MEM Student Policies

The Northwestern University Master of Engineering Management Program is a Professional Master’s degree within the McCormick School of Engineering and Applied Science. The following information is provided to Master of Engineering Management Program students in order to understand degree requirements, policies and procedures, and academic information to ensure the successful completion of the MEM degree.

Degree Requirements:

I. Students must have a 3.0 cumulative grade point average (GPA), with no incomplete grades, to graduate.

II. Students must complete a minimum of 12 courses, consisting of the core courses (7), advanced engineering methods (2), and chosen electives (3).
   - Only two of the chosen electives can be taken outside the McCormick School of Engineering. These electives must be pre-approved by the MEM Program.

III. Degree Completion:
   - Part-time Students: the degree must be completed in a maximum of 6-years from the first quarter of matriculation.
   - Full-time/International Students: the degree must be completed in a minimum of three quarters (9-months) or a maximum of five quarters (15-months) from the first quarter of matriculation.
   - Students that do not meet the completion deadline will be academically excluded from the program.

IV. At most three electives can be transferred and count for a Northwestern MEM degree. The electives cannot be a counted towards the completion of another Master’s degree. If a student is seeking to transfer any electives, it must be confirmed prior to the first quarter of matriculation.

V. The only exceptions made to the posted curriculum requirements will be under extreme cases, such as the need to relocate due to a new job or promotion. Furthermore, in such cases, a course waiver must be granted by the program’s director to approve a replacement course/credit. It is up to the student to investigate replacement course options.

Note: Northwestern University uses the course “unit” system (as opposed to the course “hour” system) for keeping track of courses taken. Students may consider one unit of credit equivalent to four quarter hours or two and two-thirds semester hours of credit.

Academic Policies:

I. Grades

   The instructor establishes the grading criteria for each course under the following grading scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>
A grade of “F” is not a passing grade and carries no credit, but does impact the cumulative GPA. Only courses that are passed count toward graduation. A grade of F in a required core course (non-elective) will mean the student has to register for the course again. Furthermore, both grades will count in the cumulative GPA. All Northwestern University McCormick graduate students must have a 3.0 cumulative GPA to graduate.

Checking grades at the end of the quarter.

- The University Registrar posts grades online through CAESAR about a week after the last day of class. You will need to have your Northwestern University Net ID and password in order to access your grades online. This is considered your official university grade report – nothing will be mailed to you from the registrar’s office.

II. Incomplete Grades/Courses

Students who receive an “Incomplete” in any course (grade of “X” or “Y”) will have 12 weeks from the end of the quarter in which the “Incomplete” was received to convert that grade to an acceptable letter grade before the “X” or “Y” grade becomes a permanent grade on the student’s transcript. It is important to note “Incomplete” grades can also affect a student’s standing with financial aid due to the fact that “X” or “Y” grades reflect as an “F” in GPA calculations. Students must work directly with the faculty member teaching the course in question to formalize a work plan and timeline to submit all outstanding work within those 12 weeks.

III. Academic Standing and Probation

Students must maintain a 3.0 cumulative grade point average (GPA) to remain in good academic standing in the program. A student whose cumulative GPA falls below a 3.0 or who has more than one incomplete grade will be placed on academic probation. If a student is on academic probation for more than two consecutive quarters, it is grounds for academic exclusion from the program. A student who fails to resume good academic standing after being placed on probation, who fails to make satisfactory progress toward the degree, or who otherwise fails to meet the requirements needed to graduate will be academically excluded from the program.

Review Appendix 1 McCormick Academic Standards for Professional Master’s Degree Programs for more information should a case of academic probation arise.

IV. Academic Exclusion

If a student’s cumulative GPA does not rise to a level to be removed from Academic Probation, the student may be Academically Excluded from the program as soon as within two consecutive quarters (excluding quarters during which no classes are taken such as the summer quarter) of being placed on Academic Probation. At the option of the program, a student may be excluded from the program if he/she fails a course. A student may also be excluded from the program if he/she is found guilty of cheating, plagiarism, or other academic integrity issues.

Review Appendix 1 McCormick Academic Standards for Professional Master’s Degree Programs for more information should a case of academic exclusion arise.
V. Readmission

It is the MEM Program policy that a student who has been dismissed from the program for poor or incomplete grades is not permitted to reapply or be readmitted. Other Professional Master’s or Graduate programs in the McCormick School of Engineering may have different policies or processes for readmission.

*Note:* Appendix 1 *McCormick Academic Standards for Professional Master’s Degree Programs* has a section regarding a process for readmission. The MEM Program does not have a specific process as readmission is not permitted.

