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1. INTRODUCTION

It is the student’s responsibility to know, understand and abide by the policies contained in both the MSPPM Program Handbook and the General Student Handbook as they include information that is critical for your success.

This handbook provides specific information on the curriculum and program requirements for the Master of Science in Public Policy and Management Program. CMU-A also publishes a separate handbook which details campus-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights and major forms and deadlines. Therefore, students should familiarize themselves with both handbooks, which are available on the CMU-A website or upon request from the CMU-A Director of Programs.

2. MISSION STATEMENT

The Heinz College educates men and women of intelligent action. Its Master of Science in Public Policy and Management prepares ethical leaders who analyze and implement policy; ground decisions in scientific evidence; create, transform, and manage organizations; and develop innovative solutions to important societal issues around the world.

We achieve that end through curricular and co-curricular activities that stress problem-solving and team-based learning within a diverse community of individuals who are committed to serving the public interest.
3. CURRICULUM

3.1 MSPPM – 12 month track

Studying full time, you will complete the MSPPM program in three consecutive semesters. Studying part time, you may take up to seven years to complete the program. The MSPPM curriculum is structured with a set of core courses and electives. In order to successfully complete the MSPPM program, you must complete the following:

- 168 units of course credit which includes:
  - 138 units of core requirements
  - 30 units of electives, and
- Achieve a minimum cumulative quality point average (QPA) of 3.0.

<table>
<thead>
<tr>
<th>Core Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-705</td>
<td>Public Policy Analysis</td>
<td>12</td>
</tr>
<tr>
<td>90-706</td>
<td>Public Finance: Theories and Cases</td>
<td>12</td>
</tr>
<tr>
<td>90-707</td>
<td>Statistical Reasoning</td>
<td>12</td>
</tr>
<tr>
<td>90-710</td>
<td>Applied Economic Analysis I</td>
<td>12</td>
</tr>
<tr>
<td>90-717</td>
<td>Writing for Public Policy</td>
<td>6</td>
</tr>
<tr>
<td>90-724</td>
<td>Financial Analysis</td>
<td>12</td>
</tr>
<tr>
<td>90-728</td>
<td>Introduction to Database Management</td>
<td>6</td>
</tr>
<tr>
<td>90-738</td>
<td>Applied Economic Analysis II</td>
<td>12</td>
</tr>
<tr>
<td>90-740</td>
<td>Systems Synthesis</td>
<td>12</td>
</tr>
<tr>
<td>90-747</td>
<td>Cost Benefit Analysis</td>
<td>6</td>
</tr>
<tr>
<td>91-820</td>
<td>Strategic Planning</td>
<td>12</td>
</tr>
<tr>
<td>94-700</td>
<td>Organizational Design and Implementation</td>
<td>6</td>
</tr>
<tr>
<td>94-718</td>
<td>Strategic Presentation Skills</td>
<td>6</td>
</tr>
<tr>
<td>94-728</td>
<td>Business Intelligence and Analytics</td>
<td>6</td>
</tr>
<tr>
<td>95-760</td>
<td>Decision Making Under Uncertainty</td>
<td>6</td>
</tr>
</tbody>
</table>

**Total Core** 138 units

**Electives** 30 units

**TOTAL UNITS** 168 units

*Note: students must ensure all required pre-requisites are met prior to enrolment.*
3.2 MSPPM – 21 month track

Studying full time, you will complete the MSPPM program in five consecutive semesters. The MSPPM curriculum is structured with a set of core courses and electives. In order to successfully complete the MSPPM program, you must complete the following:

- 198 units of course credit which includes:
  - 138 units of core requirements
  - 60 units of electives;
- a minimum of 300 hours of full time internship; and
- achieve a minimum cumulative quality point average (QPA) of at least 3.0.

