

GENERAL INFORMATION

FOR

STUDENTS

IN THE

MASTER OF PROJECT MANAGEMENT

AND

**EXECUTIVE MANAGEMENT FOR DESIGN AND
CONSTRUCTION**

PROGRAMS

2020 - 2021 Academic Year

Please retain this bulletin for reference throughout the year.
You will find that most of your questions are answered in this bulletin.

Table of Contents

Registration	1
NEW GRADUATE STUDENTS.....	1
GENERAL REGISTRATION POLICIES.....	1
CHANGE OF REGISTRATION.....	2
CANCELLATION OR WITHDRAWAL OF REGISTRATION.....	2
SUMMER SESSION REGISTRATION.....	2
AUDITORS.....	2
Degree Requirements	2
VISA REQUIREMENTS.....	2
CREDIT FOR PREVIOUS COURSES.....	2
PROJ_MGT 588 RESIDENT MASTER'S STUDY.....	3
ALLOWABLE GRADES.....	3
PASS/NO-CREDIT OPTION.....	3
ATTENDANCE CRITERIA.....	3
GOOD ACADEMIC STANDING.....	3
PROBATION AND EXCLUSION.....	3
APPLYING FOR READMISSION.....	4
TIME FOR COMPLETION OF DEGREE.....	4
DEGREE CONFERRED AND REQUIREMENTS.....	4
SEMINAR.....	4
CAPSTONE REPORT FOR MPM PROGRAM.....	5
PRESENTATION FOR MPM PROGRAM.....	5
ENGLISH PROFICIENCY.....	5
Standards of Conduct	6
NORTHWESTERN STANDARDS OF CONDUCT.....	6
Academic Integrity at Northwestern University	8
ACADEMIC DISHONESTY.....	8
MPM AND EMDC HONOR CODE.....	10
Living at Northwestern	10
HOUSING ACCOMMODATIONS FOR GRADUATE STUDENTS.....	10
PARKING.....	11
PERSONAL LOSSES.....	11
HEALTH SERVICE.....	11
SERVICES FOR STUDENTS WITH DISABILITIES.....	11
CAREER PLACEMENT SERVICES.....	12
WOMEN'S CENTER.....	12

FITNESS AND RECREATION.....	12
STUDENT ADDRESSES AND PHONE NUMBERS.....	12
IDENTIFICATION CARDS.....	13
Financial Aid.....	13
VETERANS.....	13
VA PENDING PAYMENT POLICY.....	13
STUDENT LOANS.....	14
OTHER MEANS OF SUPPORT.....	14
Financial Regulations.....	14
TUITION.....	14
SERVICE FEES.....	14
OTHER FEES.....	14
OTHER ESTIMATED EXPENSES.....	15
BILLS AND PAYMENTS.....	15
<i>Tuition Billing Method</i>	15
<i>Change of Registration and Refunds</i>	15
WITHDRAWAL AND REFUNDS.....	15
FINANCIAL OBLIGATIONS.....	16
Information for International Students.....	16
QUESTIONS REGARDING VISAS.....	16
ESTIMATED EXPENSES.....	16
SOURCES OF SUPPORT.....	16
VERIFICATION OF DOCUMENTS.....	17
THINGS TO DO IMMEDIATELY UPON ARRIVAL.....	18
Covid-19 – Fall 2020 Classroom Requirements.....	19
University Calendar for 2020 – 2021.....	20
APPENDIX.....	21
ADMISSION REQUIREMENTS.....	21
DEGREE.....	21
GPA.....	21
TRANSCRIPTS.....	21
LETTERS OF RECOMMENDATION.....	21
GRE SCORES.....	21
RESUME.....	21
APPLICATION FEE.....	21
FINANCIAL REQUIREMENTS.....	21
INTERNATIONAL STUDENTS.....	22
ENGLISH LANGUAGE PROFICIENCY.....	22
MAILING ADDRESS.....	22
STUDENT LOANS.....	22
OTHER MEANS OF SUPPORT.....	22

Registration

NEW GRADUATE STUDENTS

The Confirmation of Intention to Register form enclosed with the admission letter should be returned to the Master of Project Management (MPM) or Executive Management for Design and Construction (EMDC) program at least four weeks before your initial registration. Students who fail to meet this deadline are required to submit the form at registration and may encounter consequent delays in their registration.

