MEM Student Policies

The Northwestern University Master of Engineering Management (MEM) Program is a Master’s degree within the McCormick School of Engineering and Applied Science. This document has been created to assist MEM students in understanding degree requirements, policies and procedures, and academic information to ensure the successful completion of the Northwestern MEM degree.

Degree Requirements:

I. Students must have a 3.0 cumulative grade point average (CGPA), 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, and only the credits, not the GPA, will transfer. 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 or exception must be granted by the program’s director to approve a replacement course credit. It is up to the student to investigate replacement course credit options. A course syllabus, a summary of why the course meets MEM requirements, and details as to why the course content cannot be learned within the MEM curriculum must be included in the request. Students must be in good academic standing for a course waiver or exception to be approved.

Note: Northwestern University uses the course “unit” system (as opposed to the course “hour” system) for keeping track of completed courses. 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>
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<tbody>
<tr>
<td>A</td>
<td>4.0</td>
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<tr>
<td>A-</td>
<td>3.7</td>
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<tr>
<td>B+</td>
<td>3.3</td>
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<tr>
<td>B</td>
<td>3.0</td>
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<td>B-</td>
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<td>C+</td>
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<tr>
<td>C</td>
<td>2.0</td>
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<tr>
<td>C-</td>
<td>1.7</td>
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<tr>
<td>D</td>
<td>1.0</td>
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<tr>
<td>F</td>
<td>0.0</td>
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</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 core course (non-elective) will require the student to register to complete 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.

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

II. Incomplete Grades/Courses

Students who receive an “Incomplete” grade of “X” or “Y” in any course 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. After 12 weeks 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 convert to 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.

- “X” = Failed to earn credit, missed final examination (0 Grade Point)
- “Y” = Failed to earn credit, work incomplete (0 Grade Point)

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's Statement on Academic Integrity and the McCormick Academic Integrity website 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's Statement on Academic Integrity and the McCormick Academic Integrity website 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 Master's or Graduate programs in the McCormick School of Engineering may have different policies or processes for readmission. The MEM Program does not have a specific process as readmission is not permitted.

VI. 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 Master’s students. This availability includes those involved in the Minor in Engineering Management.

**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 by the student to the Kellogg registration survey.
- Kellogg 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.
VII. **Course Overload**

The maximum number of course units allowed for a student in a quarter is 4 units. However, there are special circumstances when a student can request a 5th course overload to resolve unforeseen academic or personal challenges. Examples of these challenges may include the need to take a 5th course due to unexpected course schedule conflict or to graduate early as a result of a move or job relocation.

Students must have a 3.60 CGPA and submit a written request for approval to the MEM Director to enroll in the 5th course overload. The tuition for the 5th course will be equivalent to an MEM single course rate. Therefore, total tuition for the quarter will be the flat rate for 4 courses plus the single course rate.

VIII. **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 academic standing is permitted to audit an MEM course depending on the limitations of space and facilities, permission of the instructor, and approval by the MEM Program. No formal registration will occur.

Students should contact the MEM Program to request an MEM course audit. Students are not allowed to contact MEM faculty directly for the purpose of auditing courses. Approved students are required to attend all classes, and 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.

IX. **Course Waivers / Exceptions**

Due to unforeseen circumstances, a student may request a course waiver or exception to meet the core, advanced engineering method, or elective degree requirements. All requests must be submitted in writing and be approved by the MEM Director. A course syllabus, a summary of why the course meets MEM requirements, and details as to why the course content cannot be learned within the MEM curriculum must be included in the request. Students must be in good academic standing for a course waiver or exception to be approved.

X. **Optional Independent Study**

Students may earn up to one course unit worth of independent study, called an MEM499, in place of an MEM offered course. The independent study will be considered as any one of the three electives for degree requirements. The topic of the independent study 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.

XI. 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, the MEM Program requests that students do not register for classes during that quarter. If a student must miss a class, please notify the 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 students will be on time for each class. Arriving late is disruptive to fellow students and to the professors.

XII. 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 University medical leave, please visit the Dean of Students Office website.