VI. Course Auditing

Course auditors are not given formal recognition or academic credits by either the MEM Program or the Registrar. An MEM student in good standing is permitted to audit an MEM course, without formal registration, depending on the limitations of space and facilities, permission of the instructor, and approval by the MEM Program. Students are not allowed to contact faculty directly for the purpose of auditing the courses.

Contact the MEM Program to request an MEM course audit. Approved students are required to attend all classes. The instructor can dismiss an auditing student at any time of the quarter. Students cannot request retroactive credit nor take the audited course again in the future for credit.

*Note:* Students outside the MEM Program are not allowed to audit MEM courses. If an MEM Student seeks to audit a course outside the MEM Program, the student must abide by that program/department’s audit policy.

VII. Course Registration

The MEM program staff will register each student for classes, generally about one-month before any given quarter begins. MEM students are given priority enrollment for all MEM courses; however, certain MEM elective courses may be made available to other McCormick Engineering Master’s students (such as those involved in the Engineering Management Minor.)

*Kellogg Courses:*
All students at Northwestern University who are actively enrolled in a graduate program are eligible to enroll in one credit unit per quarter at Kellogg School of Management. The following conditions must be met:
- The student must be active in another graduate program at Northwestern.
- The enrollment request must be in a course that is listed on the Kellogg “open class list” and has seats available at time of processing. (The “open class list” is emailed to the MEM department usually one-week prior to the start of the quarter.)
- The request must be approved and signed by the MEM Program.
- The registration request must be submitted directly from the MEM Program.
- Class Schedules are subject to change, including but not limited to cancellations.
- All of the classes open to Non-Kellogg students have a limited number of seats available. The registration requests will be processed by Kellogg on a first-come, first serve basis.
- Kellogg does not offer any summer courses to Non-Kellogg students, including the MEM Program.
**Other McCormick Courses:**

Students that want to register for Master Level courses outside the MEM Program and within the McCormick School of Engineering should work with the associate director to determine enrollment options. Depending on availability and prerequisites, students are permitted to enroll in select courses within the MSIT, MPM, MSiA, MSLOC, as well as other approved department courses.

**VIII. Optional Independent Study**

Students may earn up to one course unit worth of independent study in place of an MEM offered course. The course that may be substituted for an independent study project include any one of the three electives. The topic of the independent study course must be chosen so that the student maintains a balance between technical and business courses.

Independent study projects require significant independent initiative on the part of the student and must be of graduate level quality, representing a substantial effort at research, analysis, and organization, and must adhere to traditional academic formats and language usage. The program director must approve both the project and the faculty teaching the independent study in advance. A student must submit a project proposal form and outlined plan at least one month before the start of the quarter in which you will conduct the independent study. Once a plan has been approved by the program director, completion of the work is the responsibility of the student. A final report must be prepared and submitted by the end of the quarter in which the project is conducted.

**IX. Attendance Policy**

The program recognizes that students must balance work, school, and family commitments, and that occasional absences from class are inevitable. In order for all students to benefit from the program, however, class attendance is required. If you miss more than two classes in a 10-week course or one class in a 5-week course, your grade may be affected. Professors also reserve the right to establish a more stringent attendance policy for their specific course and set specific grade implications for absences. If you know you are going to miss more than two courses in a given quarter, we request that you do not register for classes during that quarter. If you must miss a class, please notify instructor by email as far in advance as possible to communicate make-up requirements. Students should make arrangements with the instructor directly to complete any missed assignments. In addition, it is expected that you will be on time for each class. Arriving late is disruptive to your fellow students and to the professors.

**X. Medical Leave of Absence**

Students are permitted to request a leave of absence due to medical conditions. Re-entrance into the program and timelines to finish the degree requirements after a medical leave will be reviewed by the director and associate director on a case by case basis.

For additional guidelines and resources on Northwestern medical leave, please visit:

XI.  Additional Leave of Absence

*Full-time Students:*

In extenuating circumstances, leave of absences requests may be approved by the program. Such requests must be made in writing and are subject to the approval of the program director and associate director. Students must be in good academic standing to be considered for a leave of absence.

A student who takes a leave of absence from the program must re-enter within the following academic year to ensure his/her ability to meet all degree requirements. A student who takes a leave of absence from the program must be in touch with the program to make re-entrance plans one full quarter before the MEM quarter in which they wish to re-enter.

A student who defers admission for one year, with prior program approval, has until January 1 of the following year to communicate plans to enroll the next academic year (fall start).

*Part-time Students:*

Part-time students do not need to make a formal request if they are taking 1-3 quarters away from school. If a part-time student is away from school for over one-year, a meeting with the program director will be required to confirm a student’s commitment to complete the degree.

XII.  Cell Phone Use

Turn off your cell phone (or place it on vibrate) during class and in the community room so as not to disturb your classmates and instructors.

