

iii

College of Engineering Academic Year 2026 - 2027

Graduate Student Handbook
for MIIPS, MSSM

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Welcome

On behalf of the Integrated Innovation Institute (iii) faculty and staff, I 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.

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

- Your Program Handbook
- [Your College's Handbook](#)
- [University-Wide Graduate Student Handbook](#) (Office of Graduate and Postdoctoral Affairs)
- [The Carnegie Mellon Student Handbook](#)

Please review all handbooks as soon as you can 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

The iii

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.

Mission Statement

The Integrated Innovation Institute combines the strengths of engineering, design, and business to professionally cross-train students to be change makers and elite innovators, enhancing the innovation process and generating impact.

Degrees Offered

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.

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 with a final required course and electives.

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 or via synchronous, remote attendance.

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.

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After You Have Been Accepted

This section presents guidelines for accepted students prior to matriculation into their programs.

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 iii students.

Degree Program Changes/Requests

Prospective students should research degree details and connect with the iii 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 student's 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. This means once you submit your deposit, you are enrolled in the program duration you chose and you will register for classes accordingly.

Admitted students who have rare or extenuating circumstances and may need to graduate earlier can apply to be considered for a switch within their degree program. Degree switches will be reviewed on an individual student basis and subject to approval. To begin a review, contact your

academic advisor. Any student considering this switch must complete all requirements outlined in the degree curriculum plan and submit new documentation with OIE as needed.

Note: Immigration changes may impact an F-1 or J-1 student's ability to change their academic program, even if allowed to by the program. Students on F-1 or J-1 documents should proactively consult with OIE when considering a program change.

Confidentiality of Communications

All information provided to students because 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.

Residency Requirements

All full-time degrees require residency at their primary campus of origin. While some courses are taught via distance learning, a complete degree cannot be attained without residency.

NOTE: Part-time students in the MSSM program are exempt from the residency requirement. U.S. government regulations require F-1 and J-1 international students to be enrolled in an in-person degree program, with in-person expectation coursework. Even though this immigration requirement is specifically for international students, residency requirements in a degree program must be consistent for both international and domestic students.

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. Note: MSSM students who take Pittsburgh-based courses must be enrolled in a section specifically designated for Silicon Valley students.

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: For F-1/J-1 students only one "Remote Only" course per semester may be used to count toward the full-time enrollment requirement.

Policies for Attending Classes

This section presents guidelines for CMU expectations of attendance as well as iii-specific attendance and classroom engagement policies. Please note that course faculty may impose higher expectations, outlined in individual course syllabi.

Academic Calendar and the iii

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.

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.

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. Additionally, there are different add/drop deadlines for mini courses vs. full semester courses that could impact tuition charges. It is the student's responsibility to meet appropriate deadlines for registration and tuition. Students taking undergraduate and Master 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>.

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. Finals and final project/presentation schedules are specific to each course. It is students' responsibility to confirm the schedule with faculty each semester and plan to stay on campus until the last day of finals unless they confirm otherwise. Likewise, students are expected to attend all classes and final presentations as scheduled leading up to spring break.

University Holidays are considered student holidays as well. Students need to consult their faculty about coverage during University Holidays if they have challenges with taking time off during that time, i.e., if experiments are running that need to be monitored continuously. Arrangements can be made for students to take an equal number of days off at another time.

iii Classroom Expectations

Punctuality

Students are expected to arrive 5 minutes early for class and stay until they are dismissed. There are times students may be asked to help rearrange the room for optimal learning as a community.

Important information and announcements happen at the start of classes. If you miss these announcements, it is your responsibility to catch up on the information. Being chronically late is disruptive and could create negative perceptions. Please discuss with your instructor(s) if you will have an unavoidable tardy or need to leave early.

A habit of being late may impact your grade. Each faculty member has final discretion to determine if a lowered grade or an Incomplete Grade should be considered.

iii Class Attendance

Required iii courses

Students must attend the first class session of a required course. Since these are usually on the first day of each semester and/or mini, consult the academic calendar and plan ahead to be in attendance. These first days are so important for culture and context setting, which is why attendance is mandatory.

For international students, immigration expects you to arrive on campus by the first day of classes so please plan your travel in advance.

All courses

Learning together in community is one of the advantages of an in-person program, but life happens. Except for the first day of a required course and micro courses, students can opt to use free passes if they need to miss a class. The policy is:

- You get 2 free passes for mini courses that meet twice a week.
- You get 1 free pass for mini courses that meet once a week.
- You get 3 free passes for full semester courses that meet once or twice a week.
- You get no free passes for a micro course, especially for iii required micros.

Individual faculty may specify dates where attendance is mandatory, for example, presentation days, guest lecturers, simulations, etc., so you need to be aware and respectful of each course policy.

We recommend students give at least 48-hours notice to their faculty for any absences, especially if it is a planned event. A habit of missing class beyond the free pass policy may impact your grade. Each faculty member has final discretion to determine if a lowered grade or an Incomplete grade should be considered.

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 a design challenge, and/or joining a club. The iii also recommends students look for leadership opportunities on campus in the forms of course project leads, GSA/Student Club, and Fellowship leadership opportunities 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 are approved in their class and/or may impact the final grade.

Important Resources for You

This section contains important links and information for graduate students.

Computing Services

<https://www.cmu.edu/computing/index.html>

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>

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

<https://www.cmu.edu/hub/sio/about.html>

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:

- View grades, QPA and enrollment status
- Order transcripts and verifications
- Plan future course schedules and complete course registration activities (add/drop courses, view waitlist history, etc.)
- View financial aid details, including awards, application status, and federal loan information
- View student account invoices and activity
- Make payments via Online Banking and designate a bank account for electronic refunds
- Manage family and friend contact information and invite individuals to view student

account invoices, make payments, and order verifications through My Plaid Student

- View housing and meal plan assignments
- Report a lost ID Card, view Plaid Cash balance or deposit Plaid Cash
- Enroll in a health insurance plan or complete an insurance waiver form
- View important campus contact information (Academic Advisor and/or Associate Dean, Student Affairs contact and HUB liaison)

Canvas Learning Management System

<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.

In addition, Canvas may be used for orientation materials, to share important information and resources (like this handbook), and for onboarding tasks essential to a students' success with the iii.