XIII. Additional Leave of Absence

Full-time Students:
In extenuating circumstances, a leave of absence request 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. International students must abide by all visa requirements when considering a leave of absence.

A full-time student who defers a fall quarter admission has until December 31 of the year the deferral was approved to communicate plans to enroll in the fall quarter of next academic year. A deferral can last no longer than one year.

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. Part-time students that are away from school for over a year may be required to reapply to join the program.
XIV. **Cell Phone Use**

Turn off your cell phone or place it on vibrate during class and in the common space so as not to disturb your classmates and instructors.

XV. **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:**

I. **Integrity, Honor, and Dignity**

Integrity, honor, and dignity are fundamental characteristics of the engineering profession. Engineers strive to exhibit these characteristics while using their knowledge, skills and experience to improve the world around them. By being honest, straightforward, and impartial in serving the public, their employers and clients, engineers continuously increase the excellence and prestige of the engineering profession. These principles cannot be described by an equation or an integral, but they are rooted in the curricula of the best engineering schools. Adherence to these fundamental principles, essential not only in engineering but also in our entire society, is the responsibility of the students.

Students and faculty are guided in matters of academic integrity at the University, The Graduate School, and the McCormick School of Engineering & Applied Science levels, so it is the responsibility of every member of the engineering academic community to be familiar with the specific policies of our school. McCormick’s procedures, described here, operate within the broader Northwestern policy framework detailed in the document *Academic Integrity, A Basic Guide*, available on the [Provost's website](http://provost.northwestern.edu).

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](http://grad.northwestern.edu).

Review Appendix 1 *McCormick's Statement on Academic Integrity* and the [McCormick Academic Integrity website](http://www.engineering.northwestern.edu/education/academic-integrity) for more information should an issue of academic integrity arise.
II. Student Responsibilities

In particular, it is the responsibility of every student in the McCormick School of Engineering & Applied Science to be familiar with and to adhere to the Policies on Academic Integrity of Northwestern University, The Graduate School, and the McCormick School of Engineering & Applied Science.

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 a student specifies otherwise, some contact information will appear in the Northwestern University online directory. Students can control this in two ways:

- If a student does not want their name to appear at all, the student needs to complete a “Family Educational Rights and Privacy Act of 1974 Request to Invoke” form and submit it to the MEM Program Office.
- A student can be listed in the online directory but specify what information to appear. To do this, go to [http://directory.northwestern.edu/](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.)

Additional University Policies Resources:

Northwestern strives to create an environment that fosters innovation, excellence, and collaboration, seeking always to do so responsibly, ethically, and with integrity. To this end, we must have in place thoughtful, strategic guidelines and policies that promote the success of our students, faculty, and staff in their daily work. Our University policies thus are meant to guide and enable our community members to uphold Northwestern’s values and expectations. We encourage all community members to use the Northwestern University Policies website as the main source for University-wide policies, as it will feature the most current information and updates on all policy-related items.

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.
STATEMENT ON ACADEMIC INTEGRITY

Integrity, honor, and dignity are fundamental characteristics of the engineering profession. Engineers strive to exhibit these characteristics while using their knowledge, skills and experience to improve the world around them. By being honest, straightforward, and impartial in serving the public, their employers and clients, engineers continuously increase the excellence and prestige of the engineering profession. These principles cannot be described by an equation or an integral, but they are rooted in the curricula of the best engineering schools. Adherence to these fundamental principles, essential not only in engineering but also in our entire society, is the responsibility of the students.

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**Procedures for Cases of Alleged Violations of Academic Integrity**

I. **INITIATION OF A COMPLAINT**

A. All cases of alleged violations of academic integrity by students in courses in the McCormick School of Engineering must be referred to the appropriate Assistant or Associate Dean (AD):

   - Cases involving undergraduate students are investigated by McCormick’s Associate Dean for Undergraduate Engineering (Wesley Burghardt).

   - Cases involving students enrolled in McCormick Master’s programs are investigated by McCormick’s Assistant Dean for Professional Educational Programs (Ward Lavino).