XIII.  Laptop Use

Laptops are allowed in class for the purpose of note-taking, following along with PowerPoint slides, or for required class activities such as using software, internet searches for class materials, or as described by the instructor. Students should not use their laptop for outside activities during class if unrelated to the current instruction. The intention of this policy is to prevent internet surfing and visual distractions to surrounding students during class.

**Academic Integrity:**

Academic integrity is fundamental to every facet of the scholarly process and is expected of every student in the Master of Engineering Management program in all academic undertakings. Integrity includes strict adherence to academic honesty, and to ethical conduct consistent with standards that respect the intellectual efforts of both oneself and others.

Ensuring integrity in academic work is a joint enterprise involving both faculty and students. Among the most important goals of graduate education are maintaining an environment of academic integrity and instilling in students a lifelong commitment to the academic honesty that is fundamental to good scholarship. These goals are best achieved as a result of effective dialogue between students and faculty mentors regarding academic integrity, and by the examples of members of the academic community whose intellectual accomplishments demonstrate sensitivity to the nuances of ethical conduct in scholarly work.
Standards of academic honesty are violated whenever a student engages in any action that jeopardizes the integrity of scholarly work. Such actions include:

- Cheating in the classroom or on examinations
- The intentional and deliberate misuse of data in order to draw conclusions that may not be warranted by the evidence
- Fabrication of data
- Omission or concealment of conflicting data for the purpose of misleading others
- Use of another's words, ideas or, creative productions without citation
- Paraphrasing or summarizing another's material in such a way as to misrepresent the author's intentions
- Use of privileged material or unpublished work without permission

Academic dishonesty is a serious matter, and it will be adjudicated in accordance with procedures approved by the McCormick School of Engineering and Applied Science and, if applicable, The Graduate School.

View Appendix 2 McCormick Academic Integrity Procedures for Professional Master’s Degree Programs for more information should an issue of academic integrity arise.

Billing:

Each student is responsible for paying each quarter’s tuition in full by the due date, even if an employer does not reimburse a student until after the term ends. Also, if a student has a student loan, a student must pay the difference between the loan amount and tuition amount. Late fees are automatically added to any outstanding balance, and the University places a hold on a student’s registration for the subsequent quarter. That means a student will not be able to attend classes in the new quarter until overdue tuition and fines are paid.

FERPA (Family Educational Rights and Privacy Act of 1974):

Unless you specify otherwise, some of your contact information will appear in the Northwestern University online directory. You can control this in two ways:

- If you do not want your name to appear at all, you need to complete a “Family Educational Rights and Privacy Act of 1974 Request to Invoke” form and submit it to the MEM Program Office.
- You can be listed in the online directory but specify what information you want to appear. To do this, go to http://directory.northwestern.edu/,” then click “Edit your Directory Information.”
- Note that the University does not sell any student information or lists to outside vendors or telemarketers.

Waivers:

The MEM Program may request students to sign specific waivers during their academic career that include a multimedia release (e.g. the use of a student’s photo in marketing material) as well as a liability waiver and release (e.g. waiving claims for injuries sustained during voluntary student activities.)

The Master of Engineering Management Program will do its best to update this document as new policies and procedures are approved by the program, school, and/or university.
Office of the Dean
McCookirm School of Engineering & Applied Science
Northwestern University
September 9, 2010

**McCookirm Academic Standards**

*for Professional Master’s Degree Programs*

The following academic standards are based on the standards for students in The Graduate School and apply to all McCookirm professional master’s degree program.

- **Students must have a 3.00 cumulative GPA to graduate.**
- **Academic Probation:**
  - A cumulative GPA below 3.00 at the end of any quarter places a student on Academic Probation, provided that the GPA is based on at least two classes.
  - The student should be notified by letter of Academic Probation by the program director or designate within one month of failing to meet one of the above requirements.
- **Removal from Academic Probation**
  - When the student’s cumulative GPA exceeds 3.00, the student is removed from Academic Probation.
  - The student should be notified by letter of removal from Academic Probation by the program director or designate within one month of meeting the requirements for removal from Academic Probation.
- **Academic Exclusion**
  - If a student’s cumulative GPA does not rise to a level to be removed from Academic Probation, the student may be Academically Excluded from the program as soon as within two consecutive quarters (excluding quarters during which no classes are taken such as the summer quarter) of being placed on Academic Probation.
  - At the option of the program, a student may be excluded from the program if he/she fails a course.
  - A student may be excluded from the program if he/she is found guilty of cheating, plagiarism, or other academic integrity issues.
  - The Academic Exclusion must be approved by the Program Director and the Senior Associate Dean or Dean of the McCookirm School of Engineering and Applied Science.
  - The student will be informed in writing of the Academic Exclusion within five days of the decision.
  - The student has 10 days to submit a written appeal to the Senior Associate Dean concerning the Academic Exclusion.
  - When a student is Academically Excluded from the program, communication must be sent to the University Registrar to have the Academic Exclusion placed on the Northwestern University transcript and to have the student blocked from re-registering with the University.
• Applying for Readmission
  o A process will be set up by each program specifying how a student applies for readmission after Academic Exclusion. This process should specify how long the student is excluded from the program and when the student is eligible to apply for readmission.
  o The above process should include a committee of at least two persons (typically the Program Director and one McCormick faculty member) to consider the readmission petition. The Dean of the McCormick School of Engineering and Applied Science will hear appeals if a student is not readmitted and wants to appeal the decision.
Office of the Dean
McCormick School of Engineering & Applied Science
Northwestern University
September 13, 2010