During new student orientation, iii students will be invited to participate in a Canvas course for their respective program: CMUiii MIIPS and CMUiii MSSM. The intention of this degree specific orientation course is to share important information and resources, orientation-related assignments, and onboarding tasks essential to a student's success with the Integrated Innovation Institute.

Box File Storage & Collaboration

<https://www.cmu.edu/computing/services/comm-collab/collaboration/box/index.html>

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.

Stellic Degree Audit Application

<https://www.cmu.edu/es/stellic/index.html>

The Stellic Degree Audit Application is a student-driven, collaborative academic planning tool that employs the university's undergraduate catalog and degree requirements to assist students with schedule planning and in meeting their degree requirements.

Appendix B in this Handbook provides additional departmental resources for students.

Enrollment and Registration

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 their 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.

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 ([Carnegie Mellon University - Schedule Of Classes](#)). 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.

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. See <https://engineering.cmu.edu/education/academic-policies/graduate-policies/registration-grading-credit.html#double-counting-of-course-units-for-m.s.-and-ph.d.-degrees>

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.

Program Transfer

Transferring between programs within the Integrated Innovation Institute and transferring to another CMU program outside the Integrated Innovation Institute is not permitted. If you wish to apply to another program, you will need to follow that program's application process.

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 and/or a final presentation.

Summer Internship

The Summer Internship Requirement at the Integrated Innovation Institute is completed by students in the MIIPS Advanced program and MSSM 16-month program during the summer term as outlined in their program plan details.

Depending on flexibility within specific degrees, students can potentially fulfill the internship requirement through an alternative experience. Alternative projects will be determined as needed by the Program Directors.

Students register for one of the following courses to complete the internship requirement:

- 49-746 - Integrated Innovation Institute Internship – PGH
- 49-793 – Integrated Innovation Institute Internship – SV

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 follow the process outlined by their academic advisor 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 may 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/Bi-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 may be asked to complete a brief survey about student work as well. The internship grade will be based on the summation of these activities. 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 by their academic advisor in a timely manner.

Students on an F-1 visa must apply for Curricular Practical Training (CPT) work authorization through the Office of International Education *before* beginning to work. The application and authorization process can take up to ten (10) days to be approved. We recommend international students consult with (OIE) proactively for guidance regarding off-campus work authorization. See <https://www.cmu.edu/oie/employment/f1-students/curricular-practical-training.html> for more information.

Note: J-1 students *must* follow a slightly different process for work authorization and need to consult with OIE at least two weeks in advance of any opportunity to determine eligibility. See <https://www.cmu.edu/oie/employment/j1-students/academic-training-employment.html> for the most recent guidance.

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 expected to be proactive throughout the internship search process and to notify their program director/academic advisor/career coach if any concerns or issues arise during their search.

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 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

Academic Standards

This section contains information and policies about grades, performance, waivers, etc.

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.

Academic Performance

Grade Point Average

To graduate, students must have a program 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 the 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.

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 in full-time programs will have one semester to improve their QPA to at least 3.0 to return good academic standing. Part-Time MSSM students may be given two semesters to improve their QPA, depending on circumstances. If a student is not in good academic standing, it is their responsibility to consult with their academic advisor in a timely manner to write and complete a required Academic Improvement Plan. Students not in good academic standing for more than the designated timeframe on their Academic Improvement Plan 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.

Incomplete Grades

Students are expected to complete a course during the academic semester in which the course is taken. However, if there are extenuating circumstances outside of a student's control that does not allow them to complete work for a course, instructors may choose to issue an Incomplete grade. The instructor must specify the requirements and timeline for completing the work and designate a default letter grade if no additional work is submitted. A permanent grade must be issued by the last day of the examination period of the following semester or else a default grade will be issued.

Retaking a Course

If a student does not pass a required course, they must either retake the course or take a different course approved by the program director 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.

Required Course Waiver Policy (MSSM only)

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. Most students complete the required curriculum as outlined within each specific degree. Only MSSM students who have significant documented work experience or an academic background within a specific skill or topic area can request to waive a course.

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 request to their academic advisor. After a formal request is submitted, students will be sent a course waiver proposal form that they will need to complete and send back to their academic advisor before a specified deadline. Requests will be approved or denied after review from the academic advisor, program director, and/or course faculty.

Students in the MSSM program 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 program curriculums as designed and developed. Even if a waiver is requested, it is at discretion of the professor and program director to approve based on previous content and goals in the course. Students need to submit supporting documents for the academic courses including syllabi and course descriptions. Along with these requirements, some faculty members may require an interview or exam as part of the course waiver process.

Note: Students in the Part-Time MSSM program with significant experience may petition for additional course waiver reviews at the discretion of the program director.

Note: Students in the MIIPS program are not eligible to waive core courses outlined in the curriculum.

Protocol for Evaluation of Transfer Credit

The Integrated Innovation Institute does not accept transfer credit.

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.

The Integrated Innovation Institute expects and encourages a broad and diverse co-curricular college experience and has set limits on how many courses a student is allowed to take in each 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. If eligible, students may overload to the maximum units per semester with approval from their academic advisor and program director. Note: Overloading is not permitted in the first semester of enrollment.

Eligibility for overloading is defined by a specific QPA per degree (see below) in the last completed semester AND current cumulative QPA.

MIIPS: 3.75 QPA (or higher)

MSSM: 3.6 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 requested by the department.
- If permission is granted, the 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:** Full-time 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).

Advising

Academic advising is a partnership between the academic advisor and the student in exploring and understanding how to construct an educational plan shaped by the student's goals and interests.

Students are assigned to an advisor upon enrollment in their program. Advisor assignments are as follows:

MIIPS: Mallory Jagodzinski, PhD, MIIPS Academic Advisor

MSSM: Leia Delabahan, Senior Academic & Student Services Advisor

Advisors advise on academic policy, classes, support student internship and job search, and connect students to resources to support academic success and emotional health and well-being.

While advisors provide guidance on a student's program, it is the student's responsibility to be proactive about questions or concerns they may have about their academic progress. Students and advisors are expected to maintain open lines of communication, respond to one another in a timely fashion, address conflicts respectfully, and clearly define timelines and expectations for one another.

