</i>	Posner 385A	acronin@andrew.cmu.edu
Emily Half <i>Deputy Director, Academic Affairs</i>	Posner 391	ehalf@andrew.cmu.edu
Ralph Lopez <i>Deputy Director, Security and Policy Studies</i>	Posner 255	rafaell@andrew.cmu.edu
Jess Regan <i>Chief Strategy and Marketing Officer</i>	Posner 389	jregan2@andrew.cmu.edu
Mark Gardner <i>Graduate Program Manager</i>	Posner 387D	markgard@andrew.cmu.edu

Jacquelyn Hopkins <i>Sr. Admin. Coordinator</i>	Posner 388	jhopkin2@andrew.cmu.edu
Richard Scheines <i>Dean of College</i>	Baker 154	scheines@cmu.edu
Sharon Carver <i>Assoc. Dean for Educational Affairs</i>	MMCH	sc0e@andrew.cmu.edu
Ayana Ledford <i>Associate Dean for Diversity and Inclusion</i>	BPH 128B	ledford@andrew.cmu.edu
Dietrich Computing & Operational Support	N/A	hsshhelp@andrew.cmu.edu

CMIST Faculty and a full departmental directory are listed on the [CMIST website](#).

- Please contact the graduate program manager, Mark Gardner, with any questions or concerns.
- Additionally, students may confer with the university Office of Graduate and Postdoc Affairs, grad-ed@cmu.edu, on issues of process or other concerns as they navigate conflicts.
- Department Office/Building Security, Repairs and Services –Report damages and repairs needed to the Deputy Director for Academic Affairs or CMIST Project Administrator.

7.2 Advising and Role of Graduate Program Manager

The Graduate Program Manager will serve as the primary advisor to all MITS students. The advisor’s role is to:

- offer advice on appropriate courses to meet individual career goals;
- recommend faculty mentors for networking opportunities;
- support students through the internship search process and long-term career planning;
- monitor student progress throughout the program;
- process student petitions, requests, and forms;
- recommend and refer to campus support resources, if needed;
- recommend disciplinary or academic action, if needed;
- meet at the conclusion of each semester to discuss student progress and to provide progress documentation to the student.

While completing the summer internship, MITS students will remain in communication primarily through regularly scheduled Zoom meetings as advising needs arise. The graduate program manager provides students access

to a digital appointment scheduler that all students (Pittsburgh or DC-based) will have access to.

7.3 CMIST Branding Policies

CMIST Approach to Branding for Name, Logo, and Unitmark

The name of our organization is the Carnegie Mellon Institute for Strategy and Technology, otherwise known as CMIST. It is important to identify ourselves by either our full name or by our acronym at all times. In a formal setting please spell out the organization's full name when first mentioning and then use parentheses (if in writing) to indicate that we are informally addressed as CMIST. Ex. Carnegie Mellon Institute for Strategy and Technology (CMIST). This is also to be communicated verbally in formal settings such as speeches, introductions, or in networking settings. To ensure accurate communication of our brand, it is NOT to be truncated to "Institute for Strategy and Technology" either verbally or in writing.

Students may use the CMIST logo and unitmark for internal CMIST projects. For any use external to CMU-related activities, please coordinate with CMIST's Chief Strategy and Marketing Officer, Jess Regan, to ensure approved and proper use and adherence to CMU's branding guidelines.

A CMIST-branded PowerPoint template is available for student use. Please contact Jess Regan or the graduate program manager to gain approved access to this template.

CMIST Use of Social Media

Our social media channels are an important part of our marketing and branding strategy at CMIST. We continually strive to share engaging and relevant content that highlights the authentic student experience, showcases our current CMIST students' academic and professional achievements, and helps inspire prospective students.

Please reach out to our Communications Specialist, Lindsay Marcellus (lmarcell@andrew.cmu.edu) with any suggestions for topics for news stories for the CMIST website or highlights to share on our social media platforms. Additionally, we encourage participation on our channels. Our general handle is **@cmist_cmu** and you can find CMIST on Twitter, Instagram, LinkedIn, YouTube, and Facebook.

7.4 Departmental Resources

Work Spaces

- Link Lounge, Posner 2nd floor between Posner and Hall of the Arts
- Hunt Library has individual or group study spaces [for students to reserve](#).
- Cohon Center Study Rooms are available for students to reserve. Students should email the [Information Desk](#) to inquire about these reservations.
- The [CPDC](#) also has a few study rooms available for students who need a private place to do remote interviews. These are located on the lower level of the Cohon Center.

Conference Rooms

Posner 383 is accessible to students using their ID cards to gain entry to the space. This room can be available as a workspace for students, but upon entry, students must check the reservation schedule on the door to make sure it is available. All scheduled reservations for Posner 383 will take precedence over any other uses for that room.

Please contact Emily Half (ehalf@andrews.cmu.edu) or Jacquelyn Hopkins (jhopkin2@andrew.cmu.edu) to reserve Posner 383 for group project meetings or collective study hours for classes.

Reporting Damages, and/or Security Concerns in Posner Hall (Security Resources)

To report damages to spaces in Posner Hall, please contact Jacquelyn Hopkins (jhopkin2@andrew.cmu.edu) immediately.

To report security concerns in Posner Hall or elsewhere on campus, please contact campus police department (412-268-2323)



Master of Information Technology Strategy (MITS)

PROGRAM INFORMATION

Carnegie Mellon University

8 MITS Degree Requirements and Related Policies/Protocols

8.1 Degree Rationale

The [Master of Information Technology Strategy \(MITS\)](#) is a cooperative endeavor administered by the Carnegie Mellon Institute for Strategy and Technology (CMIST) and in partnership with the College of Engineering and the School of Computer Science. This program creates leaders in the IT strategy space by allowing students to tailor their degree to an area of interest and teaching students how the IT puzzle pieces fit together -- both of which make students valuable to employers.