The admission letter packet includes a link for information and medical forms from the University's Health Service. All students must be able to prove that they satisfy the entrance health requirements mandated by Illinois law and Northwestern University. In addition, all students must have comprehensive hospital - surgical insurance coverage by enrollment either in the Northwestern University Student Hospitalization Plan or one comparable to it. It is mandatory that all students complete and return the Admission Health Record form and the Insurance Coverage Selection form to Health Service by the specified deadlines prior to their first registration (see the Academic Calendar in this Bulletin) or within 30 days after receipt of the forms for late-acceptance students. Failure to do so may result in the assessment of a late fee of not less than \$200 and a **HOLD** on registration. Insurance brochures and information are also available from Health Service. Students who have been absent from the campus for two or more years must report to Health Service for medical review and evaluation before being permitted to register.

All international students must report promptly upon arrival on campus and before registration to the Office of International Students and Scholar Services, 630 Dartmouth Place, Evanston, Illinois 60208-4190, <https://oissportal.northwestern.edu/>. They must also report to Health Service for tuberculosis (PPD) skin testing. The Vice President for Student Affairs has mandated that all first-year incoming international students must purchase health insurance from the University recommended vendor, Aetna Student Health. There will be no exceptions. The Vice President has also mandated that these same first year incoming international students shall maintain coverage from Aetna Student Health (or an alternative vendor selected by Northwestern University) for the entire time they are studying at Northwestern.

Students are responsible for keeping the MPM or EMDC program informed of any changes in either their permanent or local address. University communications are sent to the last address recorded. Students may jeopardize their graduate studies if they do not submit vital information regarding their status in the MPM or EMDC program.

GENERAL REGISTRATION POLICIES

Registration in the MPM or EMDC program is normally handled by submitting to the Program Director a list of selected courses; upon approval of these courses by the Program Director, the student will be registered by program personnel. Arrangements have not been made for students to register directly online, so no attempt should be made to do so.

Only students who have been officially admitted to the MPM or EMDC program are permitted to register. Late registration is permitted through the fifth day of classes in any quarter, except in the Summer Session, when the late registration period extends only through the fourth day of classes. A fee of \$25 is charged for late registration if paid at the time of registration (\$30 if billed).

Students in the MPM or EMDC program must be registered in order to use University facilities, including the libraries, laboratory or office space, computer services, and athletic amenities.

EXCEPTION: Any student who wants to register for a course in the Kellogg Graduate School of Management **must** do so through the Associate Director of the MPM or EMDC program; students should **not** contact directly anyone in the Kellogg Graduate School of Management.

CHANGE OF REGISTRATION

A course may not be added and a change of section may not be made after the fifth day of the quarter. Any student who wishes to change his/her registration must obtain approval from either the Director or Associate Director within the first five days of classes. A student who wishes to drop a course must submit the appropriate form by the end of the fifth week of classes. No refunds are given after the first week of classes unless the entire registration is withdrawn.

CANCELLATION OR WITHDRAWAL OF REGISTRATION

All students who cancel their entire registration, even if it is only a single course, must inform the Program Director and file a Withdrawal form in the Registrar's office. Withdrawal forms can be obtained from the MPM/EMDC office. This procedure also applies to students who advance register and then decide not to enroll for the quarter for which they have preregistered. The amount of the tuition refund is beyond the control of the program and depends on the time at which the completed Withdrawal form is submitted to the Registrar's office (see the Financial Regulations section in this Bulletin).