Review/Redress of Academic Issues

Appealing Final Grades

Final grades will be changed only in exceptional circumstances and only with the approval of the instructor and the department, unit or program. Grading is a matter of sound discretion of the instructor and final grades are rarely changed without the consent of the instructor who assigned the grade. The following circumstances are the unusual exceptions that may warrant a grade appeal: (a) the final grade assigned for a course is based on manifest error (e.g. a clear error such as arithmetic error in computing a grade or failure to grade one of the answers on an exam), or (b) the faculty or staff member who assigned the grade did so in violation of a University policy.

A graduate student who believes a final grade was assigned pursuant to (a) or (b) above should first present the case informally to the faculty or staff member responsible for the course in which the student believes an inappropriate grade has been awarded. If the student is not satisfied with the resolution at this first step, the student shall submit a formal, written appeal, with appropriate documentation to the head of the department in which the course was offered. Grade appeals should be initiated as soon as possible but no later than one year after the final course grade was issued. The department head (or the program head if the department head chooses to delegate the decision to him/her) will issue a written decision on the appeal within 30 days, or as soon thereafter as practical. If the student is not satisfied with the decision of the department head (or program head), the student may submit a formal, written appeal, with appropriate documentation, within seven (7) days to the Dean of the college in which the course is offered.

The Dean shall render a decision within 30 days, or as soon thereafter as practical. The decision of the Dean shall be final and not appealable. Summary of Levels of Appeal for Final Grades:

- Informal discussion with the faculty member
- Formal written appeal to the department head (or the program head if the department head chooses to delegate the decision to him/her)
- Formal written appeal to the Dean
- Dean issues final non-appealable decision

For review/redress of academic issues, students can refer to the Summary of Graduate Student Appeal and Grievance Procedures for connection to University policy and procedures

Degree Requirements

Please read this section to learn about iii degree requirements.

Program Learning Outcomes

Master of Integrated Innovation for Products & Services

1. Articulate and execute processes and strategies to discover new innovative opportunities.
2. Use the skills and/or fundamentals in the core disciplines of innovation to create new innovation projects.
3. Collaborate in a multidisciplinary team environment in the context of an innovation project
4. Communicate project details and learnings using oral, written, and/or prototyping and other non-verbal communication methods to both experts and non-experts across multiple communication channels.
5. Synthesize information from diverse sources to develop original perspectives on innovation topics and effectively communicate findings through various communication channels to varied audiences

Master of Science in Software Management

1. Identify and develop opportunities for software and AI product innovation in support of the needs of individuals, organizations, and society.
2. Formulate and execute a product delivery strategy to deliver high-quality digital products and services.
3. Collaborate in a multidisciplinary team environment in the context of software and AI product development.
4. Communicate effectively with a variety of stakeholders through written, spoken and visual communication methods to support product decisions and outcomes.
5. Integrate frameworks, skills, and leadership judgment to navigate ambiguity, shape decisions, and deliver outcomes in complex, real-world software and AI product contexts, including industry and applied research settings.

MIIPS & MIIPS Advanced Study

Full-time Status

Full-time degree requirements for the MIIPS and MIIPS Advanced Study 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.

Registration Process & Procedures and Academic Advising

Students work closely with their academic advisor to confirm registration for their academic terms. Registration is completed during the periods designated by [CMU's academic calendar](#). 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 academic policy, 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 their program director, faculty, academic advisor, and career coach. The Career and Professional Development Center (CPDC) also provides campus-wide career events and resources.

Elective Courses

Students are required to complete a minimum number of elective units per degree program as noted below. A list of elective courses vetted by the iii and which MIIPS students have found challenging and rewarding will be provided before registration begins each semester. These electives have been vetted and curated to align with curriculum goals and interests of former MIIPS students. Students do sometimes find additional electives not listed that are relevant to product and service innovation. In this case, students need to provide written rationale explaining the elective in the context of the MIIPS degree and goals. The program director and academic advisor will review for approval. Undergraduate course units do not count toward degree requirements.

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 units of approved graduate-level elective courses relevant to the product development process, of which at least 6 must be MIIPS-specific, Pittsburgh-based 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 MIIPS-specific, Pittsburgh-based electives (49-xxx courses).

Elective Unit Distribution within Other Schools/Colleges

MIIPS & MIIPS Advanced Study students are allowed to take up to a maximum of 24 elective units per department outside of iii throughout the duration of their enrollment.

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 will allow MIIPS students to take up to 3 mini courses per semester; 24-unit total for duration of enrollment.

Maker-type Courses

As your schedule permits, we recommend you take a few of these courses so that you have full access to spaces needed on campus.

- 1 or 3-unit maker type courses are offered by IDeATe and/or TechSpark. They are valuable and while we encourage them, they do not count toward the elective unit requirement or total semester course requirement

Course Structures

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

MIIPS-required coursework is offered throughout the Fall and Spring mini sessions within a semester, as are electives from MIIPS and other schools/colleges. You will need to work with your Academic Advisor to maintain a balanced curriculum/course load during the MIIPS degrees between your required courses and elective courses.

Independent Study Units

MIIPS students who want to work on an independent research project towards their elective units may apply to participate in an independent study. It is the student's responsibility to propose or find an independent study and their supervising faculty.

Students may apply for independent study elective units by following the procedures outlined on the [MIIPS Current Student website](#). Proposals must be approved by the supervising faculty member, Program Director, and Academic Advisor before students can be registered for independent study units in a given semester. Please be aware each department has its own deadlines; it is your responsibility to find out what the deadlines are for any given semester. Proposals submitted after a deadline will not be accepted.

Independent study is a privilege and it is not guaranteed that all students who apply to participate will be approved for enrollment into the course. Students who enroll into Independent Study are expected to take the lead in completing milestones and initiatives as outlined with their supervising faculty.

Department Policy for Withdrawing from a Course

Students taking undergraduate and Masters' level courses must follow the procedures and deadlines for withdrawing from courses as identified on the academic calendar.

Withdrawal information can be found at

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

Students should work with their academic advisor to discuss if it is possible to withdraw from a course during the semester. If a student withdraws from a course, the units will not be counted

toward their Master's degree. Withdrawn courses may still show up on a student's transcript depending on the date they initiate the course withdrawal process with their advisor.