<table>
<thead>
<tr>
<th>Core Course Code</th>
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<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
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<td>90-707</td>
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<td>12</td>
</tr>
<tr>
<td>90-710</td>
<td>Applied Economic Analysis I</td>
<td>12</td>
</tr>
<tr>
<td>90-717</td>
<td>Professional Writing</td>
<td>6</td>
</tr>
<tr>
<td>90-724</td>
<td>Financial Analysis</td>
<td>12</td>
</tr>
<tr>
<td>90-728</td>
<td>Introduction to Database Management</td>
<td>6</td>
</tr>
<tr>
<td>90-738</td>
<td>Applied Economic Analysis II</td>
<td>12</td>
</tr>
<tr>
<td>90-740</td>
<td>Systems Synthesis</td>
<td>12</td>
</tr>
<tr>
<td>90-747</td>
<td>Cost Benefit Analysis</td>
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</tr>
<tr>
<td>95-760</td>
<td>Decision Making Under Uncertainty</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total Core</strong></td>
<td></td>
<td><strong>138 units</strong></td>
</tr>
<tr>
<td><strong>Electives</strong></td>
<td></td>
<td><strong>60 units</strong></td>
</tr>
<tr>
<td><strong>TOTAL UNITS</strong></td>
<td></td>
<td><strong>198 units</strong></td>
</tr>
</tbody>
</table>

Note: students must ensure all required pre-requisites are met prior to enrolment.
3.3 Specialisation in Digital Transformation and Analytics

Students enrolled in the 21 month MSPPM program may choose to complete a specialisation offered at CMU-A by completing a selected set of electives listed below. The courses taken for specialisation are regarded as part of the elective courses required for the program. Students should consult the advisor and carefully plan course selection to ensure all courses (taking into consideration any pre-requisites) can be completed within the expected duration of program. Students must not exceed the maximum enrolment of 54 units in each semester.

Please note that you are not required to declare a specialisation. Students can complete the MSPPM program without a specialisation.

Course requirements for specialisation in Digital Transformation and Analytics

Students wishing to complete a specialisation in Digital Transformation and Analytics must complete the following 42 units of coursework:

- 95-722 Digital Transformation – 6 units
- 95-791 Data Mining – 6 units
- 90-802 Public Policy Analytics: Cases & Issues – 6 units
- 94-802 Geographic Information Systems – 12 units

AND

At least 12 units from the following list:

- 91-856 Managing Information Technology – 6 units
- 94-842 Programming R for Analytics – 6 units
- 95-737 NoSQL Database Management – 6 units (check pre-requisite)
- 95-797 Data Warehousing - 6 units (check pre-requisite)
- 95-799 Linux and Open Source - 6 units
- 95-865 Unstructured Data Analytics - 6 units (check pre-requisite)
- 95-866 Advanced Business Analytics – 6 units (check pre-requisite)
- 95-868 Exploring and Visualising Data – 6 units (check pre-requisite)
- 95-870 Managing Analytics Project – 6 units (check pre-requisite)
- 95-888 Data Focused Python – 6 units (check pre-requisite)
- 95-898 Intro to Python Programming – 6 units

Any courses not listed above would require approval (from the Director of Programs) prior to enrolment.

Important Note:

Full time students enrolled in the 12 month MSPPM program must obtain approval from the Program Director to enrol in the Digital Transformation and Analytics specialisation.
### 3.4 Sample Elective courses