The program's two tracks provide flexibility, but their brevity – the longer of the two takes sixteen months to complete -- is well-suited for those who want to quickly advance their professional career. Both tracks involve a required Capstone Project, in which teams of four to six students partner with a company, research center, or organization to help them solve a strategic problem.

The program offers four areas of specialization: Data Analytics, Information Security, Technology Strategy & Governance, and Software and Networked Systems. No matter what a student chooses, they will receive a blend of the other three, meaning they will leave Carnegie Mellon with a well-rounded skill set that makes them an attractive candidate on the job market. MITS is a STEM-designated degree according to the US Department of Homeland Security, meaning international students may apply for a longer period of Optional Practical Training.

Graduates go on to careers as data scientists, software engineers, military cyber operations officers, artificial intelligence and machine learning engineers, and business technology analysts for companies such as Oracle, Microsoft, Barclays, Deloitte, Apple, Google, DoorDash, and Visa.

8.2 Department's Statute of Limitations

The MITS is intended to be completed in 12 months; MITS Applied Study is an 16-month program which includes a required summer internship.

Extensions beyond the above stated will only be considered as a result of extraneous circumstances. These must be negotiated and approved with

the department.

Please contact the Graduate Program Manager in a timely manner as personal needs for an extension arise.

8.3 Degree Requirements

The **Master of Information Technology Strategy (Standard)** is a 12-month program with a culminating capstone project.

The **Master of Information Technology Strategy – Applied Study** is a 16-month program that includes the MITS (Standard) curriculum with a required summer internship and a culminating capstone project.

Within both programs, students are given an in-depth look at four concentration areas:

- **Information Security:** an understanding of cyber threats and mitigation of their impact ensures that graduates are equipped to address the dangers of cyber-attacks.
- **Technology Strategy & Governance:** An understanding of the impact of emerging technologies on international and national security, strategic decision-making, governance, and policy development.
- **Data Analytics:** to be successful, tomorrow's leaders in Information Dominance must be proficient in extracting knowledge from large data systems. Such extraction requires mastery in techniques such as machine learning, social network analysis, and large-scale data reduction and filtering.
- **Software and Networked Systems:** an understanding of system and software architecture is essential for the management of safe, secure, and reliable information structures.

Study is split between the College of Engineering, the School of Computer Science, and the Carnegie Mellon Institute for Strategy and Technology.

8.4 Changing Tracks in the MITS Program

Students must select which track (standard or applied) before the first day of classes begin in their first semester. Standard track students will be unable to switch to the Applied track after classes begin in their first semester.

Applied students who are unable to procure an internship before the end of the spring semester will automatically be changed into the “Standard” track, which means they will enroll and complete their capstone project and any other outstanding curricular requirements during the summer semester and graduate in August. International students to which this designation applies are required to communicate this enrollment change with their OIE advisor.

Internships must be officially accepted, verified by the graduate program manager, and approved by the department no less than one week before the Course Add deadline for summer semester courses.

8.5 Registration Process/Procedures

Students will register for their courses through the Student Information Online (SIO) system: www.cmu.edu/hub/sio. Students must meet with the Graduate Program Manager each semester prior to registration to confirm curricular requirements will be met.

Course registrations are completed by the student online.

CMIST (and the university) reserves the right to cancel any announced course if the enrollment is too low. CMIST also reserves the right to make changes in the schedule of hours, units, or in instructional staff.

It is the responsibility of each student to register for courses. This can be done at any time, beginning with the pre-registration period and ending with the add/drop period. Dates can be found on the official academic calendar.

Students must register for each course, whether for credit or audit. A student whose name is not on the roster for a particular course on the first day of class may be denied admission to the course.

8.6 Required Units for Degree Attainment (126/129 units)

The **Master of Information Technology Strategy** is a full-time campus degree program. It is designed to be completed in three consecutive semesters, beginning in fall and concluding the following summer with a **total of 126 units** completed.

- **Core Courses (48 units)** ([See section 8.7 below](#))
- **Area of Concentration (24 units)**

- The area of concentration provides an opportunity to build upon core course knowledge, and to develop expertise in a specific area. Students choose a focus area (2 courses, or 24 units) from amongst the following concentration areas: Data and Analytics, Technology Strategy & Governance, Information Security, Software and Networked Systems. For a list of courses, arranged by area of concentration, see the [website](#).
- **Elective Coursework (12 units)**
 - Students may explore their area of concentration further, or pursue topics outside their area of concentration through electives. At least one course (12 units) must be taken outside of their area of concentration. (See [section 10.1](#) for more information about what can count as an elective)
- **Summer Internship (3 units- Applied Track only)**
 - The summer internship provides Applied Track MITS students the opportunity to synthesize their curricular skills and knowledge with a real-world professional experience. Read more about the required Internship expectations and experience below in [section 9](#) below.
- **Capstone Project (36 units)**
 - The capstone project course provides students with the opportunity to engage in a mentored team project sponsored by a real-world industry partner, to delve deeply into a problem, and to create a solution relevant to information technology strategy. (See [section 8.8](#) below for more information)

8.7 Core Courses (48 units)

Core courses establish the necessary background and a common competence level in each of the four thematic areas. **Students must take at least one core course option from each of the concentration areas below** for a total of forty-eight units minimum.