SUMMER SESSION REGISTRATION

The Summer Session might include a very limited number of courses for which an MPM or EMDC student would receive credit toward a degree. In such a situation and with permission from the Director, registration during the Summer Session can expedite the degree program or provide a course which may not be available during the regular academic year. However, an MPM or EMDC student cannot begin a program of study during the Summer Session.

A student who does not seek a graduate degree at Northwestern University, but wishes to attend classes during the Summer Session, should apply directly to the Summer Session office as a non-degree special student. Courses taken in the Summer Session before admission to the MPM or EMDC program cannot be applied to an MPM or EMDC degree. The Summer Session office address is 405 Church Street, Evanston, Illinois 60208; phone (847) 491-5250.

AUDITORS

Course auditors are not given formal recognition by either the MPM or EMDC program or the Registrar. The auditing of any graduate course without formal registration by full-time graduate students in good standing is both permitted and encouraged. However, permission of the instructor is required and limitations of space and/or facilities may impose restrictions.

Degree Requirements

VISA REQUIREMENTS

Full-time study is defined as a minimum of three units of coursework per quarter. All students holding F-1 or J-1 visas are required to register full-time each quarter, except possibly the final quarter during which course requirements are completed. Eligible students may maintain full-time status at reduced tuition by registering for PROJ_MGT 588 Resident Master's Study or GEN_ENG 512.

CREDIT FOR PREVIOUS COURSES

Transfer credit is accepted under the following conditions: no more than three courses will be accepted for transfer, all courses must have a "B" grade or better, and the transfer courses must be approved in advance of being taken, unless fully completed prior to admission to either the MPM or EMDC program, by the Program Director or Associate Director.

PROJ_MGT 588 RESIDENT MASTER'S STUDY

Registration for PROJ_MGT 588 Resident Master's Study is appropriate for students who have completed all course and residency requirements prescribed for the degree. PROJ_MGT 588 registration does not carry credit toward residency for any degree, but it does enable a student to maintain full-time status and use University facilities.

ALLOWABLE GRADES

Allowable grades in MPM and EMDC graduate courses are A, A-, B+, B, B-, C+, C, C-, D, and F (for failing work). Grade point values are as follows:

A	4	B	3	C	2	F	0
A-	3.7	B-	2.7	C-	1.7	X	0
B+	3.3	C+	2.3	D	1.0	K	0

A grade of K is given when a student does not submit all assigned work in a course; a grade of X is given when a student fails to take the final examination. All X or K grades are incompletes and must be made up within one calendar year of the date the grade is incurred; after one calendar year, the X or K becomes a permanent grade on the record.

The University Registrar posts grades online through CAESAR about a week after the last day of classes and can be accessed online using the student's Northwestern University NetID and password. This is considered the official University grade report – nothing will be mailed to the student from the registrar's office.

PASS/NO-CREDIT OPTION

With special permission from the Program Director, up to two courses may be taken on a pass/no-credit (P/N) basis rather than for a letter grade. The P/N option is usually reserved for challenging courses in which the student is at a disadvantage relative to other students in the class, and it must be declared during the third week of classes and cannot be changed thereafter.

ATTENDANCE CRITERIA

Students are expected to attend all classes and complete all assignments in a professional manner. Except for cases of illness when special arrangements are made to complete missed classes and assignments, excessive class absence may result in withdrawal from the course or a grade of incomplete or failure. The exact number of absences permitted are determined by each individual course instructor or the Program Director.

GOOD ACADEMIC STANDING

To be in good academic standing in the MPM or EMDC program, a student must meet the quality standards set by the program and make satisfactory progress toward fulfilling all stated requirements for the degree. A student whose overall grade average is below B (3.00) is not satisfying the stipulated academic standards and is not in good academic standing.

PROBATION AND EXCLUSION

A student whose record does not meet the definition of good academic standing will be placed on probation. A student who is not in good academic standing or who fails to make satisfactory progress toward the degree in accordance with the regulations adopted by the program may be dismissed from the program. 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 will 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.