Curriculum of Study for MIIPS Degrees

[Appendix A](#) contains the curriculum of study for all three MIIPS degree programs.

Required Units for Degree Attainment

Students are responsible for meeting all degree requirements for on-time graduation.

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 reviewed by an advisor, including 6 units of iii electives.

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 reviewed by an advisor, including 12 units of iii electives.

MSSM 16 Months, MSSM 12 Months and MSSM Part-Time

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 their degree on campus. Some courses may be offered during evening hours. 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, full-time students must enroll into a minimum of 36 units to maintain full-time status. Students must complete a total of 144 factorable units with a cumulative QPA of at least 3.0 in order to graduate.

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) by following the course plan outlined in Appendix A. Part-time students should complete 24 units per semester in order to graduate within two years. Students must complete a total of 144 factorable units with a cumulative QPA of at least 3.0 in order to graduate.

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 selected before orientation. 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 their program director, faculty, other support staff, and are encouraged to reach out to the CMU-SV Career Services staff for questions regarding career and professional development.

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. 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. No undergraduate courses are permitted as elective units for degree requirements.

Students have the option to pursue elective courses that are part of the Technology Ventures concentration. This concentration consists of a set of recommended courses for students who are interested in pursuing a career in entrepreneurship or in a new venture. Courses that are part of the Technology Ventures concentration will be communicated to students during registration periods and can also be found on the MSSM Stellar audit.

Independent Study Courses

MSSM students who want to work on an independent research project towards their elective units may apply to participate in an independent study. Students can apply to participate in independent study after their first semester in the MSSM program and are limited to 12 units of Independent Study for the entirety of their program (including Capstone).

Students may apply for independent study elective units by following the procedures outlined on the MSSM Current Student website. Proposals must be approved by the supervising faculty member, Program Director, and Academic Advisor before students can be registered for independent study units in a given semester. Proposals submitted after the indicated deadlines will not be accepted.

Independent study is a privilege and it is not guaranteed that all students who apply to participate will be approved for enrollment into the course. Students who enroll into Independent Study are expected to take the lead in completing milestones and initiatives as outlined with their supervising faculty.

Project Course Registration

Students registering for practicum and other project based courses must submit a proposal in order to be approved for registration into the course. Students should follow the process outlined on the Current Student Website and submit their proposals before each semester deadline.

Project-Based courses for the MSSM program include: 49790/49796 - Software Management Independent Study, 49791 - Software Management Capstone Project, 49800 - Start-Up Creation in Practice.

Curriculum of Study for MSSM Degrees

[Appendix A](#) contains the curriculum of study for all three MSSM degree options.

Required Units for Degree Attainment

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.

Student Services & Resources

There are multiple resources for student support throughout the Integrated Innovation Institute and Carnegie Mellon University.

Student Support

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

Ellen Ayoob, MIIPS Program Director

Mallory Jagodzinski, PhD, MIIPS Academic Advisor

MSSM

Jorge Tabora, Interim MSSM Program Director

Leia Delabahan, Senior Academic & Student Services 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 iii Liaison can be found in SIO under the Resources tab. The current College Liaison for iii students in Pittsburgh is Liz Vaughan, Associate Dean of Student Affairs & Director of the Office of Community Engagement and Leadership Development.

The current College Liaison for iii students in Silicon Valley is Lauren Schachar, Assistant Dean of Student Affairs. In addition to the College Liaison, students in Silicon Valley can reach out to the CMU-SV Student Services and Associate Director of Student Services & Engagement, Julie Kailath.

The College Liaisons & CMU-SV Student Services team can provide campus and outside resources for a number of issues and concerns, including financial, mental and physical health, and work-life balance.

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 the student community or the departmental climate
- 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.

Career Services

Pittsburgh Campus

Students located on the Pittsburgh campus receive support from the Pittsburgh iii MIIPS Career Coach. The Career Coach is available for students who have questions related to career exploration, networking and communication, resume reviews, job/internship search strategy, interviewing, and employment offers. Through 1:1 meetings, workshops, and career resources, the Career Coach supports students' career pursuits and professional development.

Carnegie Mellon University's Career and Professional Development Center (CPDC) is an additional resource that plans campus-wide events such as company info-sessions and career fairs to support CMU students.

Point of contact on the iii MIIPS Career Services Team (as of July 2026):

- Alexandra Stossel, Career Coach, astossel@andrew.cmu.edu

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 June 2026):

- Leigh Oliveras, Associate Director of Career Services
- Jennifer Wolfeld, Communication & Language Specialist

Students on both campuses are expected to abide by CMU's Ethical Job/Internship Policy as outlined on the CPDC website:

<https://www.cmu.edu/career/students-and-alumni/ethical-job-search-policy/index.html>

Handshake

Handshake is Carnegie Mellon's online recruiting system:

<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, register for career-related events, and find contact information for thousands of recruiters. Handshake may be accessed through the CPDC website and is used by the Pittsburgh campus' CPDC, the Pittsburgh iii Career Coach, and the CMU-SV Career Services team.

Student Academic Success Center – Communication Support

<https://www.cmu.edu/student-success/programs/communication-support/index.html>

Communication Support in the Student Academic Success 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 sessions or virtual sessions and students at the Silicon Valley campus can schedule virtual appointments.

<https://www.cmu.edu/gcc/appointment/index.html>

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>

Teaching Requirements

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>.

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 Language Support in the Student Academic Success Center before they start working as a TA. 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.

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 for 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/employment/f1-students/index.html>

Note: Due to the course load, students in the MSSM program are limited to working a maximum of 10 hours of work per week during semesters that they are full-time enrolled (48 units).

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.

International Student Resources

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 to begin as well as reference the site for additional questions and information:

- [Settling In Guide](#)
- [Maintaining Legal Status](#)
- [Travel Tips & Advice](#)
- [Leaving Carnegie Mellon](#)

Curricular Practical Training

For students on an F-1 visa, appropriate work authorization will be required before beginning an internship in the U.S. F-1 students should work with OIE to apply for Curricular Practical Training (CPT). The procedure for applying will be communicated to students at some point during the spring term, depending on location.

F-1 students, after attending a CPT session, can 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>.

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.

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](#).

Pre-Completion OPT could be an option for F-1 students in their final term for part-time work in certain situations. View more detailed information about [Pre-Completion OPT](#).