All course descriptions can be found through [SIO](#) or the [Schedule of Classes searchable website](#). Find a course description for each CMIST course on the [CMIST website](#).

Data Analytics

- Option 1: 10-601/10-701 Introduction to Machine Learning (fall/spring)
- Option 2: 17-685/17-801 Dynamic Network Analysis (spring)
- Option 3: 05-834/11-663 Applied Machine Learning (fall)
- Option 4: 17-634 Applied Machine Learning AND 17-644 Applied Deep Learning

Note: Students in the Data Analytics Concentration may not take Options 3 or 4 to fulfill their requirement; Students may not take options 3 or 4 AND 10-601/701 to satisfy core/concentration requirements.

Technology Strategy & Governance

- Option 1: 84-605 The Future of Warfare (fall)
- Option 2: 84-650 A Strategist's Introduction to Artificial Intelligence (spring)
- Option 3: 84-663 Click. Hack. Rule: Understanding the Power and Peril of Cyber Conflict (fall)
- Option 4: 84-674 An Introduction to Technology and War (fall)
- Option 5: 84-687 Remote Systems and the Cyber Domain in Conflict (spring)

Information Security

- Option 1: 17-631 Information Security, Privacy, and Policy (fall)
 - *Note: Recommended for students with little to no prior exposure to IS*
- Option 2: 18-631/14-741 Introduction to Information Security (fall/spring)
- Option 3: 18-730 Introduction to Computer Security (fall)

Note: Students may not take any of the above options as concentration or elective courses

Software and Networked Systems

- Option 1: 15-640 Distributed Systems (fall/spring, prerequisite 15-513)
- Option 2: 15-641 Networking and the Internet (fall, prerequisite 15-513)
- Option 3: 18-741 Computer Networks (fall)

- Option 4: 17-635 Software Architecture AND 17-632 Software Project Mgmt (spring 1st half minis)
- Option 5: 17-636 DevOPS: Engineering for Secure Development and Deployment (spring)

(Note: Students in the Software and Network Concentration may not use Options 4 or 5 for their core requirement. The courses may be used toward concentration requirements.)

MIT Policy Seminars: 84-791 and 84-792 (3 units each = 6 units)

The Carnegie Mellon Institute for Strategy and Technology (CMIST) will host several lectures and speaker series that address topics spanning the intersection of security and technology, international relations, political science, and more. Examples of these appropriate series would be CMIST's Scientists & Strategists speaker series or Lawfully Speaking events, to name a few. We will bring senior leaders to the CMU community who are experts in these fields and have made remarkable contributions to these and other fields. CMIST graduate students will enroll in the three-unit Policy Seminar for their first fall and spring semesters and be expected to participate in and reflect on their interactions throughout the CMIST-hosted lectures and roundtable discussions. The Policy Seminar courses are only open to CMIST graduate students.

8.8 MITS Capstone Project

Each MITS graduate will complete a culminating capstone project in their final semester (summer semester for standard; 2nd fall semester for Applied). This project coincides with a required 36-unit course (84-781) and is intended to give students support in project management, collaboration strategies, and project guidance.

The capstone project course provides students with the opportunity to engage in a mentored team project sponsored by a real-world industry partner, to delve deeply into a problem, and to create a solution relevant to information technology strategy.

Beginning in fall 2024, MITS capstone students will be expected to attend a once-a-week Capstone Course (50 minutes) to help facilitate collaborative dynamics, critical thinking and reflection, and workshopping presentation/communication skills related to project deliverables. Course

supervision is provided by a MITS advisor or affiliated faculty member.

Due to the variety of sponsored projects, all project deliverables are negotiated and developed with the affiliated faculty member, advisors, and the project's sponsors before a factorable letter grade is awarded.

If MITS students would like to recruit their own capstone project, they will need to contact the graduate program manager before the end of the semester that precedes their capstone semester (August graduates by December; December graduates by May). Projects will only be considered if a CMU faculty and/or verified professional completes the Project Proposal form as the project's intended advisor/sponsor; students will not participate in the proposal process but they can help the graduate program manager to be in touch with interested sponsors/advisors of specific projects.

MITS Capstones must be collaborative projects—no individual projects will be accepted. A student-recruited project must be framed as a project for at least three MITS students. No MITS capstone projects can be combined with other programs' projects without prior approval from the graduate program manager.

Please see the [MITS program website](#) for more information.

8.9 Petitioning For Courses Outside of the Approved Curriculum List

MITS students are able to petition to have a course outside of the approved curriculum list count as a concentration or elective course. Core courses outside of the approved curriculum list will not be approved. To facilitate this petition, students must email the graduate program manager the following information:

- The 5-digit Course Code and Course Title
- Instructor's Name
- Catalog description of course- copy/pasted directly from SIO or catalog
- Petitioned requirement that the course will fulfill in the MITS program (specific concentration or elective requirement)
- A few sentences giving a rationale for why this course fits with the MITS program requirement and their own individual interests or

goals.

Petitions must be sent to the graduate program manager at least a week in advance of the Course Add Deadline of the semester which it is offered.

The MITS Executive Committee reserves the right to decline petitions. All petition decisions will be communicated by the graduate program manager to the student with a rationale for why the decline was issued.

MITS students are not eligible to take *every* graduate-level course that is offered at CMU. Faculty of courses not on the approved list will likely have a say in whether MITS students are eligible to reserve a seat in their class. Students are encouraged to reach out to the faculty members directly to inquire about seat availability and it is strongly recommended that the graduate program manager be CC'd on these communications.