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.

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. 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 McCormick 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

A student who has been dismissed from the program for poor grades or exceeding the five-year degree completion requirement may apply for readmission. To earn a degree readmitted students must provide satisfactory evidence of their ability to satisfy the currently existing degree requirements. 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.

TIME FOR COMPLETION OF DEGREE

It is expected that the MPM or EMDC degree will be completed within five years from the date of matriculation. If this time limit cannot be satisfied due to extenuating circumstances, a written request for an extension must be submitted prior to the expiration of the five-year limit. If the five-year period has expired, the student must apply for readmission in a manner similar to a new student and additional courses might be required.

DEGREE CONFERRED AND REQUIREMENTS

The Master of Science in Project Management degree will be conferred upon a student who has satisfactorily completed a series of **twelve** course units approved by the program with a grade point average of B (GPA= 3.00) or better with no X or K grades, attended the MPM seminar series, and prepared, presented, and submitted an acceptable capstone report.

The Master of Science in Executive Management for Design and Construction will be conferred upon a student who has satisfactorily completed a series of **twelve** course units approved by the program with a grade point average of B (GPA= 3.00) or better with no X or K grades.

SEMINAR

As a manifestation of their commitment to the program, MPM students are expected to attend a seminar series by practicing professionals to complement their academic coursework with real-world experiences. There is no tuition charge for registration in this seminar, and grades of Satisfactory (S) or Unsatisfactory (U) will be entered on the transcript.

CAPSTONE REPORT FOR MPM PROGRAM

Submission of an in-depth report is a required part of the MPM program. The preparation of this report should be viewed as an opportunity to investigate in detail some aspect of project management. The essential nature of this report is to provide a means to exercise creative thinking, synthesize concepts, and demonstrate writing and speaking skills.

The advantages of addressing your capstone report requirement in a timely manner cannot be emphasized too strongly. Each year there are a number of students who delay this challenge until "the last minute" and then are unable to complete and present the report in time for their desired graduation date. The thrust of this entire program in which you are enrolled is **project management**, and you should treat your capstone report in precisely this perspective; if you cannot satisfy the time constraints for this report over which you have total control, how can you be expected to deliver a project to a client on time.

This report can be completed and presented at any time during the year and you are encouraged to do so as soon as possible; you do not have to wait until the completion of your course work or for any other milestone in your studies. All of the guidelines for preparing the report are given on the MPM web site, and you are expected to adhere to them, as you would adhere to "contract specifications" for any given project. For detailed "specifications" on how to proceed, go to the MPM web site and click on **Overview**; then click on **Capstone Report**; and finally click on [Learn more information about the capstone report](#).

The process essentially consists of (a) a proposal which must be approved, (b) a draft copy of the report, (c) the final report, (d) an approved set of slides, (e) the presentation, (f) required modifications, if any, (g) binding of one copy, and (h) a disk containing the report and the slides. To help place this overall process in proper perspective, you might think of it as three interrelated, but distinct, phases; in **phase one** the function of your "faculty advisor" is to work with you to develop the "story line" of your report (if your message doesn't "unfold clearly", the report will not serve its intended purpose); **phase two** involves proper editing (sentence structure, word choices, punctuation, etc.), for which you might need the services of a professional editor; and **phase three** includes "putting everything together" according to the style described in the "specifications", for which **you** (not your faculty advisor or your editor) are personally responsible. Keep in mind that details are important; in the "real world" the competition is frequently very intense, and details can easily make the difference between failure and success. Throughout this process you will be provided with considerable help and encouragement, but **you** must initiate all actions.

To graduate in any given quarter, you should plan to make your presentation about a month before the end of the quarter at the latest. In particular, for those who plan to graduate in June and participate in the convocation ceremony scheduled in June 2021, all requirements pertaining to your capstone report must be completed by about May 20, 2021; otherwise we cannot guarantee (the deadlines are beyond MPM control) that you will formally graduate in June.