Academic Training

For students on the J-1 visa, the internship placement also will require the appropriate work authorization before beginning an internship in the U.S. Students should work with OIE to apply for Academic Training (AT) and determine eligibility. See [Employment Opportunities for J-1 Students](#).

Language Support in the Student Academic Success Center

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

On the Pittsburgh campus, Language Support in the Student Academic Success Center provides support to help non-native English speakers (NNES) improve the language and cultural skills needed to succeed in their academic programs. Additionally, the center helps international teaching assistants (ITAs) and faculty develop the skills they need to provide effective instruction in the U.S.

The website lists opportunities for training 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-with-one tutoring, and self-paced materials. Some workshops are designed for non-native English-speaking students.

Student Facilities

iii Building Policies

Pittsburgh

Building policies for spaces for 311 S. Craig Street 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.

Silicon Valley

Facility policies for the NASA Research Park, Building 23 can be found on the CMU Silicon Valley website:

<https://sv.cmu.edu/information-center/campus-resources/facilities-and-campus-policies.html>

Pittsburgh Campus Resources

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
311 S. Craig Street – Suite 200
Pittsburgh, PA 15213

Personal mail should never be sent to iii. Graduate students can rent SMC mailboxes from University Postal Services:

<https://www.cmu.edu/postoffice/products-services/smc-rentals/index.html>

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/teach-learn/tes/computer-labs/>

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/>

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 student floors (1st and 3rd floors) of 311 S. Craig Street 24 hours/7 days a week with their Andrew ID Card.

311 S. Craig Street – Resources

First Floor

- iii classrooms (108 and 115)
- Student Project Rooms
- Student Kitchenette
- Student Lockers (for daily use)
- Collaborative Work Spaces

Third Floor

- Student Project Rooms
- Collaborative Work Spaces
- IoT Work Station

Student-designated projects rooms are available for students to reserve. These project rooms can be used for group projects/team meetings, student organization meetings, or interviews. Details on how to reserve these rooms will be specified during new student orientation. Any whiteboard or tabletop should be cleaned after use. Students can label any project work they've created on the whiteboard and take pictures of any whiteboard materials they wish to save.

While students are eligible to reserve project room spaces, only iii staff members may reserve classroom space. If a student is interested in reserving a classroom for a student-organized event, they must first contact Janna Arnold, Operational Support Analyst via facilities-iii@andrew.cmu.edu.

Students considering larger prototyping projects should discuss the project scope with iii faculty and staff before proceeding. If needed, additional arrangements for larger prototyping projects can be reviewed on a case-by-case basis.

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 in proper safety and use of equipment are generally required for access to these spaces for project creation. Please note these course units do not count toward degree requirements.

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 facilities-iii@andrew.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.

311 S. Craig Street is cleaned nightly by a contracted vendor. In support of these efforts, students must clean up project materials, clean up after meals, and ensure trash is thrown away and properly store supplies each day.

Silicon Valley Campus Resources

Room Assignments

All students will have the ability to reserve select meeting rooms in Building 23. Information about how to reserve these rooms will be given during New Student Orientation.

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:

NASA Research Park
Carnegie Mellon University Silicon Valley
Student's Name
P.O. Box 98
Moffett Field, CA 94035

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.

Printing/Copying

There are multiple black & white printers/copiers for students' use at no cost in Building 23 at the Silicon Valley campus. In Building 23, there is a printer/copier located on the first floor near classroom 110 and in the second-floor mailroom.

Telephone Usage

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

Video Conferencing

Meeting rooms in Buildings 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>.

Instructions for using the video conferencing equipment are located in each room. Questions about IT/AV issues should be sent to the Help Center, help@sv.cmu.edu.

Student Work Spaces

Students have access to Building 23 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.

Student-designated conference rooms are available for students to reserve. These conference rooms can be used for group projects/team meetings, student organization meetings, or interviews. Details on how to reserve these rooms will be specified during new student orientation. Any whiteboard or tabletop should be cleaned after use. Students can label any project work they've created on the whiteboard and take pictures of any whiteboard materials they wish to save.

While students are eligible to reserve conference 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 a student-organized event, they must first contact their academic advisor or the director of student affairs.

Facilities Management

Students should report any damages, repairs, or security concerns for the facilities to Facilities Help, 650-335-2852, facilities@sv.cmu.edu.

Building 23 is 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.

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.

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/>
- 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/health-education-and-resources/index.html>
- CaPs - Counseling and Psychological Services (no cost services):
<https://www.cmu.edu/counseling/>
- Student Academic Success Center <https://www.cmu.edu/student-success/>

Silicon Valley Campus

The CMU Silicon Valley campus website maintains a detailed list of health and wellness activities and resources:

<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>

Student Groups

Pittsburgh Campus

Graduate Student Assembly (GSA)

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

Each year, 1-2 MIIPS student representatives are 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.

CMU-wide Organizations: Tartan Connect

Student organizations on the Pittsburgh campus can be found by searching Tartan Connect:
https://tartanconnect.cmu.edu/home_login

Belonging Fellowship

MIIPS students will have the opportunity to apply for the iii Belonging Fellowship before the start of their program. The MIIPS Belonging Fellow will work closely with the MSSM Belonging Fellow on

initiatives that cultivate a culture of belonging and inclusivity for all students in the Integrated Innovation Institute.

Silicon Valley Campus

Students at the Silicon Valley campus are encouraged to participate in the [Leadership Pathways program](#) supported by the CMU-SV Student Affairs team. In addition, MSSM students will have the opportunity to apply for MSSM Fellowship positions the summer before the start of their program.

Fellowship positions include:

- Community & Belonging Fellowship
- Industry Connection Fellowship

During student orientation, students will have an opportunity to learn more about student engagement opportunities on the CMU-SV campus.. More details on Silicon Valley student experience can be found here:

<https://sv.cmu.edu/current-students/leadership-and-community/index.html>

Funding and Financial Support

Statement of Department Financial Support

As self-funded master's programs, all enrolled students or their employers are responsible for paying full tuition and expenses. Tuition invoices are automatically generated by Enrollment Services and are accessible electronically via Student Information Online. For more on tuition, other fees assessed by the university and payment timeline, please visit [CMU's HUB website](#).