   - Cases involving graduate students enrolled in The Graduate School (TGS) are investigated by McCormick’s Assistant Dean for Graduate Study (Bruce Lindvall).

Cases should be referred within one month of the date of the alleged incident, or within one month of the date the reporting individual becomes aware of the alleged incident, whichever is later. However, no action will be taken on any case if more than one year has elapsed since the alleged incident. Once a matter has been referred to the AD, it may not be withdrawn without the AD’s approval, nor may the referring faculty member resolve the case without the AD’s approval.

B. The AD shall review the facts of the alleged incident, including statements of the reporting individual and any supporting material. If the AD determines that there is cause for further investigation, he or she shall notify the student by letter of the date of the incident (if known), the course and instructor, and the nature of the alleged violation. A copy of the current procedures should accompany the letter.
The student will be asked to make an appointment with the AD to discuss the case within seven working days of the date of the letter, at which time the student may present any relevant material or statements in his or her behalf. The student will have the right, prior to meeting with the AD, to review relevant original materials, to obtain copies of such materials if desired, and to discuss the matter with a faculty adviser or other individual. Review of original materials must take place by appointment during normal working hours within seven working days of the date of the AD’s letter.

If the student does not schedule a meeting to take place within seven working days, the AD may make his/her determination on the basis of the evidence before him/her at that time. The AD may grant reasonable requests for an extension of this time deadline in his/her sole discretion.

C. In certain cases where timely notification is important as, for instance, if a student is about to leave campus for vacation, verbal notification may be made, but such verbal notification should be followed by a letter.

II. MEETING WITH THE DEAN

A. The AD has the authority to determine, based on a preponderance of the evidence available, whether a violation of academic integrity has occurred. In cases involving graduate students, the investigating Assistant Dean may consult with the relevant academic Associate Dean in reaching a decision.

B. In meeting with the student, the AD will describe the charges made and detail the evidence supporting those charges. At this initial meeting, the student may decline to discuss the matter and/or request that the AD defer making a determination until after a subsequent meeting between the student and the AD, at which time the student may present other relevant information or evidence. This second meeting must be requested at the initial meeting and must be scheduled for a time within seven working days of the initial meeting.

C. After the review, the AD shall inform the student by letter of his or her decision and the sanction, if any, to be imposed. If the student is not registered in McCormick School of Engineering & Applied Science or The Graduate School, the sanction of the AD will be limited to a recommendation related to grading in the course. Additional sanctions may be imposed by the associate dean for undergraduate studies in the school in which the student is registered, or the appropriate assistant dean or associate dean at the graduate level.

III. SANCTIONS

A. Any grade entered for a student in a course in which an allegation of academic integrity violation is pending is subject to modification after all proceedings and appeals are concluded. Should the student be found to have violated academic integrity, the course instructor is empowered, in his/her sole discretion, to determine the effect this violation will have on the student’s grade in the course. Possible actions range from disregarding the incident in calculating the grade to failing the student in the course.

B. Additional sanctions that may be imposed by the AD of the student’s home school include, but are not limited to: a letter of reprimand and warning; a defined period of suspension up to one year; ineligibility for certain awards, honors or special programs; permanent exclusion from the University (noted on official transcript); revocation of an awarded degree; or any appropriate combination of these sanctions.
IV. APPEALS TO THE ACADEMIC HEARING BOARD

A. The AD’s decision and/or school-level sanctions (Section III.B) incurred as a result of the violation may be appealed to the Academic Hearing Board by filing a written notice of appeal within ten working days of the date of the letter of notification. Note that grade penalties within the class (Section III.A) may not be appealed. The student’s written notice of appeal must state what is being appealed, whether it be the violation finding, the sanction, or both, and it must describe in detail the grounds for the appeal. The student’s written notice of appeal should also state whether the student desires to present the appeal in person to the Academic Hearing Board.