McCormick Academic Integrity Procedures for Professional Masters Degree Programs

Should any issue of academic integrity arise, the following procedure will be followed.

1. Any case of alleged academic dishonesty involving a student in a McCormick-based masters degree program should be referred by a member of the faculty to the Program Director of the McCormick masters degree program. Referral should be made in writing no later than thirty (30) days from the date the faculty member becomes aware of the alleged academic dishonesty. In most instances, the faculty member should confer with the student prior to making a written referral in order to minimize the possibility of misunderstanding regarding the alleged academic dishonesty.

2. If this is the first case of alleged academic dishonesty by a student, the case may either be resolved by the Program Director (provided it does not result in academic exclusion) or it may be referred to the Senior Associate Dean as outlined below. If this is the second case of alleged academic dishonesty by a student or if it could result in academic exclusion, then the procedure below should be followed.

3. Any referred case of alleged academic dishonesty shall be reviewed by the Senior Associate Dean or his or her representative to determine whether there are sufficient grounds to warrant a hearing. In reaching this judgment, the Senior Associate Dean or the designated representative will review all statements and supporting materials and may request additional information and/or interview individuals who may have information relevant to the incident, including the faculty member(s) who made the referral and the student(s) involved.

4. If the Senior Associate Dean or the designated representative determines that there are sufficient grounds to warrant a hearing, he or she will notify the student, or former student in cases involving possible revocation of a degree, in writing. The notification will indicate the charges made, the date of the incident, the faculty member(s) reporting the charges, the nature of the alleged violation, and the sanctions that may be imposed. Sanctions may include, but are not limited to the following: reduced or failing grade, withdrawal of University funding, notation on the official record, termination of graduate study, and revocation of an awarded degree. Transcripts of students excluded for reasons of academic dishonesty will be annotated to indicate this explanation for termination of studies. The notification will also indicate the
members of the committee who will hear the case and inform the student, or former student, of his or her right to appear before the committee.

5. The Senior Associate Dean will appoint the committee. The Senior Associate Dean or the designated representative will serve as chair, except that the person (whether the Senior Associate Dean or the designated representative) who determined that a hearing was necessary will not serve on the committee. The other members of the committee will be the director of the masters degree program in which the student is enrolled, or his or her representative, and a member selected by the Senior Associate Dean from the membership of the McCormick faculty. The representative of the faculty shall not be associated with the department or program in which the alleged academic dishonesty occurred, and the committee shall not include the faculty member(s) reporting the alleged academic dishonesty.

6. The committee shall meet on call by the chair to review all statements and supporting materials to determine whether an act of academic dishonesty occurred. The committee may also request additional information and/or interview individuals who may have information relevant to the incident, including the faculty member(s) who made the referral and the student(s), or former student(s), involved. The student may request the opportunity to appear before the committee. The student may have a friend or relative attend the hearing, but legal counsel will not be allowed to attend the hearing. Following the hearing, the committee shall reach a judgment regarding the charges and the sanctions, if any, to be imposed.

7. The chair of the committee will notify the student, or former student, of the decision of the committee in writing through e-mail of such decision. The student, or former student, will also be informed in writing of the right to file a written appeal to the Dean of the McCormick School of Engineering and Applied Science within ten (10) days of receipt of the decision.

8. In the absence of an appeal, the decision of the committee shall be implemented at the conclusion of the appeal period. In the event of an appeal, implementation of the committee decision will be suspended until a decision on the appeal is rendered by the Dean. The Dean's decision is final.

9. The phrase "Excluded for academic dishonesty" will be placed on the transcript of any student who is excluded from the McCormick-based masters degree program for violations of academic integrity.

10. Cases of alleged academic dishonesty and the records created by an investigation and hearing are part of a student’s education record. Student access to the records and the release of student information shall be governed by Northwestern University’s FERPA compliance policy.