We encourage prospective students to independently seek outside scholarships and grants, including through the following resources here at Carnegie Mellon University:

- The Student Financial Services' page on the [Graduate Financial Aid Process](#).
- The Office of Graduate and Postdoctoral Affairs page on [Financial Assistance](#).
- The College of Engineering's [section on Financial Support](#), which includes details on how to find external funding.
- The Fellowships and Scholarships Office's [page for International & Non-US Citizen Student Resources](#), for funding opportunities both at CMU and by other organizations.

iii Course Fees

Some iii courses may include course fees for required course supplies or materials. Department course fees will be listed in the course syllabus if applicable and will be posted to student accounts.

Travel & Conference Funding

Integrated Innovation Institute students can apply for conference, scholarly project, or professional engagement funding lottery provided by the Office of Graduate and Postdoctoral Affairs. Students may apply for funding individually or in a group or as a participant or a presenter.

Students can find more information about the application process and deadlines at on the Graduate Education page:

<https://www.cmu.edu/graduate/funding/conference.html>

Recourse if Funding is Lost

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

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>

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.

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>.

Departmental & University Policies & Expectations

iii 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 [Carnegie Mellon Student Handbook](#). 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. A student can appeal any/all decision and must reference the [Summary of Graduate Student Appeal and Grievance Procedures](#).

Notice of Probation

Students will receive a written notification of academic probation by CMUiii Leadership team 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

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 Director, Peter Boatwright, 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.

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](#).

Duration of Student Probation

Students in full-time programs will have one semester to improve their QPA to at least 3.0 to return good academic standing. Part-Time MSSM students may be given two semesters to improve their QPA, depending on circumstances. If a student fails to make progress on their academic improvement plan and resolve their probation issues after the indicated timeline on their Academic Improvement Plan, 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 semesters. (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 a 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.
- The student will become ineligible to enroll into a self-directed, independent study course within any department during the time of their probation.

Documentation Process

Notice of Academic or Student Conduct Probation and Academic Improvement Plan will be part of the 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.

Request for Appeal

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.

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 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.

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.

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.

Generative Artificial Intelligence (Generative AI)

Students in the Integrated Innovation Institute are expected to approach all work that they do, academic or otherwise, with ethics and integrity. The use of artificial intelligence tools known as Generative AI will vary from course to course. Each instructor determines their policy for and use of AI tools in the classroom as outlined in their syllabi and assignments.

It is your responsibility to read, understand, and abide by your instructor's policies, including any requirements for providing prompt histories and transparency into the output used in your work. Students who have questions about whether the use of Generative AI is permitted should consult directly with their instructor.

Unauthorized use of Generative AI to assist with course-related assignments, discussions, exams, group work, and projects will be considered a violation of the Academic Integrity Policy.

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.

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.

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

Service & Emotional Support Animals

Dogs, cats, and other pets are not permitted in any University buildings. For information about pets on campus grounds, please see [Carnegie Mellon Student Handbook](#). For information about service and emotional support animals, please review guidance on the [Office of Disability Resources](#) site.

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>

Post-Matriculation

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.

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>

New Policies / “Grandfather” Policy

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.

Force Majeure Clause

Factors outside of the university's control may impact our students' ability to matriculate through their CMUiii program normally. In the event of a natural disaster, such as but not limited to violent storm, cyclone, typhoon, hurricane, tornado, blizzard, earthquake, volcanic activity, landslide, tidal wave, tsunami, flood, damage or destruction by lightning, drought; plague, epidemic, pandemic, outbreaks of infectious disease or any other public health crisis, including quarantine or other employee restrictions; explosion, fire or other life-altering event that prevents normal matriculation, CMUiii will allow for particular policy changes and will provide students with resources that are specific to the current situation. These changes may be enacted at a central level, campus level, or department level at any point during the academic year.

Appendix A: Degree Curriculum Plans

Curriculum of Study:

Master of Integrated Innovation for Products & Services Degree

Fall 2026: First Term, Required Course units: 48

Minimum Units: 54

Maximum Units: 60

Curriculum Plan

Course #	Course Title	Semester	Units
Required Courses			
49-742	How Things Can Be Made	Semester	6
49-743	Mastering Collaborative Strategies and Business Environments	Semester	6
49-744	Visual Communication for Innovators	Mini 2	6
49-712	User Research: Theory, Methods, Practice	Mini 1	6
49-740	Integrated Product Development: Processes, Methods, Tools	Semester	12
49-703	Figure it Out: Your Professional Identity and Story	Semester	6
49-704	iii Seminar Series	Semester	0
49-705	It Depends: An Inquiry into Innovative Thinking	Mini 1	3
49-706	People First: A Critical Look at Collaboration	Mini 2	3
Elective Courses			
Various	Electives: Students have the ability to select two 6-unit electives (one in mini 1 and one in mini 2) or one 12 unit elective	Varies	6-12

Spring 2027: Second Term, Required Course Units: 36

Minimum Units: 42

Maximum Units: 48

Curriculum Plan

Course #	Course Title	Semester	Units
Required Courses			
49-704	iii Seminar Series	Semester	0
49-720	Managing Products and Brands	Mini 3	6
49-726	Creative Leadership	Mini 4	6
49-736	AI and IoT for the Real World	Semester	12
49-741	Integrated Product Development Capstone	Semester	12
Elective Courses			
Various	Electives: Students have the ability to choose up to 12 units of electives, either: - One 12-unit Semester course or - Two 6-unit courses	Varies	12

Curriculum Requirements

- The MIIPS curriculum requires students to complete a minimum of 102 units of course work over two semesters, Fall and Spring.
- Students can complete a maximum of 60 units during the fall term and 48 units during the spring term.
- Students must complete at least 18 units of electives relevant to the product development process and must be reviewed by their academic advisor. This includes 6 units of MIIPS-specific electives completed within the Integrated Innovation Institute (49-xxx).
- To work with industry sponsors in the degree-required Integrated Product Development capstone course, signing contractual terms regarding intellectual property and nondisclosure 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.

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.

