

McCormick Engineering PhD Handbook

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1. Welcome

Welcome to the McCormick School of Engineering and Applied Science at Northwestern University! We are excited to have you be part of our vibrant graduate community and believe your educational experience here will broaden perspectives, drive discovery, and help shape the values of our institution.

This handbook is a resource to guide you through your time at Northwestern. It outlines points of contact, requirements, policies, and procedures specific to our doctoral programs. We encourage you to utilize this handbook, engage actively with your department, connect with the McCormick community, and take advantage of the many resources available to you as a PhD student.

We are thrilled to have you join us and look forward to your contributions to the McCormick community and beyond. We wish you a successful, intellectually engaging, and fulfilling experience.

Sincerely,

Associate Dean for Research & Doctoral Education

2. Nondiscrimination Statement

Northwestern University prohibits discrimination on the basis of actual or perceived race, color, religion, creed, national origin, ethnicity, caste, sex, pregnancy, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship status, veteran status, genetic information, reproductive health decision making, height, weight, or any other class of individuals protected from discrimination under federal, state, or local law, regulation, or ordinance or any other classification protected by law in the matters of admissions, employment, housing or services or in the educational programs or activities it operates, as required by Title IX of the Education Amendments of 1972; Title III of the Americans with Disabilities Act of 1990, as amended in 2008; Section 504 of the Rehabilitation Act of 1973; Title VI and VII of the Civil Rights Act of 1964; the Age Discrimination Act of 1975; the Age Discrimination in Employment Act of 1967; and any other federal, state, or local laws, regulations, or ordinances that prohibit discrimination, harassment, and/or retaliation.

3. Graduate Student Union and Collective Bargaining Agreement (CBA)

This handbook primarily focuses on the academic and related requirements of the PhD programs within the McCormick School of Engineering and Applied Science.

Graduate students at Northwestern University who provide instructional or research services for the University are represented by the graduate student union, NUGW-UE Local 1122. The Collective Bargaining Agreement (CBA) applies to graduate students currently enrolled in degree programs when they are providing such services.

To the extent that terms in this handbook conflict with the terms set forth in the CBA between the University and NUGW-UE Local 1122, the terms of the CBA will govern.

For more details regarding the CBA, access the University's graduate student union website here: <https://www.northwestern.edu/graduate-student-unionization/>

4. Campus Contacts and Resources

Each department has dedicated staff who support their students and programs. Students should familiarize themselves with are the Department Chair, Director of Graduate Studies, Program Assistant or Graduate Program Coordinator, and Business Administrator. More details on department-specific contacts are in each program's guidebook.

Below is a table of offices around campus students should be familiar with:

Office	Contact
McCormick Dean's Office	Elysse Longiotti Director of PhD Program Administration
Administrator on Call (AOC)*	847-491-8430 847-467-3022 (after hours)
Counseling and Psychological Services (CAPS)	847-491-2151
Northwestern Medicine Student Health Service	847-491-8100
Office of International Students & Scholar Services (OISS)	intoff@northwestern.edu
Office of the Ombudsperson	Ombuds@northwestern.edu
TGS Student Services	gradservices@northwestern.edu

* The AOC assists students and University community members who need counsel and guidance, especially in a crisis situation.

5. Expectations

This handbook is a student's guide to the PhD experience in the McCormick School of Engineering. It is the place to find policies, procedures, and resources that apply to all McCormick PhD students. It complements program guidelines and general rules from The Graduate School (TGS) and Northwestern University. This should be used to understand McCormick-wide expectations and find support throughout a student's graduate experience.