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-781</td>
<td>Environmental Policy and Governance</td>
<td>6 units</td>
</tr>
<tr>
<td>90-814</td>
<td>Public Private Partnerships</td>
<td>6 units</td>
</tr>
<tr>
<td>90-827</td>
<td>Economics of Development</td>
<td>12 units</td>
</tr>
<tr>
<td>90-837</td>
<td>Program Evaluation Under Constraint</td>
<td>6 units</td>
</tr>
<tr>
<td>90-847</td>
<td>Grand Corruption and Rule of Law</td>
<td>6 units</td>
</tr>
<tr>
<td>90-859</td>
<td>Understanding and Preventing Corruption</td>
<td>6 units</td>
</tr>
<tr>
<td>90-868</td>
<td>Contemporary Public Management</td>
<td>6 units</td>
</tr>
<tr>
<td>91-843</td>
<td>Power and Influence</td>
<td>6 units</td>
</tr>
<tr>
<td>91-855</td>
<td>Financial Management</td>
<td>12 units</td>
</tr>
<tr>
<td>94-800</td>
<td>Negotiation</td>
<td>6 units</td>
</tr>
<tr>
<td>94-802</td>
<td>Geographic Information Systems</td>
<td>12 units</td>
</tr>
<tr>
<td>94-803</td>
<td>Consulting Lab</td>
<td>6 units</td>
</tr>
<tr>
<td>94-813</td>
<td>Project Management</td>
<td>6 units</td>
</tr>
<tr>
<td>94-854</td>
<td>Developing as a Leader</td>
<td>6 units</td>
</tr>
<tr>
<td>94-866</td>
<td>Design Thinking</td>
<td>6 units</td>
</tr>
<tr>
<td>94-869</td>
<td>Economics of the Digital Age</td>
<td>12 units</td>
</tr>
<tr>
<td>95-874</td>
<td>Agile Methods</td>
<td>6 units</td>
</tr>
<tr>
<td>95-886</td>
<td>Enterprise for Innovators</td>
<td>6 units</td>
</tr>
</tbody>
</table>

The electives listed above represent only a selection of electives previously offered at CMU-A. Elective courses will be offered in a variety of areas related to the technology of business information and communication technology. These courses will be offered by CMU-A faculty as well as by faculty from other CMU campuses through video (synchronous) or asynchronous.

**Notes:**

*Students must ensure all required pre-requisites are met prior to enrolment.*

*Students are advised to refer to the relevant class schedules for course offerings.*
4. SYSTEMS SYNTHESIS

4.1 Systems Synthesis overview
Systems Synthesis projects allow students to apply the diverse skills developed in the classroom to a “real world” problem with a “real world client” in the design of a specific functioning public or non-profit sector system. The term “system” refers to the fact that the particular entity studied has an identifiable objective or function and consists of several interacting components, and the word “synthesis” refers to the fact that the desired output is an integrated design, drawing on multiple disciplines, for improved operation of that system.

In a Systems Synthesis project, you will work in a group to structure a problem, do appropriate analysis using quantitative and analytical tools, generate recommendations to solve or ameliorate the problem, and present the analysis and recommendations to the client in both written and oral form. Increasingly, the written form consists of websites with summaries for stakeholders as well as downloadable materials such as reports. The experience will be designed to sharpen your problem-solving skills and skills in working effectively in groups.

The Systems Synthesis Project Course Guide provides more detailed information. It is distributed at the start of your systems project.

4.2 Organization of Systems Synthesis Projects
Projects must be supervised by at least one faculty member who maintains relations with the client, directs and critiques the students’ work, coaches them for their presentations, coordinates relationships with a Project Advisory Committee, and grades the students on their contributions to the projects as well as grading the overall projects.

Systems Synthesis projects involve both oral and written work. Generally, each project should make at least two oral presentations to the client per semester; this presentation is open to the public and is advertised accordingly. Each student should participate in at least one oral presentation to the client. In addition, groups must produce an interim report and a final report. Each student should write a significant and identifiable section of the report and perform some nontrivial analysis, even if these efforts have to be improved upon by other members of the group before being included in a report to the client. The written report is expected to be of high quality but also produced on time. Each group must submit an electronic copy of the final report to the Program Director and Associate Dean’s Office.