ONE FINAL THOUGHT: Please remember that your lack of proper planning and execution for this report will not constitute a "crisis" for the Program Director, your faculty advisor, your editor, or your committee when you ultimately come to the realization that you are "behind schedule."

PRESENTATION FOR MPM PROGRAM

An oral presentation of the capstone project on the order of 30 minutes in length is required. This presentation must be done in a professional manner with appropriate use of well-designed slides and/or other visual aids. The typical audience for this presentation will be a faculty evaluation committee (usually consisting of two to four professors) and a group of student peers.

ENGLISH PROFICIENCY

Proficiency in understanding, writing, and speaking the English language is an absolute necessity for the completion of the MPM or EMDC program. Every effort is made to ascertain this proficiency as a prerequisite to admission, but experience has indicated that TOEFL and GRE (Verbal) scores are not necessarily reliable

measures to guarantee the proficiency required. Accordingly, some students might be required to take courses in “spoken English” and “written English” through the Linguistics Department (See list of courses at <http://groups.linguistics.northwestern.edu/esl/courses.htm>). Many international students and some U.S. students will need to work with an English tutor to prepare a well-written copy of their capstone report and a professional set of slides for their presentation. The cost for this personal interaction with an English tutor is typically on the order of \$200 to \$500 and must be paid by the student directly to the tutor via a private contractual agreement; accordingly, appropriate plans should be made for this expense.

Standards of Conduct

Academic integrity is fundamental to every facet of the scholarly process and is expected of every student in the MPM program in all academic undertakings. Integrity involves firm adherence to academic honesty and to ethical conduct consistent with values based on 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, including papers and reports; 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 other scholars; use of another's words, ideas, or creative productions without citation in either the text or in footnotes; paraphrasing or summarizing another's material in such a way as to misrepresent the author's intentions; and use of privileged material or unpublished work without permission. Academic dishonesty is a serious matter for MPM graduate students committed to intellectual pursuits, and it will be adjudicated in accordance with procedures approved by the University.

NORTHWESTERN STANDARDS OF CONDUCT

As members of the University community, all students, groups of students, and student organizations are expected to exemplify Northwestern's community principles and values, to engage in socially responsible behavior, and to model exceptional conduct, character, and citizenship on campus and beyond.

When learning of conduct or behavior that may not meet these standards, community members are expected to take an active role in upholding our community principles and values. Students are encouraged to alert the police or emergency personnel; report the behavior to University officials; confront the situation as it occurs; or speak directly to the individuals involved. All emergencies should be reported by calling police through 911.

The Student Code of Conduct applies to the following situations. The University reserves the right to investigate and resolve reports of alleged misconduct in all of these situations:

- Involving students, a group of students, or a student organization affiliated with any school or department or the University as a whole (undergraduate or graduate).
- Occurring from the time of a students' application for admission through the actual awarding of a degree (even if the conduct is not discovered until after a degree is awarded), including, but not limited to:
 - During the academic year

- Before classes begin or after classes end
- During time pursuing credit away from the campus (e.g., study abroad, internships, coops)
- During periods between terms of actual enrollment
- While on leave from the University
- Occurring either on or off campus

The University reserves the right to investigate and resolve any report or incident in which a student is alleged to violate any of the principles or policies published by the University or local, state, or federal laws or policies, regardless of the location where the incident occurs. Students are also expected to follow the policies and procedures of institutions that they may visit, including during international travel.

University and residence hall guests are expected to follow all University policies. Student hosts are accountable for the conduct of their guests and may be subject to disciplinary action as the responsible party for violations of University policy incurred by their guests. This applies to individuals, groups, and student organizations.