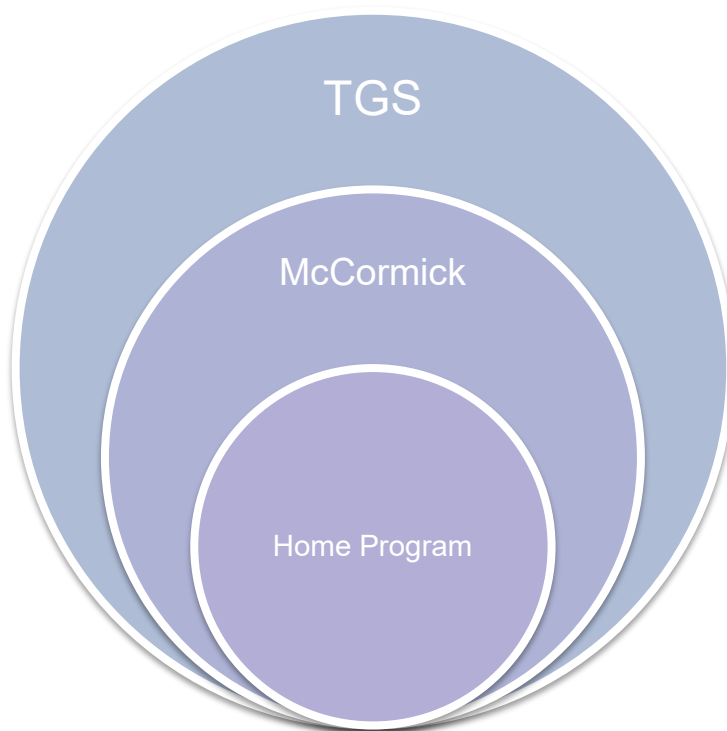
The McCormick doctoral experience is centered on conducting and producing original, impactful research. The primary goal of our PhD programs is to produce graduates capable of innovative and independent research who excel as practitioners, educators, and thought leaders across fields.

To accomplish this goal, our graduate programs are structured around defined requirements and milestones. Students will be expected to accomplish these requirements by program-specified deadlines. Degree progress is formally tracked, and students will receive annual evaluations and feedback on their performance and progress. Maintaining satisfactory academic progress is required for continuation in the program.

a. McCormick and The Graduate School (TGS)

Students in a McCormick School of Engineering PhD program are admitted to The Graduate School (TGS) at Northwestern University. TGS establishes the minimum standards and overarching policies that apply to all

graduate students and programs. These TGS policies, available on TGS's website, cover fundamental aspects of graduate study, including registration, satisfactory academic progress, degree deadlines, and more, and are supplemented by the requirements detailed herein and by a student's specific program. TGS policies apply to all PhD programs at Northwestern. School and program requirements often build upon or further elaborate upon TGS minimum requirements, as demonstrated in the figure below



For the most current and complete details on all TGS policies and procedures, please refer to the official TGS website: <https://www.tgs.northwestern.edu/academic-policies-procedures/>

6. Satisfactory Academic Progress (SAP)

To remain in good academic standing and continue enrollment in the program, students must maintain Satisfactory Academic Progress (SAP) according to TGS, McCormick, and program-specific criteria. Failure to make satisfactory academic progress, as discussed in adviser meetings or reviews, can lead to academic probation or program exclusion (dismissal).

Minimum TGS SAP Requirements can be found here:

<https://www.tgs.northwestern.edu/academic-policies-procedures/policies/satisfactory-academic-progress.html>

a. Program Probation

If a student does not meet program requirements to be in good academic standing, they will be notified by their program DGS. The notification will outline the action needed, and the student will have a specified amount of time to take corrective action. Students notified of their probation status prior to the add/drop deadline will have until the end of the current quarter to meet the requirements outlined in their probation notice. Students notified after the add/drop deadline will have until the end of the following quarter. In exceptional cases, programs may determine a probation period extension is appropriate and the DGS will provide an updated notification if an extension is granted.

There are situations when students can be excluded from their programs without a probationary period; those circumstances are outlined in the next section.

Grounds for program probation are:

- Failure to meet the program's minimum GPA requirement.
- Failure to secure a Principal Research Adviser by the end of the third quarter.
- Failure to meet the following milestone deadlines:
 - Passing qualifying exam by the program deadline
 - Prospectus approval by the program deadline
- Failure to make satisfactory degree progress as outlined in academic meetings and reviews.
- Failure to complete mandatory RCR training by the end of the third quarter.
 - Failure to complete the program within seven years of initial registration (pending TGS Admin Board approval in Fall 2026*).
 - Violation of safe laboratory practices.