4.3 Development of Systems Synthesis Projects
Typically, proposals are generated by faculty and by organizations external to CMU-A. On occasions, some successful proposals have come from students with an interest in a particular problem. The faculty assigned to supervise the Systems Synthesis project, CMU-A-Head and the Program Director are available to assist students who are interested in developing their own proposals. If you are interested in organizing a project, you must submit a proposal to the Program Director including as many of the following items as possible:

- a brief description of the system to be studied,
- the system client if identified,
- the kinds of alternative improvements to be considered,
- the types of data that would be used in such an analysis and how you intend to gather that data,
- the analytical approaches you anticipate you will use in the study,
- the feasibility of completing the project in one semester, and
- the name(s) of proposed faculty advisors.
It is certainly not necessary to have all of the aspects of a project listed above in place to submit a proposal. If you need assistance with any aspect of developing a project, contact the faculty assigned to supervise the Systems Synthesis project in the first instance. The most critical factors are a well-defined project idea, significant interest from students, the feasibility of completing the project, and the ability of a faculty member to supervise the project. The latter depends a great deal on the needs for individual faculty to teach other courses in the curriculum.

Projects proposed by students will be subject to review by the faculty for feasibility and suitability as a systems project.

4.4 Assignment of Students to Projects

Student preference is an important consideration. The faculty tries to consider the link between the skills of the student and the nature of the tasks in the Systems courses.

4.5 Grading of Systems Synthesis Projects

You will receive a Systems Synthesis grade based on your individual and group performance. In any group project there is an inherent tension between rewarding individual and group performance. This tension is in part by design, as it reflects some of the realities of group staff work in public and private organizations. Grades in Systems Synthesis courses are a combination of individual and group considerations. It is generally desirable that students perform multiple roles in projects, and it is recommended that faculty and student evaluations consider these various contributions.
5. INTERNSHIP REQUIREMENT

5.1 Internship Standards

All 21-month track students are required to undertake an internship as a graduation requirement. Minimally, this requires a minimum of 300 hours of full-time internship that has formal supervision, is professional in nature, includes work that is of importance to the organization, and has significant educational value.

Students may intern with a company gaining professional experience in management and analysis by working in a public agency, non-profit organization, or private firm.

The internship duties must have significant educational value that directly relates to the program. The internship will train students in ways significantly different from classroom instruction. By working in a professional environment, students will solidify mastery of knowledge gained in coursework, refine career interests, and establish personal networks which might lead to later career opportunities. The internship also provides the faculty with feedback about the relevance of the curriculum and the effectiveness of the teaching program.

Students will not receive academic credit for the internship but it will be reflected on their academic transcript as a course with Pass/Fail grade.

The campus’ preference is for students to take their internship in their final semester. There are two reasons. First, our part experience is that a number of internships have evolved into employment opportunities. This outcome is by no means guaranteed but it does appear to work better for students than completing their internships at an earlier point in their programs. Second, taking the internship at an earlier point in the program elevates the risk of students not completing the core subjects in time for their scheduled graduation. The university is not in a position to re-schedule core courses for semesters in which they are not currently offered. Students that are unable to take courses in the sequence in which those courses are offered may have their graduation delayed.

5.2 Securing an Internship

Students are responsible for securing a suitable internship. The Career Services team provides assistance through counseling, workshops on resume preparation and interview skills, and listings of potential internships. Students can discuss their situation on a one to one basis and are encouraged to attend workshops that cover the essential skills for finding the right internship.

Students will not be permitted to graduate if they accept or begin work at an internship which does not meet the required internship standards.

Students are reminded to adhere to the Students Code of Ethics.
5.3 Process for internship

Before a student begins their internship, they must lodge an Internship Reporting Form and receive approval for the internship by the Add/Drop deadline. Once the internship has been approved, students will be registered for the internship on SIO. Students must notify the Career Services team of any significant changes to the internship prior to commencement, such as length, location, hours of work.

During the course of the internship, the Career Services team will contact the supervisor to discuss students’ progress. The Career Services team will also get in touch with a student during their internship to discuss their progress and any problems that arise.

At the end of your internship, your Career Services Advisor will request that your supervisor complete an evaluation form about your internship performance. You are also required to complete a Student Internship Evaluation survey. If you do not successfully complete an eligible internship along with your survey and self-evaluation, you will not fulfill your internship requirement necessary for graduation.