Curriculum of Study:

Master of Integrated Innovation for Products & Services – Advanced Study Degree

Fall 2026: First Term

Required Course units: 48

Minimum Units: 54

Maximum Units: 60

Curriculum Plan

Course #	Course Title	Semester	Units
Required Courses			
49-742	How Things Can Be Made	Semester	6
49-743	Mastering Collaborative Strategies and Business Environments	Semester	6
49-744	Visual Communication for Innovators	Mini 2	6
49-712	User Research: Theory, Methods, Practice	Mini 1	6
49-740	Integrated Product Development: Processes, Methods, Tools	Semester	12
49-703	Figure it Out: Your Professional Identity and Story	Semester	6
49-704	iii Seminar Series	Semester	0
49-705	It Depends: An Inquiry into Innovative Thinking	Mini 1	3
49-706	People First: A Critical Look at Collaboration	Mini 2	3
Elective Courses			
Various	Electives: Students have the ability to select two 6-unit electives (one in mini 1 and one in mini 2) or one 12 unit elective	Varies	6-12

Spring 2027: Second Term

Required Course Units: 36

Minimum Units: 42

Maximum Units: 48

Curriculum Plan

Course #	Course Title	Semester	Units
Required Courses			
49-704	iii Seminar Series	Semester	0
49-720	Managing Products and Brands	Mini 3	6
49-726	Creative Leadership	Mini 4	6
49-736	AI and IoT for the Real World	Semester	12
49-741	Integrated Product Development Capstone	Semester	12
Elective Courses			
Various	Electives: Students have the ability to choose up to 12 units of electives, either: - o One 12-unit Semester course or - o Two 6-unit courses	Varies	12

Summer 2027

Required Course Units: 3

Curriculum Plan

Course #	Course Title	Semester	Units
49-746	Integrated Innovation Institute Internship	Semester	3

Fall 2027: Third Term

Required Course Units: 12

Minimum Units: 36

Maximum Units: 48

Curriculum Plan

Course #	Course Title	Semester	Units
Required Course			
49-747	Mindset Intensive	Semester	12
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 that have been approved by their academic advisor. This includes 12 units of MIIPS-specific electives completed within the Integrated Innovation Institute (49-xxx).
- To work with industry sponsors in the degree-required Integrated Product Development capstone course, signing contractual terms regarding intellectual property and nondisclosure 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.
- 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.

Master of Science in Software Management

12-Month Program Degree Plan

Fall 2026 Start – Course Plan

Fall 2026: First Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49760	Foundations of Software Management	Full Term	12	R
49750	Integrated Thinking for Innovation	Mini 1	6	R M
49751	Product Management	Mini 1	6	R M
49755	Problem Discovery & Definition	Mini 2	6	R M
49772	Software Engineering Management	Mini 2	6	R M
Various	Elective Course (12-unit options)	Full Term	12	E

Spring 2027: Second Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49771	Process & Project Management	Full Term	12	R
49756	Product & Business Modeling	Mini 3	6	R M
49770	Metrics for Technology Products & Services	Mini 3	6	R M
49757	Solution Strategy & Marketing	Mini 4	6	R M
49758	The Business of Software	Mini 4	6	R M
Various	Elective Courses (6-unit options)	Mini 3 & Mini 4	12	E M

Summer 2027: Third Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49761	The Future-Ready Leader	Mini 5	6	R M
Various	Elective Courses (12-unit or 6-unit options)	Full Term, Mini 5 and/or Mini 6	42	E

Key for Code:

R = Required Course

E = Elective; Graduate-level course appropriate to the MSSM program

M = Mini course: this course is taught in a 6- to 8-week format

O = Optional; Highly recommended for MSSM students

P = Pass/No Pass Grade (Units not counted towards required 144 units)

Curriculum Requirements

- The 3-semester curriculum requires students to complete a minimum of 144 units of course work over three semesters: Fall Term, Spring Term, and Summer Term.
- Students must have a minimum QPA of 3.0 to graduate.
- Students pursuing the Technology Ventures (TV) concentration are advised to take specific elective courses. Please refer to term-specific advising communications to determine which elective courses are a part of the TV concentration.
- For additional details regarding degree requirements, review the full CMUiii Graduate Student Handbook found on the [CMUiii Current Student website](#).

*All degree course plans are revised & updated annually during the spring semester. If you have any questions regarding updates, please email your iii academic advisor.

Master of Science in Software Management

16-Month Program Degree Plan

Fall 2026 Start – Course Plan

Fall 2026: First Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49760	Foundations of Software Management	Full Term	12	R
49750	Integrated Thinking for Innovation	Mini 1	6	R M
49751	Product Management	Mini 1	6	R M
49755	Problem Discovery & Definition	Mini 2	6	R M
49772	Software Engineering Management	Mini 2	6	R M
Various	Elective Course (12-unit options)	Full Term	12	E

Spring 2027: Second Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49771	Process & Project Management	Full Term	12	R
49756	Product & Business Modeling	Mini 3	6	R M
49770	Metrics for Technology Products & Services	Mini 3	6	R M
49757	Solution Strategy & Marketing	Mini 4	6	R M
49758	The Business of Software	Mini 4	6	R M
Various	Elective Courses (6-unit options)	Mini 3 & Mini 4	12	E M

Summer 2027: Third Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49793	Integrated Innovation Institute – Internship	Full Term	3	R P

Fall 2027: Fourth Term Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49761	The Future-Ready Leader	Mini 1	6	R M
Various	Applied Learning Requirement (ALR) Complete one of the following applied learning courses during the final fall term: · 49797 – ST: Advanced AI for Industry & Society · 49759 – Integrated Innovation for Large-Scale Problems · 49800 – Start-Up Creation in Practice	Full Term	12	R
Various	Elective Courses (12-unit or 6-unit options)	Full Term, Mini 1 and/or Mini 2	30	E

Key for Code:

R = Required Course

E = Elective; Graduate-level course appropriate to the MSSM program

M = Mini course: this course is taught in a 6-to 8-week format

O = Optional; Highly recommended for MSSM students

P = Pass/No Pass Grade (Units not counted towards required 144 units)

Curriculum Requirements

- The 3-semester curriculum requires students to complete a minimum of 144 units of course work over three semesters, plus a summer: Fall Term, Spring Term, Summer Term (internship), and Fall Term.
- Students must have a minimum QPA of 3.0 to graduate.
- Students pursuing the Technology Ventures (TV) concentration are advised to take specific elective courses. Please refer to term-specific advising communications to determine which elective courses are a part of the TV concentration.
- For additional details regarding degree requirements, review the full CMUiii Graduate Student Handbook found on the [CMUiii Current Student website](#).