*This pending status applies to all McCormick programs except Computer Science.

b. Program Exclusion (Dismissal)

The decision to exclude is made by the program faculty or a subset of faculty which includes the director of graduate studies. No individual faculty member may exclude a student. A student can be excluded (dismissed) by a program without probation when one of the following occurs:

- Failure to secure an adviser by the end of the fourth quarter.
- Failure to secure an adviser by the program-specified time, if a change of adviser occurs.
- Failure to pass qualifying exams, when the program does not provide an option to retake.
- Failure to pass prospectus, when the program does not provide an option to retake.
- Failure to pass the thesis defense.
- Repeated and/or willful violations of safe laboratory practices
- Serious violations of any of the following:
 - TGS's Academic Integrity policy;

- Office of Research Integrity policies;
- Office of Equal Opportunity and Access policies; or
- Northwestern's Student Handbook.

Additionally, if a student fails to return to good academic standing by the end of a probationary period, that will be grounds for exclusion.

Students who are excluded will receive formal notification from their department Director of Graduate Studies or Chair within 10 days of the decision to exclude being made.

c. Exclusion Appeal

Should a student need to request a program exclusion appeal, they must follow the TGS appeal process for exclusions: <https://www.tgs.northwestern.edu/academic-policies-procedures/policies/satisfactory-academic-progress.html#exclusionappeal>.

7. Degree Timeline

A student's PhD experience is structured around a sequence of academic and research milestones that mark their progress toward the degree. Successfully completing these milestones by their respective deadlines is essential for maintaining satisfactory academic standing and ensuring timely program completion.

a. Milestones

Students are ultimately accountable to the milestone deadlines set by their home departments. Please note, students approaching milestone exam deadlines will not receive appointment letters for the following term (if applicable) until receiving results.

While programs will have their own milestones (i.e., qualifying and prospectus deadlines) and evaluation criteria, here is a general overview of what the typical sequence includes:

- *Coursework Completion*: The specific number and distribution of course units are determined by the student's program, often exceeding TGS minimums (<https://www.tgs.northwestern.edu/academic-policies-procedures/policies/phd-degree-requirements.html#phdcoursework>).
- *Adviser Selection (more details in Research Adviser & Committee section below)*: Finding a research adviser is a first-year milestone. Failure to secure an adviser by the end of the fourth quarter (sooner if program specified) can result in exclusion from the program.
 - If a student chooses to change or loses their adviser after the first year of study, they will have until at most the end of the following quarter to secure another adviser. Programs may specify a shorter timeline.

- *Qualifying Exam / Admission to Candidacy:* This milestone assesses a student's readiness to pursue independent doctoral research. The format varies by program; some programs combine the Qualifying Exam with the Prospectus. Passing the Qualifying Exam advances a PhD student to candidacy.
 - There are five possible outcomes of a qualifying exam:
 - Pass
 - Pass with conditions: the student can continue temporarily in the program until conditions are met. The committee will communicate the conditions and deadline in writing.
 - Fail with the option to retake: some programs offer the ability to re-take failed exams. If applicable, refer to the program guide for the conditions that must be met to be eligible for a retake.
 - Fail with the option to complete an MS: some programs will permit students to complete outstanding MS requirements but not continue in the PhD program.
 - Fail without an option to retake. Students will be excluded from their program effective the date of their exam result notification unless otherwise specified by the program.
 - TGS policy requires doctoral students to be admitted to candidacy by the end of their third year, though programs can specify a deadline prior to that.

- *Prospectus / Dissertation Proposal Exam:* Following (or in some programs alongside) admission to candidacy, students will develop a formal written proposal outlining their planned dissertation research. This proposal is defended orally before the student's thesis committee. This milestone serves to ensure the proposed research is significant, feasible, and constitutes a valid dissertation project. TGS requires students to have an approved prospectus by the end of their fourth year, although some programs will require completion earlier. TGS policy can be found here: <https://www.tgs.northwestern.edu/academic-policies-procedures/policies/phd-degree-requirements.html#phdprospectus>
 - There are five possible outcomes of a prospectus/dissertation proposal exam:
 - Pass
 - Pass with conditions: the student can continue temporarily in the program until conditions are met. The committee will communicate the conditions and deadline in writing.
 - Fail with the option to retake: some programs offer the ability to re-take failed exams. If applicable, refer to the program guide for the conditions that must be met to be eligible for a retake.
 - Fail with the option to complete an MS: some programs will permit students to complete outstanding masters requirements but not continue in the PhD program.
 - Fail: students who fail without an option to retake will be excluded from their program effective the date of their exam result notification unless otherwise specified by their

program.