8.10 MITS Sample Plan of Study- Standard Track

Fall	Spring	Summer
Information Security Core Course (12 units)	Software & Networked Systems Core Course (12 units)	MITS Project (36 units)
Data Analytics Core Course (12 units)	Concentration Course (12 units)	
Technology Strategy & Governance Core Course (12 units)	Concentration Course (12 units)	
Policy Seminar I (3 Units)	Policy Seminar II (3 units)	
15513/11637 or Concentration Course (12 units)	<i>Optional</i> Approved Elective (12 units)	<i>Optional</i> Approved Elective (6-12 units)

8.11 MITS-Applied Study Breakdown

The **Master of Information Technology Strategy – Applied Study** is a

full-time campus degree program. It is designed to be completed in three semesters with a summer internship between the second and third semesters.

The MITS – Applied Study is a 16-month program that begins in August and concludes in December of the following year. All MITS-Applied Study students will have the same course requirements (126 units) as the MITS requirements above but are also required to complete a Summer Internship (3 units) before their final fall semester. The MITS-Applied Study program is complete once the student **completes 129 units**.

8.12 MITS-Applied Study Sample Plan of Study

Fall	Spring	Summer	Fall
Information Security Core Course (12 units)	Software & Networked Systems Core Course (12 units)	Required Internship (3 units)	MITS Project (36 units)
Data Analytics Core Course (12 units)	Concentration Course (12 units)		
Technology Strategy & Governance Core Course (12 units)	Concentration Course (12 units)		
Policy Seminar I (3 Units)	Policy Seminar II (3 units)		
15513/11637 or Concentration Course (12 units)	<i>Optional</i> Approved Elective (12 units)		<i>Optional</i> Approved Elective (6-12 units)

8.13 MITS-Applied Internship Overview

The **MITS-Applied Study** Internship (3 units) is completed during the summer before their final fall semester.

These students are required to complete a minimum 8-week full-time

summer internship of their choosing. Internships

- need not be confined to Pittsburgh or Washington, DC,
- should have a clear relationship to the MITS program
- should be suited to the graduate level.

Expectations

Students should begin working early with the Graduate Program Manager in the fall of their first year of the MITS program to identify and apply for internships. Individual strategy meetings will be held with each student to jump-start the process. CMIST will provide assistance with:

- application material development,
- the placement process,
- funding opportunities.

International students are required to consult with the [Office of International Education](#) for eligibility for work authorization before starting or seeking an internship/co-op or consulting opportunity.

International students will benefit from proactively reviewing OIE guidance regarding off-campus work authorization. Off-campus work authorization processing times can take several weeks or months, and international students will benefit from starting the off-campus work authorization process as early as possible.

Resources to Explore Potential Internships

- Faculty Recommendations
- College Career Services
- Department's Regular Email Blasts/GPM Office Corkboard
- Career and Professional Development Center
<https://www.cmu.edu/career/>

Internship Verification and Approval Process

Once a student has officially accepted an internship and is given the contact information of their direct supervisor, they must fill out the MITS Summer Internship Supervisor Contact form. The graduate program manager will then contact the internship supervisor directly to verify the internship placement, duration, agreed work hours, and general relation to the MITS curriculum. Upon receiving verification, the graduate

program manager will communicate approval or disapproval directly to the student's via email. If the internship is approved, then the student will need to register for the required internship course for the summer semester.

Internships must be officially accepted, verified by the graduate program manager, and approved by the department no less than one week before the Course Add deadline for summer semester courses.

Post-Internship Expectations

Students will be required to complete a self-reflection of their internship experience before the first day of the 2nd fall semester that details the work they performed, reflections on the skills they developed, and what impact the experience has had on their career goals.

Internship supervisors will also be expected to complete a post-internship assessment of the student's work. These will be taken into consideration as final grades are awarded for the summer internship course.



Carnegie Mellon Institute
for Strategy & Technology

DEPARTMENTAL POLICIES

Carnegie Mellon University

9 CMIST Department Policies

9.1 Electives

What is an elective?

An elective is a course taken in addition to the core, capstone project, pre-requisite and required courses, is in an area of interest to the student, and is applicable to their degree. The most common choice is to select outside of the student's declared concentration, from the pre-approved list of [concentration courses](#).

MIT students should plan to select technical courses, although some exceptions to this rule will be considered. All MIT students are required to take a minimum of 12 units of elective coursework. Units associated with elective courses vary.

All students are advised to discuss their choice of electives with the Graduate Program Manager and receive approval before enrolling. If a student wishes to take an elective outside of the pre-approved courses, only those electives that have been approved by the academic advisor will be accepted towards degree completion requirements.

What courses count as electives?

Generally, electives are chosen from the pre-approved list of concentration courses, but they can come from any school or department within Carnegie Mellon as long as:

- the student has not already taken the course;
- the course is a graduate-level course (600 or above)
- the course has been approved by the student's academic advisor.

CMIST graduate students will only be allowed to take graduate level courses (600+ course code) to fulfill their curricular requirements in the MIT program. The *only* exception to this is if the student chooses to take 15-513 "Introduction to Computer Systems" either in the summer as a "pre-master's course" or during their enrolled semesters. This course is a required prerequisite for many of the Software and Networked Systems courses and thus can be counted towards the elective requirement for the program.

Although elective courses may be taken on a pass/fail basis, be advised that

only elective courses with letter grades (A, B, C, D) can be used toward degree completion requirements.