Based on the supervisor’s evaluation, the contact between the supervisor and the student, and the self-evaluation, the Career Services team will advise the Faculty Committee if a student has satisfactorily completed the internship requirement. If a student does not successfully complete an eligible internship, they will have to complete one before they will be eligible to graduate.

The Career Services team encourages students to advise any job opportunities within the internship organization which might be available for future graduates or interns. These descriptions will be maintained for reference by both first and second year students.
6. 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.

Policy Statement

In any manner of presentation, it is the responsibility of each student to produce her/his own original academic work. Collaboration or assistance on academic work to be graded is not permitted unless explicitly authorized by the course instructor(s). Students may utilize the assistance provided by Academic Development, the Global Communication Center, and the Academic Resource Center (CMU-Q) unless specifically prohibited by the course instructor(s). Any other sources of collaboration or assistance must be specifically authorized by the course instructor(s).

In all academic work to be graded, the citation of all sources is required. When collaboration or assistance is permitted by the course instructor(s) or when a student utilizes the services provided by Academic Development, the Global Communication Center, and the Academic Resource Center (CMU-Q), the acknowledgement of any collaboration or assistance is likewise required. This citation and acknowledgement must be incorporated into the work submitted and not separately or at a later point in time. Failure to do so is dishonest and is subject to disciplinary action.

Instructors have a duty to communicate their expectations including those specific to collaboration, assistance, citation and acknowledgement within each course. Students likewise have a duty to ensure that they understand and abide by the standards that apply in any course or academic activity. In the absence of such understanding, it is the student’s responsibility to seek additional information and clarification.

Policy Violations

Cheating occurs when a student avails her/himself of an unfair or disallowed advantage which includes but is not limited to:

- Theft of or unauthorized access to an exam, answer key or other graded work from previous course offerings.
- Use of an alternate, stand-in or proxy during an examination.
- Copying from the examination or work of another person or source.
- Submission or use of falsified data.
- Using false statements to obtain additional time or other accommodation.
- Falsification of academic credentials.
Plagiarism is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded. Examples of sources expected to be referenced include but are not limited to:

- Text, either written or spoken, quoted directly or paraphrased.
- Graphic elements.
- Passages of music, existing either as sound or as notation.
- Mathematical proofs.
- Scientific data.
- Concepts or material derived from the work, published or unpublished, of another person.

Unauthorized assistance refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another individual, published or unpublished written sources, and electronic sources. Examples of unauthorized assistance include but are not limited to:

- Collaboration on any assignment beyond the standards authorized by this policy statement and the course instructor(s).
- Submission of work completed or edited in whole or in part by another person.
- Supplying or communicating unauthorized information or materials, including graded work and answer keys from previous course offerings, in any way to another student.
- Use of unauthorized information or materials, including graded work and answer keys from previous course offerings.
- Use of unauthorized devices.
- Submission for credit of previously completed graded work in a second course without first obtaining permission from the instructor(s) of the second course. In the case of concurrent courses, permission to submit the same work for credit in two courses must be obtained from the instructors of both courses.

Procedures for dealing with allegations of these policy violations are detailed in the university’s Academic Disciplinary Action Procedures for Undergraduate Students and the Academic Disciplinary Action Procedures for Graduate Students, which are published in The WORD student handbook. Periodic review of these procedures will be overseen by the Dean of Student Affairs or her/his designee in consultation with Faculty Senate and the relevant student governing bodies. Any amendments to these procedures are subject to the approval of Faculty Senate. Additional guidelines and procedures for graduate students may exist at the college/department/program level, in which case they are communicated in the college/department/program graduate student handbook.

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

Any student who violates the academic integrity policy may not be a Student Representative, Teaching Assistant, Research Assistant, Officer of a student club/organization and cannot graduate from the college with highest distinction or distinction or serve as commencement speaker. All academic integrity violations will be reported to the Heinz College Associate Dean and Carnegie Mellon’s Dean of Student Affairs or designee, as well as the Heinz College Office of Academic Services.