- *Dissertation Defense*: The final milestone is the defense of the dissertation. The committee collectively evaluates a student's work and decides whether to award the degree. McCormick requires all doctoral degree requirements, including the dissertation defense, to be completed within seven (7) years of initial registration (excluding time away for approved leaves of absence).
 - There are three possible outcomes of a dissertation defense:
 - Pass, often accompanied with required revisions prior to final submission.
 - Fail with the option for re-examination: some programs offer the ability for another defense at a later date.
 - Fail: students who fail without an option for another defense will be excluded from their program effective the date of their result notification unless otherwise specified by their program.

Beyond these milestones, students are required to hold regular meetings with their adviser and committee to review their research progress, receive feedback, and discuss future plans.

b. Degree Completion

Completing a graduate degree culminates in several key final steps, ensuring students have met all academic and administrative requirements of both the student's program and TGS.

Final Steps Overview

The process for degree completion involves the following:

- *Applying for the Degree*: Students must formally apply to graduate by submitting the *Application for Degree* form via TGS's student progress system. This form petitions to graduate for a specific quarter, allows students to indicate how their name should appear on the diploma, and provides the mailing address for the diploma.
- *Dissertation/Thesis*: Students are required to complete a written document that represents their significant and original research contribution. This document must adhere to specific formatting standards established by TGS.
- *Final Oral Defense*: Students will defend their dissertation in an oral examination before a faculty committee. This defense includes a mandatory presentation followed by a closed examination with only your committee. The committee's and program's approval of the defense and dissertation are required on the PhD Final Exam form via GSP.
- *Submission to ProQuest*: ProQuest makes the dissertation visible in their database and provides a copy to the University's repository.

Consulting Official Resources

It is important to consult the TGS website (<https://www.tgs.northwestern.edu/academic-policies-procedures/policies/phd-degree-requirements.html#phddissertation>) and specific program guide for detailed procedures, precise formatting requirements, and all relevant deadlines.

Key details to confirm through official sources include:

- Specific formatting guidelines for the dissertation or thesis.
- Committee composition requirements.
- Timeline and process for scheduling the defense and submission of the thesis to the committee.
- Deadlines for submitting the *Application for Degree* and PhD Final Exam forms, and any other program-specific forms, alongside the final approved dissertation/thesis to ProQuest.

Required Exit Procedures

Before the final departure, there are administrative exit procedures students must complete. This includes:

- Checking for any holds on their record in CAESAR, as these can prevent the release of their diploma or transcripts.
- Ensuring all X, Y, K, and NR grades on their transcript have been changed and submitted to TGS.
- Completing surveys such as the PhD exit survey and the Survey of Earned Doctorates.
- Returning borrowed items like keys or library books.
- Meeting with program payroll staff to reconcile outstanding items.
- Following any research group or department-specific checkout procedures, such as sample archiving or data management.

8. TGS Student Progress System

TGS and McCormick programs utilize the Graduate Student Progress (GSP) to record and monitor a student's progress towards their degree. This system is accessible with a student's NetID and password; students should expect to use their assigned system regularly.

The [Graduate Student Progress \(GSP\)](#) system allows programs and students to view and keep track of student progress in one place, including:

- TGS Forms (application for degree, master's degree completion, PhD qualifying exam, PhD prospectus, PhD final exam, petition for absence, and program withdrawal form)
- Adviser and Committee
- Plan of Study, including coursework planned and completed
- Annual Progress, including awards, publications, research progress, meetings attended, teaching, and research goals
- Milestones
- Documents

It is the student’s responsibility to keep everything current and to regularly access it to update their information as they advance through the program.

9. Curriculum Requirements

To earn a PhD from Northwestern University, TGS requires students to successfully complete at least nine quality letter-graded course units (ABC, not P/NP or S/U) authorized for graduate credit. Students must maintain at least a 3.0 cumulative GPA to stay in good academic standing with TGS. All graduate level registration policies can be found here: <https://catalogs.northwestern.edu/tgs/academic-policies-procedures/general-registration/>

However, the coursework requirements for a degree are determined by a student’s department or program. Details on the program’s course requirements are outlined in the program's guide.