9.2 Attendance Expectations and Definitions

All attendance requirements for courses are set individually by the respective faculty member or course instructor. Students are to consult their course syllabi or speak directly with faculty/instructors for questions regarding types of absences, attendance record keeping practices, implications of poor attendance, definition, enforcement, and implications of tardies, and make-up work procedures.

9.3 Withdrawing From a Course Policy/Process

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>. There is a separate calendar for master's level courses.

All students must notify the graduate program manager before initiating a course withdrawal or change.

9.4 Protocol For Evaluation of Transfer Credit

Students who have taken and successfully completed graduate-level courses in areas relating to their degree may petition for these credits to apply toward their degree requirements, as long as the following conditions are met:

1. No course credit will be given for courses that were already used to obtain a graduate degree.
2. The petitioned course must be in an area/discipline closely aligned with the student's intended area of graduate study.
3. Students must obtain and present a transcript with the final earned grade from the institution where the course was taken, as well as supporting artifacts specific to the course at the time it was taken (i.e., course description, syllabus, learning/educational outcomes, student work product such as project, report, analysis, etc.)
4. Final earned grade in petitioned courses must be 'B- or better'.
5. All petitioned courses must be graduate level, or equivalent to a

CMU 500-series (or higher) course.

Each transfer request is evaluated on a case-by-case basis. A decision will be made on the course's transferability by the Graduate Program Manager only after the applicant has been notified of their acceptance to the program. A maximum of two (2) courses may be accepted in transfer and applied toward degree completion elective or pre-requisite requirements. All remaining elective courses, and all core curriculum and project courses, must be completed through Carnegie Mellon. Courses approved for transfer will appear on the student transcript as 'transfer credits'.

No transfer course credit will be awarded for incoming students related to their professional or life experiences prior to their enrollment in the program.

If a student wishes to transfer from CMIST to a different program (in CMU or otherwise), there is no guarantee that the curriculum completed during MITS will transfer to another institution or department at CMU. These decisions are at the sole discretion of the accepting institution to which the student has been admitted.

9.5 Double Counting Courses

Courses taken as a MITS student are not eligible to be counted to satisfy more than one curricular requirement.

9.6 Teaching/Research Assistant Requirements

Graduate students are required to have a certain level of fluency in English before they can instruct in Pennsylvania, as required by the English Fluency in Higher Education Act of 1990. Through this Act, all institutions of higher education in the state are required to evaluate and certify the English fluency of all instructional personnel, including teaching assistants and interns. The full university policy can be reviewed at:

<https://www.cmu.edu/policies/faculty/evaluation-certification-english-fluency-instructors.html>

Various Graduate Assistant positions may offer a stipend, hourly wage, or be connected to a graduate fellowship agreement. These are available in CMIST as well as throughout campus. Students are encouraged to apply independently at their discretion.

- College of Engineering: <https://engineering.cmu.edu/education/graduate-programs/financial-support/fellowship-assistantships.html>
- Machine Learning: <https://www.ml.cmu.edu/academics/ta.html>
- School of Computer Science: <https://www.ugrad.cs.cmu.edu/ta/>
- Statistics and Data Science: <https://www.cmu.edu/dietrich/statistics-datascience/resources/ta-handbook/become-a-ta.html>

Research Assistant (RA) Duties May Include

- Contribute to quantitative/qualitative research projects;
- Draft briefings on current foreign policy issues using database and archival research; and/or
- Provide logistical assistance as needed for research-based travel opportunities.

Teaching Assistant (TA) Duties May Include

- Attend all class sessions and read required weekly material;
- Assist professor with grading of exams and quizzes; and
- Hold office hours and review sessions to address student questions.

The fluency of all instructional personnel will be rated by Language Support in the Student Academic Success Center to determine at what level of responsibility the student can TA. In addition to administering the International Teaching Assistant (ITA) Test (a mandatory screening test for any non-native speaker of English), Language Support in the Student Academic Success Center helps teaching assistants who are non-native English speakers develop fluency and cultural understanding to teach successfully at Carnegie Mellon. Visit the Student Academic Success Center website for additional information:

<https://www.cmu.edu/student-success/>

9.7 Leave of Absence Protocol for MITS Students

All CMU graduate students are eligible to take a Leave of Absence (LOA) from their respective programs if extreme circumstances present cause for the student to pause their studies. Review the appropriate conditions for

LOA on the [University Policy website](#).

Taking a LOA at any point during the MITS program will almost certainly mean that the student would be required to take a full year off from the program. International students' student visas do not remain active during the LOA period, so it is likely that an international student would be required to return to their home country for that period.

There is not an option to take only one semester off from the MITS program due to the capstone project schedule and the curricular requirements that must be completed before the capstone begins.

If a student is planning to take a LOA, their first course of action is to discuss this with the graduate program manager to see if this is the best option given the specific circumstances. The student will be required to submit a Leave of Absence form to initiate the process. Early in the semester before the student is scheduled to return to the program, the student will be required to submit a Return from Leave of Absence form to the graduate program manager so that the student's enrollment status can be updated.

10 Grading and Evaluation

10.1 CMIST Grading Scale/System

CMU graduate students in the master's year, will follow the following graduate grading scale outlined below.