B. If the student so requests, he or she will be granted an opportunity to appear in person to present his or her case to the Academic Hearing Board and to hear and respond to any testimony provided by the AD or witnesses appearing before the Academic Hearing Board. Likewise, the AD may be present to hear and respond to testimony of the accused student or any witnesses appearing before the Academic Hearing Board. If the student wishes to present witnesses before the Academic Hearing Board, she or he must inform the AD at least seven working days before the appeal is to be heard of the names of the proposed witnesses and of the nature of the evidence they are prepared to present. However, the Academic Hearing Board has sole discretion to determine what witnesses other than the accused student and the AD it will hear. The Academic Hearing Board shall review the appeal as soon as practical after it has been filed.

C. Following its review, the Academic Hearing Board may sustain or reverse the violation finding, if that portion of the AD’s decision is being appealed, and may, if the finding stands, sustain or modify (but not increase) the sanction, if that portion of the decision is being appealed. The Academic Hearing Board shall inform the student by letter of its decision.

V. APPEAL TO THE PROVOST

A. The student may appeal the Academic Hearing Board’s decision within ten working days to the Provost of the University. Such appeals must be in writing and include a detailed statement setting forth the grounds for the appeal. Appeals to the Provost will be limited to alleged errors in procedures, interpretation of regulations, or alleged manifest discrepancies between the evidence and a school finding and/or sanction. The Provost will receive appeals only after a sanction has been specified for the alleged violation (see III).

VI. CROSS-SCHOOL CASES

A. In instances where a student who is a degree candidate of another school is alleged to have violated academic integrity in a McCormick School of Engineering course, the authority of the McCormick School of Engineering will extend only to determining whether or not the alleged action constitutes a violation of academic integrity and, if so, to the imposition of a grade penalty by the instructor in the course (see Section III.A.). If the finding is affirmative and all appeals have been exhausted or the time for appeals has expired, the case will be formally referred to the appropriate authority of the school in which the student is registered for whatever further sanction that school deems appropriate.

Analogously, the AD will be called upon to determine if further sanctions for McCormick School of Engineering students who have violated academic integrity in courses of another Northwestern school are appropriate.

B. In instances where a student who is a degree candidate of the McCormick School of Engineering has been found to have violated academic integrity in a course offered by
another school, the AD will notify the student in writing of the matter. The AD may apply an additional sanction based on the nature of the violation. Such notification will inform the student that he/she may schedule an appointment with the AD, to take place within seven working days, to present any evidence of mitigating circumstances but not on the underlying question of guilt or innocence. If the student does not schedule an appointment within the allotted time, or within such extension of time as the AD may grant in his/her sole discretion, the AD will make a decision on sanctions based on the available information.

C. The AD will inform the student in writing of any additional sanction to be imposed and of the student’s right to appeal that sanction to the Academic Hearing Board.

D. In cross-school cases, an appeal of a finding of misconduct should take place in the school that offers the course (i.e., the school in which the finding of misconduct was made). An appeal of sanctions imposed by the student’s home school should take place in the home school (i.e., the school that has imposed the sanctions).

VII. GENERAL CONSIDERATIONS

A. A student may not change his or her registration in a course once an individual with responsibility in that course has become aware of the alleged violation of academic integrity.

B. At any stage of the proceedings described above, the student may be accompanied by a fellow student, a faculty member, or another individual of the student’s choosing, but not by an attorney. This person may not, however, take part in the proceedings; the student must speak on his or her own behalf.

C. Sanctions specified by the AD, as modified by the Academic Hearing Board or the Provost (if an appeal has been filed), shall take effect at the expiration of the period for appeal of a decision if an appeal has not been filed, and after a decision has been reached by the Academic Hearing Board or the Provost if an appeal has been filed. If the appeal is not granted, the sanction will be applied retroactive to the date specified by the AD, and, if necessary, current registrations may be canceled.

D. All materials relating to an allegation of an academic integrity violation will be kept until the student has graduated or for ten years after the incident, whichever is earlier.

E. All references to the AD in these procedures include the AD’s designee if circumstances prevent the AD from participating.

F. Electronic messages may be used to fulfill the requirements of these procedures wherever a letter is specified, and electronic versions of policy statements may be used to comply with required document transmittal.

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