Students are responsible for understanding their program's specific course requirements and for planning their studies accordingly in consultation with their adviser. Their course plan may be entered into GSP for DGS approval.

a. Course Waivers

Policies regarding course waivers based on prior graduate-level coursework completed at Northwestern or another institution vary by department. These policies are handled at the discretion of the department or the DGS. While prior coursework may allow students to waive the requirement to take a specific course, they must still meet the TGS minimum number of units taken at Northwestern.

Documentation, such as transcripts and syllabi, is typically required to support a waiver request.

10. McCormick Residency Requirement

Doctoral students must be on campus full time and engaged in research throughout the year, including summers, to qualify for funding (fellowships and assistantships).

Students are permitted time away from campus in the following circumstances:

RESIDENCY EXCEPTIONS	APPROVAL REQUIRED
vacation and professional development time	primary research advisor
internship	CRDV 510 registration
off-site research*	advisor, DGS, and Dean’s Office

Students who do not have approved accommodations and do not meet the above criteria must work with their program and The Graduate School (TGS) to pursue the appropriate leave of absence. You can find more information on different leaves of absence in section 16.

Students conducting research off-site should contact the Dean's Office (mccormick-gradprograms@northwestern.edu) to discuss the necessary approval.

11. Registration & Training Requirements

Students must register for every term in their first 20 quarters, including summer quarter, to maintain full-time student status. Note that failing to register on time can negatively impact stipend funding and access to services/resources. Each program will provide specific guidance on their curriculum requirements and registration policies.

a. TGS Course Registration Policies

For details on TGS registration, including instructions on TGS 499, 500, and 590, please refer to The Graduate School's registration policies: <https://catalogs.northwestern.edu/tgs/academic-policies-procedures/general-registration/>

b. McCormick Registration Policies

Crown Family Internship – CRDV 510

We encourage students to seek internship opportunities across fields. McCormick requires students in their first 5 years to register for CRDV 510, or Crown Family Internship, any time they are away from their program to pursue an internship. TGS 512 is not a permissible alternative registration.

CRDV 510 is a non-credit, non-tuition-bearing course open to any student who has passed their qualifying exams. This registration allows health benefits to be maintained, permits loans to be deferred, and provides evidence of the internship on transcripts. Up to three quarters of CRDV 510 are allowed throughout a student's PhD program, but no more than two quarters may be consecutive. Internship experiences cannot inhibit progress towards degree and are not grounds for milestone extensions. Find more details here: <https://www.mccormick.northwestern.edu/students/graduate/crown-family.html>

TGS 512 (Continuous Registration)

TGS 512-0 Continuous Registration is a full-time, ungraded registration intended for students who are continuing to make progress toward degree completion. This registration is reserved for students outside of the period of funding specified in their offer letter who are no longer providing research or teaching services to the institution.

Permission numbers are required to enroll in TGS 512, and the following restrictions must be followed:

- Students cannot register for TGS 512 in their first 20 quarters unless granted an exception by their adviser and the Dean's Office. Students can request an exception by emailing mccormick-gradprograms@northwestern.edu.

- Students cannot alternate TGS 512 registration with another full-time, funded registration without Dean's Office approval.
- Students cannot register for more than 2 quarters of TGS 512 without an academic performance plan agreed upon by the student and the student's adviser.

If a student requires a third (or more) quarter of registration, the advisor and student are required to:

- Agree to an academic performance plan for the upcoming quarter.
- Set goals at the end of the second (or higher, N) quarter and meet at the end of the third (or higher, N+1) to discuss progress and determine if the student remains in good academic standing.

c. Training Requirements

PhD students are required to complete specific training programs essential for conducting ethical and safe research. Meeting these training requirements is essential for academic progress and research activities.

Responsible Conduct of Research (RCR) Training

This training is a critical component of scholarly work and career development and is necessary for conducting research responsibly and ethically, and it is a federal requirement. All PhD students are required to complete RCR training by the end of their third quarter to be in good academic standing. Failure to complete RCR training by the end of the fourth quarter will result in program exclusion.

This training involves two components:

- Completion of a web-based CITI training.
- Enrollment in the zero-credit instructor-led course, GEN_ENG 519 (or school-approved alternatives).