Grade	Quality Points	Definition
A	4.0	
A-	3.67	
B+	3.33	
B	3.00	
B-	2.67	
C+	2.33	
C	2.00	
C-	1.67	
R	0.0	Failure
P	Non-Factorable	Passing (\geq B-)
N	Non-Factorable	Not Passing ($<$ B-)
O	Non-Factorable	Audit
W	Non-Factorable	Withdrawal

I	Non-Factorable	Incomplete
AD	Non-Factorable	Credit granted for work completed at another institution or examination credit

CMIST conducts academic progress reviews of its graduate students each semester in the fall and spring terms in order to monitor individual student performance. In assessing a student’s performance, CMIST looks at academic achievement, personal responsibility, and overall progress. Should a student’s effort fall below the acceptable level of academic performance and/or fail to meet standards established by Carnegie Mellon and CMIST, the student will be appropriately notified, presented with a suggested plan for improvement, and notified of the risks associated with failure to improve.

10.2 Department Policy on Grades for Retaking a Course

Any student who fails a course will have the failure reviewed by the faculty committee during the end-semester academic review. Under advice from the committee, the Graduate Program Manager may require the student to repeat the course in order to complete the degree completion requirements.

10.3 Department Policy on pass/fail, satisfactory/unsatisfactory

All courses to be used toward degree completion requirements must be letter-bearing. Students may take elective courses for their educational enrichment on a pass/fail basis, with the understanding that they will not fulfill degree requirements. Note that Dietrich College does not consider a C+ or below as a “passing” grade at the graduate level:

<https://www.cmu.edu/hub/registrar/grade-options/pnp-conversion.html>.

10.4 Incomplete Grades Policy/Process

Carnegie Mellon students are expected to complete a course during the academic semester in which the course was taken. However, if the instructor agrees, a grade of “I” (incomplete) may be given when a student has been unable to complete the work of a course. Moreover, the work completed up to that date must be of passing quality and the grade of incomplete provides no undue advantage to that student over other students.

In awarding an “I” grade, an instructor must specify the requirements for the completion of the work and designate a default letter grade in the event that the student fails to complete the remaining work.

Students must complete the required course work by no later than the end of the following academic semester, or sooner if required by the instructor. The instructor must record the permanent course grade by the last day of the examination period of the following semester, or the default grade will be automatically assigned by the Registrar.

Incomplete Grades Delaying Graduation

If an Incomplete grade is earned during the semester in which the student expects to graduate, the student may accept the grade of “I” (Incomplete), thus delaying graduation until the successful completion of the course

10.5 Independent Study/Directed Reading

An independent study (IS) course is one that is:

- designed by the student for further study in a particular area of interest, and
- used when there is no formal course available in a given subject area.

Independent study courses may be 6 or 12 units. Each Independent Study course, regardless of the proposed units, will fulfill the requirement of one elective course only. A maximum of one (1) Independent Study is permitted toward degree completion requirements.

An Independent Study course must be advised and approved by at least one faculty member, as well as the Graduate Program Manager. Agreement to supervise an Independent Study course is purely voluntary on the part of the faculty member. It is the duty of the student, therefore, to negotiate the terms and conditions of the Independent Study with the pertinent faculty member(s) or members of the technical staff who will be supervising the study. These individuals are referred to as “Independent Study Supervisors”.

The “Proposal for Independent Study” form must be submitted NO LESS THAN 2 weeks before the end of the semester preceding the term in which the proposed IS will take place. Forms can be accessed by contacting the graduate program manager directly.

10.6 Review/Redress of Academic Conflicts

MIT students are recommended to review and abide by the university's [Summary of Graduate Student Appeal and Grievance Procedures](#) provided by the Office of Graduate and Postdoctoral Affairs office. Grievances can include:

- Appealing Final Grades
- Appeal of Academic Actions (declined petition, probation, suspension, dismissal, etc.)
- Appeal from Academic Disciplinary Actions
- Community Standard Violations
- Return from Leave of Absence
- General Grievances

Students should refer to the [Carnegie Mellon Code](#) for a full description of university standards related to codes of conduct.

10.7 GPA and QPA Requirements for Graduation

To receive the MIT degree, students must successfully complete the appropriate courses with an overall quality point average (QPA) of 3.0. If a grade lower than “B-” (B minus) is received in any core, concentration, capstone or seminar course, the course must be repeated or another course must be taken to satisfy the same requirement, regardless of the QPA. Receiving a “B-” (B minus) or less in any course may jeopardize the student's good academic standing in the program.

10.8 Satisfactory Academic Standing

Student progress will be monitored each semester. Should a student's cumulative or semester QPA in graduate coursework drop below 3.0 during any semester (including senior year graduate coursework for AMP students), they may be placed on departmental probation for the following semester and required to improve their performance to the acceptable 3.0 QPA during that period. Terms of probation will be at the discretion of the department, but may include suspension of applicable departmental fellowships, mandatory course retakes, or required advisor meetings. Failure to improve a QPA to 3.0 or better within the following semester of coursework may result in termination from the program.

Refer to specific programmatic [QPA requirements in the section above](#).

10.9 Policy on Academic Probation in Final Semester

If a MITS student does not complete all Core and Concentration requirements before their final semester in the program, they will be placed on academic probation for that semester. In this case, it is likely that the student will need to take additional courses outside of the MITS Capstone course. Depending on how many additional classes are needed to complete will dictate the approval process to over-enroll for that semester.

Regardless of additional curricular requirements in that final semester, MITS capstones only run during the fall and summer semesters. For this reason, the student on probation will be expected to fully participate in the MITS capstone project/course in addition to completing curricular requirements. Should the student fall behind in either the MITS Capstone or the additional courses, the priority should be given to the Capstone project. It is possible that the student on probation may have to withdraw from the courses and plan to complete these courses in a subsequent semester—which would delay their graduation by a semester. In this instance, the student would be responsible for covering the cost of adding an additional semester and they will remain on academic probation until they complete and graduate from the program.