*All degree course plans are revised & updated annually during the spring semester. If you have any questions regarding updates, please email your iii academic advisor.

Master of Science in Software Management

Part-Time Degree Plan

Fall 2026 Start – Course Plan

Fall 2026: First Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49760	Foundations of Software Management	Full Term	12	R
49751	Product Management	Mini 1	6	R M
49772	Software Engineering Management	Mini 2	6	R M

Spring 2027: Second Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49771	Process & Project Management	Full Term	12	R
49770	Metrics for Technology Products & Services	Mini 3	6	R M
Various	Elective Course	Mini 4	6	E M

Summer 2027: Third Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
Various	Elective Courses	Full Term or Mini	24	E M

Fall 2027: Fourth Term

Curriculum Plan

Course #	Course Title	Term Format	Units	Code
49750	Integrated Thinking for Innovation	Mini 1	6	R M
49755	Problem Discovery & Definition	Mini 2	6	R M
Various	Elective Course(s)	Full Term or Mini	12	E

**Spring 2028: Fifth Term
Curriculum Plan**

Course #	Course Title	Term Format	Units	Code
49756	Product & Business Models	Mini 3	6	R M
Various	Elective Course	Mini 3	6	E M
49757	Solution Strategy & Marketing	Mini 4	6	R M
49758	The Business of Software	Mini 4	6	R M

**Summer 2028: Sixth Term
Curriculum Plan**

Course #	Course Title	Term Format	Units	Code
49761	The Future-Ready Leader	Mini 5	6	R M
Various	Elective Course	Mini 5	6	E M
Various	Elective Courses	Full Term or Mini	12	E

Key for Code:

R = Required Course

E = Elective; Graduate-level course appropriate to the MSSM program

M = Mini course: this course is taught in a 6-8-week format, depending on the term

Curriculum Requirements

- Standard part-time track: Two years, over six continuous semesters
- Part-Time MSSM students are advised to enroll in 24 units per semester to make progress towards graduation within two years.
- 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 CMUiii Graduate Student Handbook found on the [CMUiii Current Student website](#).

*All degree course plans are revised & updated annually during the spring semester. If you have any questions regarding updates, please email your iii academic advisor.

Appendix B iii Policies

Integrated Innovation Institute Building Policies Year 2025-2026

The Integrated Innovation Institute occupies 311 S. Craig Street at the Pittsburgh campus. These policies govern all spaces. This guide includes information specific to the Pittsburgh campus for MIIPS students as well as any visiting students accessing these buildings.

In order to maintain safety guidelines from CMU's Environmental Health & Safety (EHS) department, students could be required to complete multiple trainings to maintain access to 311 S. Craig Street. These trainings can be viewed and completed online in SciShield, <https://cmu.bioraft.com/>.

Silicon Valley Building Policies & Resources

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/about/contact.html>. This campus is the primary location to students in the MSSM degree.

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.

Building Access

Integrated Innovation Institute - 311 S. Craig Street

311 S. Craig Street

First Floor

- iii classrooms (108 and 115)
- Student Project Rooms
- Student Kitchenette
- Student Lockers (for daily use)
- Collaborative Work Spaces

Second Floor

- Faculty & Staff Offices
- Conference Rooms

Third Floor

- Student Project Rooms
- Collaborative Work Spaces
- IoT Work Station

The building is accessible via two entrances, one along S. Craig Street and one on Fillmore Street. Fillmore Street is the primary access point for all students, faculty and staff. Access through Fillmore Street 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 first and third floors 24/7. The second floor is a staff and faculty space with administrative offices. Students can access this floor Monday thru Friday, during standard working hours.

Student Project Room Reservations

Student-designated project rooms are available for students to reserve via Google Calendar. These project rooms can be used for group projects/team meetings, student organization meetings, or interviews. Details on how to reserve these rooms will be specified during new student orientation. Any whiteboard or tabletop should be cleaned after use.

Bookings should be limited to 2-hours or less as a consideration to your fellow students. During the spring term, IPD student teams will be assigned a room for long-term project work. Outside of these assignments, long-term projects or “camp-outs” are discouraged in the project rooms. The kitchenette/common space areas cannot be reserved and must be open to all students at all times.

Building Safety and Security

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).

Security

Entry into iii spaces 311 S. Craig Street 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.

Entryway doors on all floors and stairwells should remain closed at all times.

For issues with your CMU ID and accessing the building, please contact facilities-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 who are registered for classes located at in classroom 108 or 115 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.

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.

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 facilities-iii@andrew.cmu.edu.

Building Code of Conduct

The Integrated Innovation Institute building are professional offices and working spaces for students, staff, and faculty. Its main purpose is to provide a safe area for student work. It is your responsibility as a community to maintain a creative, clean space.

- 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 311 S. Craig Street.
- 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, put materials back where they belong
- Fixtures, such as lights and appliances, should not be modified or tampered with; if there is an issue, contact facilities-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 any other behavior, language or action that is incongruent with the University’s Statement of Assurance) will not be tolerated.

Student Spaces Care

All students should strive to keep 311 S. Craig Street 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 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.

The building 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.

iii Provided Amenities

- Coffee & Tea
- Reusable Personalized Cups
- Cleaning Supplies

We highly encourage students to eat in the common areas. Please clean up any trash or dishes immediately. Students have access to the fridge and microwave on the first floor. These are shared items for the entire cohort.

If any supplies in the student space need to be replaced, email facilities-iii@andrew.cmu.edu.

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:

- 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

Student Lockers

Lockers are available on a first-come, first-serve basis for iii students for daily use. By using a locker, students agree to comply with the following rules:

- iii reserves the right to access the student lockers, if necessary.
- 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 are financially responsible for any damage to the inside/outside of their lockers and must alert iii staff immediately when damage occurs.
- Each day, students must remove belongings from their locker to reset for the next day.

Miscellaneous Items and Policies

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>.

Transportation

Bicycles are not permitted inside Integrated Innovation Institute spaces. The University offers several bike rack locations across campus at the risk of the owner. 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/parking/transport/escort.html>

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