Completion is tracked in GSP and discussed at annual student evaluations.

Safety Training

Students involved in lab work must complete required lab safety training before they can begin any lab work. This training includes both official Office for Research Safety (ORS) training and departmental-specific training. Lab workers must also complete individual, hands-on training for specific instruments and tools before operating them. Failure to complete training or follow safety rules can result in lab access being suspended and may prevent a student's ability to make progress towards their degree.

12. Teaching Requirement

All McCormick PhD students are required to complete a minimum of one 25% teaching assistantship (5 hours a week) to complete their degree. This requirement must be met by the end of students' fifth year. Programs may require more teaching experience; details can be found in the student's program guide.

a. TA Credit Registration

Registration while serving as a TA is required. Failure to register for the appropriate course when teaching could jeopardize the student's ability to graduate. Furthermore, fulfilling a teaching requirement is necessary for graduation, and these courses are how that progress is tracked. Students should use one of the following for registration:

- Part-Time TAs (less than 20 hours/week) should register for GEN_ENG 545
- Full-time TAs (20 hours/week) should register for GEN_ENG 546

b. English Language Requirement

The Graduate School has established a minimum level of spoken English proficiency that graduate students must achieve before becoming eligible for funding as a teaching assistant. To fulfill TGS's English proficiency requirement, students must demonstrate the required level of proficiency on a recognized assessment.

Students must satisfy at least one of the criteria outlined by TGS's English proficiency requirement:

<https://www.elp.northwestern.edu/english-proficiency-testing/>.

13. Research Adviser & Committee

a. Research Adviser Identification

Finding a research adviser is a first-year milestone. Failure to secure an adviser by the end of the fourth quarter will result in exclusion from the program. The student's program may require an earlier deadline; students should consult their program guide for this information.

Programs may have additional requirements for Primary Research Advisers and students should refer to their program guide for those details.

b. Procedure for Notifying Selection in GSP

Students are required to officially notify the program and TGS of their adviser selection via GSP.

After a student and a faculty member agree to form an advising relationship, the student will enter the adviser's information under the "Committee" tab. The student will then formally invite (through the system) their prospective adviser to serve as their "Principal Research Adviser." The faculty member must then formally accept this invitation within the system. If a student has a co-advising arrangement, information for both the Principal Adviser and any co-advisers must be entered and documented. Maintaining accurate and current adviser information is the student's responsibility and is a required student action in the system.

c. Changing Advisers

Should a student believe a change of adviser is necessary, the student is encouraged to first discuss possible changes in research direction with their current adviser. However, if the student feels unable to resolve concerns with their adviser, or if the situation involves the adviser leaving or ending their advising role, the student should immediately contact the DGS of their program.

If the DGS is also the student's adviser, they should instead contact the Department Chair. The DGS (or Chair) will work with the student and the faculty member to determine a course of action. While changing advisers is possible, it can lead to a loss of valuable time and should be considered carefully.

Having an adviser from the third quarter onward is a requirement to be in good academic standing. Students changing advisers must secure another by, at most, the end of the following quarter or face program exclusion. Programs may specify a shorter timeline.

d. Committee

Students are responsible for identifying and inviting potential faculty members to serve on their prospectus and dissertation committees. These committees are frequently the same. We recommend that students reach out to potential committee members as early as possible in consultation with their adviser. Students should reach out directly to potential committee members to ask them to serve. When inviting faculty, it is recommended that students send a summary of their research and offer to meet with them.

The committees are required to meet the following minimum criteria:

- Committees must consist of at least three members.
 - Committee members must hold doctoral degrees.
 - If students have unofficial members, those individuals are not required to hold doctorates.
 - Two committee members must be members of the Northwestern University Graduate Faculty.
 - At least one committee member must have a primary appointment or be considered core faculty within the student's specific program.
 - If the chair is not from the student's home department, programs may require a co-chair from their department.

Note, programs may have additional committee requirements.

Students can find more details on The Graduate School's Committee requirements here:

<https://www.tgs.northwestern.edu/academic-policies-procedures/policies/phd-degree-requirements.html#phdprospectus>

e. Process for Inviting Faculty

After faculty members have agreed to serve, students are required to enter information about their committee members in GSP. This is done under the "Committee" tab in the profile.

f. Committee Member Changes

Students should consult with their adviser regarding any potential changes to committee members.