Please review the Leave of Absence Protocol ([section 10.7](#) above) as an alternative option to consider.

11 Changes to Policies or “Grandfathered” Policies

Students are automatically tied to the specific handbook document most recently published by the CMIST department before the student’s first semester in the program.

When policies change, it is because the department recognizes that the newly-adopted rule is an improvement. Students enrolled in a degree program that is affected by a change in policy may, in some cases, choose to be governed by the policy in effect at the time of their matriculation.

Should a student want to petition to be covered by a “newer” policy than what is stated in their official handbook, the student must first be in good academic standing in the program at the time of the petition. The petition must be put in writing and provided to the graduate program manager in a timely fashion. No policy petitions will be accepted after the final course

drop deadline of their final semester in the program.

12 Financial Support

12.1 Statement of Department Financial Support

Students are expected to make normal progress toward their degree in order to graduate within the standard timeframe for their program of study. Under U.S. Federal Title IV regulations, student eligibility for federal financial aid is contingent upon enrollment in and successful completion of courses that are counted as credit toward their current degree program. To receive the maximum amount of federal and state financial aid for which they may be eligible, students must enroll each semester in at least 36 units that count toward their current degree level.

Students should consult with their designated college liaison in The HUB regarding billing and financial aid, particularly for early completion, longer-than-standard completion, or integrated bachelor and master's degree programs.

12.2 Types of Department Funding

Conference Funding is a funding application process provided by GSA and the Provost's Office for students, student work groups or groups to attend a conference, whether as a participant or as a presenter. The process is managed by the Office of Graduate and Postdoctoral Affairs. Students can find more information about the application process and deadlines at:

<https://www.cmu.edu/graduate/professional-development/index.html>

12.3 Travel/Conference and Research Funding

The intent of funding is to support CMIST graduate student research by providing financial assistance in the form of expense reimbursement to be used toward the costs incurred in either conference attendance or research projects. Funding will be provided in the form of reimbursement.

For conference attendance, graduate students must supply proof their paper has been accepted for presentation. Poster presentations are not accepted for reimbursement. For conference attendance, registration fees and travel expenses (hotel/airfare) are the most commonly approved reimbursement.

Students should submit the “CMIST Grad Student Funding Application” no earlier than one semester before the expected expenses are to be incurred, and no later than one month before the date of the conference or expected research expenses. Please contact the graduate program manager to gain access to this application form.

GuSH Research Funding is a source of small research grant funds provided by GSA and the Provost’s Office and managed by the Graduate Education Office. Students can find more information about the application process and deadlines at:

<https://www.cmu.edu/graduate/professional-development/research-funding/index.html>

12.4 Requirements for the Continuation of Funding

Students receiving departmental funding must remain in good academic standing for the duration of their scholarship. The department reserves the right to withdraw funding in the following circumstances:

- A student remains on academic probation for a second consecutive semester.
- A student takes a Leave of Absence away from the program for more than one semester.
- A student receives less than a 2.0 cumulative QPA in any given semester.

The graduate program manager will remain in contact with the student leading up to any final departmental decision being made. Should CMIST decide to initiate the withdrawal of scholarship funds, the student would be notified via an official letter emailed to their CMU account with a recommendation to discuss the decision with the graduate program manager.

12.5 Office of the Dean of Students Emergency Support Funding

Graduate students who find themselves in need of immediate funds for emergency situations should contact the Office of the Dean of Students:

<https://www.cmu.edu/student-affairs/dean/>

to inquire about the types of emergency funding available to enrolled students.



Highlighted University Resources

FOR GRADUATE STUDENTS

Carnegie Mellon University

13 Key Resources for Graduate Student Support

13.1 Office of Graduate and Postdoctoral Affairs

<https://www.cmu.edu/graduate>

graded@cmu.edu

The Office of Graduate and Postdoctoral Affairs provides university-wide support for all graduate students and academic programs, with a focus on supporting graduate student success at Carnegie Mellon. Examples of resources offered through the Office of Graduate and Postdoctoral Affairs include, but are not limited to:

- Website with university resources, contact information for CMU programs and services, possible financial assistance and potential funding opportunities, and various procedural and policy information
- Newsletter to all graduate students with information on activities, resources, and opportunities
- Professional development seminars and workshops, and various programming and events for the graduate student community

The Office of Graduate and Postdoctoral Affairs also works directly with the colleges and departments on issues related to graduate students and serve as a resource for developing policy and procedures. The Office of Graduate and Postdoctoral Affairs partners with many other offices and organizations, such as the Graduate Student Assembly, to support the holistic graduate student educational experience.

13.2 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 curricular experience at Carnegie Mellon including the coordination of student support. Graduate students will find the enrollment information for Domestic Partner Registration and Parental Accommodations in the Office of the Dean of Students or on their website. This Office also manages the Student Emergency Support Funding process. There are currently three forms of support funding for enrolled students: emergency student loans, student parental loans, and the Tartan Emergency Support Fund. Inquiring students will be provided with additional information about the various types of funding during a consultation meeting with a member of the Dean of Students team. Tuition costs are not

eligible for Student Emergency Support funding.

College Liaisons and the Student Support Resources team serve as additional resources for graduate students. 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 Important Contacts list in Student Information Online (SIO). The Student Support Resources team offers an additional level of support for students who are navigating a wide range of life events. Student Support Resources staff members work in partnership with campus and community resources to provide coordination of care and support appropriate to each student's situation.