Cases of academic integrity violations will be reviewed by the Dean or designee, who may impose additional penalties. Students should understand clearly that such offenses are not tolerated at Carnegie Mellon. In the event of an academic integrity violation, you may be dropped from your program.
Students who want to appeal an academic disciplinary action must state in writing to the College Dean their intention to do so within one week of the penalty date in question, and then must present their appeal to the College Dean no later than two weeks after said penalty date. Appeals must be in writing, with appropriate documentation. In cases where an appeal is filed, disciplinary actions will be held until the 2-week moratorium is complete.

If you dispute that your actions violated the University Policy on Academic Integrity or believe that your department did not follow the proper procedure for investigating or reporting a violation, the university has a formal appeal process in place that provides you with the ability to have your case heard before an Academic Review Board. The initial step of that process is writing a letter to the Provost requesting an appeal and you can find more information in the Student Appeals section of the Graduate Academic Disciplinary Actions Overview. Please note that requests for appeal are not granted automatically and the Provost will determine whether the appeal will move forward to a second-level review.

**Multiple Violation Reports**

Second-level review is required in all cases in which a student has committed more than one violation of the University Policy on Academic Integrity that has been reported to the Office of Community Standards and Integrity.

When more than one violation has been reported about a student, the Office of Community Standards and Integrity should notify the head of the student’s home department. The student’s department head or designee may recommend appropriate sanctions and/or outcomes given multiple violations of the University Policy on Academic Integrity and document that recommendation in writing via email to the student and the Office of Community Standards and Integrity. The departmental recommendation will then be reviewed by an Academic Review Board in a sanctioning hearing.

If the student’s department head or designee declines to recommend a sanction and/or outcome, members of the Academic Review Board will recommend a sanction and/or outcome as part of their review in a sanctioning hearing. If the student’s department head or designee declines to recommend a sanction and/or outcome, the student’s department head or designee should document that decision in writing via email to the student.

The Academic Review Board will review the departmental recommendation (if advanced) in a sanctioning hearing in which the involved student will be given the opportunity to participate. The student’s department head or designee and course instructors will also be given the opportunity to participate in the full review. If they opt not to attend the full hearing, they should be available to participate in the hearing as witnesses. The purpose of the hearing will be to determine whether additional university action beyond the course-level sanctions is warranted given multiple violations of the University Policy on Academic Integrity.

In order for the Academic Review Board to determine an appropriate outcome, the student’s department head or designee and course instructors will be asked to provide all documentation related to the case if not already submitted, including the email to the student documenting the course-level actions and supporting evidence related to the violations, to be considered by the Academic Review Board. Appropriate redaction will be made by the Office of Community Standards and Integrity prior to board member review.

Please review the University Policy on Academic Integrity. 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 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.

6.1 Additional requirement at Carnegie Mellon University Australia campus

All students enrolling for programs at the campus in Adelaide are required to attend a mandatory Academic Integrity session. At the end of that session, students will be asked to sign two documents. The first is an acknowledgement that they have attended the session. The second is an acknowledgement that they have understood the information presented on both the definitions of violations of academic integrity and the consequences of those violations.

Questions regarding the graduate policies and/or procedures pertaining to academic integrity violation should be directed to the Director of Programs.

6.2 Summary of practical actions

The actions students should take are:

- Make sure you understand the definitions of cheating, plagiarism and unauthorized assistance as set out in this document
- Study carefully the specific requirements of each course instructor as set out in the outline for each course. If in any doubt, raise queries with the instructor at the earliest opportunity
- Familiarize yourself with the consequences of breaches of academic integrity
- Refer any questions of the general policies referred to in this document to staff member from the Programs Office.
7. STATEMENT OF ASSURANCE

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

Inquiries concerning the application of and compliance with this statement should be directed to the Vice President for Campus Affairs, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone +1 412-268-2056.


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