If there is a significant disagreement with a committee member's judgment, particularly after an exam failure, and the student cannot resolve the situation through discussion with the adviser, the student should discuss the situation and potential committee changes with the DGS.

If committee members change, students will need to update the information in GSP. This may involve removing previous members and adding new ones, ensuring roles are correctly identified. Along with the system update, students must notify their adviser and committee members impacted by the change.

Students should consult their program guide for any other additional requirements when changing members.

g. Consequences of not having a committee

Failure in the timely formation and approval of an academic committee can have consequences for the student's academic standing. Not having an approved committee by the specified time as described above is considered a lack of satisfactory academic progress and can result in being placed on program probation.

14. Annual Reviews

Annual reviews are documented in the student progress system and are part of the assessment for Satisfactory Academic Progress (<https://www.tgs.northwestern.edu/academic-policies-procedures/policies/satisfactory-academic-progress.html#criteria>). Students should meet regularly with their adviser(s) to discuss degree progress outside of annual and bi-annual reviews.

When a student is in their first 4 years, they must meet with their adviser at least once a year for an annual review. If there are concerns about degree progress raised either in the formal review or in adviser meetings during the year, expectations for performance improvement with deadlines will be agreed upon and sent to the student in writing by their adviser with the DGS copied. A second meeting is required by the performance deadlines set to determine if the student remains in good standing.

In their fifth year and beyond, students are required to have review meetings with their adviser at least twice annually – once in Fall quarter, and again in Spring.

During review meetings students will:

- discuss performance and set bi-quarterly goals;
- agree on reasonable time to degree; and
- review past goals and confirm if progress meets expectations to maintain good standing.

Remember, the exact requirements, specific formats, and precise deadlines for milestones are unique to the student's particular program or department and can be found in the program's guide, or on its website.

15. Academic Integrity and Generative AI

McCormick PhD students must adhere to University policies on Academic Integrity and Generative AI as outlined by the Office of the Provost. Students who are suspected of violating University policy will go through the Academic Integrity process as outlined by The Graduate School:

<https://www.tgs.northwestern.edu/academic-policies-procedures/policies/academic-integrity.html>

16. Conflict of Interest & Permission to Work Policies

a. Student Engagement in Faculty Enterprises

Northwestern PhD students must abide by University Conflict of Interest policies:

<https://www.northwestern.edu/coi/policy/>.

We have many faculty who actively consult or have developed companies based on their research. Any student asked to support faculty enterprises, via assistantships or internships, must complete the Student-Faculty Agreement as outlined in the University Conflict of Interest Policy:

<https://www.northwestern.edu/coi/docs/use-of-students-in-startups-and-consulting.pdf>

b. Permission to Work

The Graduate School requires their PhD students to be full-time students. To ensure full-time status, TGS only permits students to work 20 hours per week, including assistantships.

McCormick's expectation is that Research and Teaching Assistantships are 20 hour/week positions. As such, only students who are funded by external fellowships which allow work in addition to their research are permitted to take on additional work via The Graduate School's *Permission to Work Policy*:

<https://www.tgs.northwestern.edu/academic-policies-procedures/policies/student-funding-policies.html>.

Note that this is not intended to restrict a student's ability to engage in unpaid recreational or professional development activities.

17. Leaves & Time Off

a. Leaves of Absence

Leaves of absence (LOA) are defined as temporary separation from the University. Students who need to interrupt their progress towards degree may petition for a leave of absence.

Find more information about LOA options and processes here: <https://www.tgs.northwestern.edu/academic-policies-procedures/policies/leaves-of-absence.html>

During a leave of absence, students are not permitted to enroll at the University or make degree progress and are not considered active students. Students on a leave of absence cannot fulfill degree requirements during the time on leave and milestone deadlines are delayed for the duration of the leave

International students must consult with the Office of International Student and Scholar Services in advance of requesting a leave regarding how the leave will impact their immigration status.

b. Vacation and Personal Days

If students want to schedule a vacation or personal time off, they should coordinate with their adviser at least two weeks in advance (when possible) of the requested time off.

When providing instructional services, students should use their best efforts to schedule vacation or personal time off during regularly scheduled academic breaks.