13.3 The Division of Student Affairs

The Division of Student Affairs includes (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

13.4 Center for Student Diversity & Inclusion

<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)

13.5 Eberly Center for Teaching Excellence & Educational Innovation

<https://www.cmu.edu/teaching/>

The Eberly Center offers 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, Eberly's 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:

<https://www.cmu.edu/teaching/graduatestudentsupport/>

13.6 Graduate Student Assembly

<https://www.cmu.edu/stugov/gsa/>

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. GSA's recent accomplishments are a testament to their 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. GSA also maintains a website of graduate student resources on and off-campus. GSA continues to rely on student feedback to improve the graduate student experience at CMU. Feel free to contact them at gsa@cmu.edu to get involved, stop by their office in the Cohon University Center Room 304 or become a representative for your department.

13.7 Office of International Education (OIE)

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

Carnegie Mellon hosts international graduate and undergraduate students who come from more than 90 countries. The Office of International Education (OIE) is the liaison to the University for all non-immigrant students and scholars, as well the repository for study abroad opportunities. OIE provides many services including: advising on personal, immigration, study abroad, academic, and social and acculturation issues; presenting programs of interest such as international career workshops, tax workshops, and cross-cultural and immigration workshops; 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 and pre-departure programs.

13.8 Veterans and Military Community

<https://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, and non-educational resources 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

urovaedbenefits@andrew.cmu.edu or 412-268-8747.

13.9 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, violations of university policy, or violations of law. Students, faculty and staff can anonymously file a report by calling 1-844-587-0793 or visiting <https://cmu.ethicspoint.com/>. All submissions are reported to appropriate university personnel and handled discreetly.

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

13.10 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>

14 Key Offices for Academic & Research Support

14.1 Computing and Information Resources

<https://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 ithelp@cmu.edu.

14.2 Student Academic Success Center

<https://www.cmu.edu/student-success/>

The Student Academic Success Center's (SASC) work to support success focuses on creating spaces for students to engage in their coursework and approach to learning through many group and individual program options. SASC supports student success by providing academic coaching, subject-specific tutoring, effective communication strategies, accommodations for students with disabilities, and language support for multilingual learners. SASC engages with faculty and staff to improve the coordination and professional development for academic advisors. Visit the SASC website for more information about services offered in areas such as communication and language support; language and cross-cultural support; and learning support.

14.3 University Libraries

<https://www.library.cmu.edu/>

The University Libraries offers a wide range of information, resources, and services supporting graduate students in coursework, research, teaching, and publishing. The library licenses and purchases books, journals, media, and other needed materials in various formats. Library liaisons, consultants, and information specialists provide in-depth and professional assistance and advice in all-things information, including:

- Locating and obtaining specific resources
- Providing specialized research support
- Advanced training in the use and management of data

Sign up for workshops and hands-on topic-specific sessions such as data visualization with Tableau, cleaning data with OpenRefine, and getting started with Zotero. Weekly drop-in hours for Digital Humanities and for Research Data Research Management are scheduled during the academic year. Start at the library home page to find the books, journals, and databases you need; to identify and reach out to the library liaison in your field; to sign up for scheduled workshops; and to connect with consultants in scholarly publishing, research data management, and digital humanities.

14.4 Research at CMU

<https://www.cmu.edu/research/>

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 are found by visiting the Research at Carnegie Mellon website.

14.5 Office of Research Integrity & Compliance

<https://www.cmu.edu/research-compliance/>

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 provides consultation, advice, and review of allegations of research misconduct.

15 Key Offices for Health, Wellness & Safety

15.1 Counseling & Psychological Services

<https://www.cmu.edu/counseling/>

Counseling & Psychological Services (CaPS) affords the opportunity for students to talk privately about academic and personal concerns in a safe, confidential setting. An initial consultation at CaPS can help clarify the nature of the concern, provide immediate support, and explore further options if needed. These may include a referral for counseling within CaPS, to another resource at Carnegie Mellon, or to another resource within the larger Pittsburgh community. CaPS also provides workshops and group sessions on mental health related topics specifically for graduate students on campus. CaPS services are provided at no cost. Appointments can be made in person, or by telephone at 412-268-2922.

15.2 Health Services

<https://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.

15.3 Campus Wellness

<https://www.cmu.edu/wellness/>

At Carnegie Mellon, 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.

15.4 Religious and Spiritual Life Initiatives (RSLI)

<https://www.cmu.edu/wellbeing/resources/religious-spiritual/index.html>

Carnegie Mellon is committed to the holistic growth of our students, including creating opportunities for spiritual and religious practice and exploration. RSLI has relationships with local houses of worship from various traditions and many of these groups are members of CMU's Council of Religious Advisors. They 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. RSLI staff are available 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.

15.5 University Police

<https://www.cmu.edu/police/>

x2323

The University Police Department is located at 4551 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 and laptop registration. Visit the department's website for additional information about the staff, emergency phone locations, crime prevention, lost and found, fingerprint 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. The report also contains 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 [x2323](tel:x2323). The annual security and fire safety report is also available online at:

<https://www.cmu.edu/police/annualreports/>

15.6 Shuttle and Escort Services

<https://www.cmu.edu/parking/transport/>

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.

16 The WORD

<https://www.cmu.edu/student-affairs/theword/>

The WORD is Carnegie Mellon University's online student handbook and serves as the foundation for the department (and sometimes college) handbook. The WORD contains university-wide academic policy information and resources, community policies and resources, and describes the university level procedures used to review possible violations of these standards. 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. Graduate students are encouraged to bookmark this site and refer to it often. University policies can also be found in full text at: <https://www.cmu.edu/policies/>.