The MPM and EMDC programs follows the guidelines and rules of Northwestern University and The Graduate School with regard to student conduct, disciplinary sanctions (up to and including Expulsion and Degree Revocation), and hearings and appeals. The University has outlined specific policies and procedures on Alcohol and other drugs; Destruction of Property; Discrimination and Harassment; Disruption and Demonstration; Endangering Self or Others; Failure to Comply; Fire Safety; Guests and Visitors; Hazing; Information Technology; Misconduct within the Student Conduct Process; Misrepresentation; Sexual Misconduct; Unauthorized Taking; Use of University Properties; Violation of Other Policies; Weapons and Related Items, and other related topics.

Please refer to the links below for a complete list of policies and procedures:

TGS Policies (Sections 2 and 3)

<http://www.tgs.northwestern.edu/about/policies/index.html>

Northwestern Student Conduct code <http://www.northwestern.edu/student-conduct/student-code-of-conduct/>

Academic Integrity at Northwestern University

Academic integrity at Northwestern is based on a respect for individual achievement that lies at the heart of academic culture. Every faculty member and student, both graduate and undergraduate, belongs to a community of scholars where academic integrity is a fundamental commitment. The University as an institution makes collaboration and the pursuit of knowledge possible, but always promotes and evaluates individual effort and learning.

The full description of Academic Integrity can be found at

<http://www.northwestern.edu/provost/policies/academic-integrity/full-policy.pdf>.

Registration at Northwestern requires adherence to the University's standards of academic integrity. These standards may be intuitively understood, and cannot in any case be listed exhaustively; the following examples represent some basic types of behavior that are unacceptable:

1. **Cheating:** using unauthorized notes, study aids, or information on an examination; altering a graded work after it has been returned, then submitting the work for regrading; allowing another person to do one's work and submitting that work under one's own name; submitting identical or similar papers for credit in more than one course without prior permission from the course instructors.
2. **Plagiarism:** submitting material that in part or whole is not entirely one's own work without attributing those same portions to their correct source.
3. **Fabrication:** falsifying or inventing any information, data or citation; presenting data that were not gathered in accordance with standard guidelines defining the appropriate methods for collecting or generating data and failing to include an accurate account of the method by which the data were gathered or collected.
4. **Obtaining an Unfair Advantage:** (a) stealing, reproducing, circulating or otherwise gaining access to examination materials prior to the time authorized by the instructor; (b) stealing, destroying, defacing or concealing library materials with the purpose of depriving others of their use; (c) unauthorized collaborating on an academic assignment (d) retaining, possessing, using or circulating previously given examination materials, where those materials clearly indicate that they are to be returned to the instructor at the conclusion of the examination; (e) undertaking activity with the purpose of creating or obtaining an unfair academic advantage over other students' academic work.
5. **Aiding and Abetting Academic Dishonesty:** (a) providing material, information, or other assistance to another person with knowledge that such aid could be used in any of the violations stated above, or (b) providing false information in connection with any inquiry regarding academic integrity.
6. **Falsification of Records and Official Documents:** altering documents affecting academic records; forging signatures of authorization or falsifying information on an official academic document, grade report, letter of permission, petition, drop/add form, ID card, or any other official University document.
7. **Unauthorized Access to computerized academic or administrative records or systems:** viewing or altering computer records, modifying computer programs or systems, releasing or dispensing information gained via unauthorized access, or interfering with the use or availability of computer systems or information.

ACADEMIC DISHONESTY

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.

Per University Statutes, Article V, 2: Whenever it shall appear that any student is not making satisfactory progress in his or her studies, the student may be excluded by vote of the faculty of the college or school in which the student is enrolled or by a committee or board that has been delegated such responsibility by that college or school. A student shall be notified in writing no later than the middle of a term that, because of unsatisfactory work in a previous term or terms, he or she is subject to exclusion in the event of unsatisfactory work during the term for which the notice is issued. In the absence of written and timely notice the student

may request and then shall be granted a hearing by the faculty (or its committee or board) before the student is excluded.

In accordance with University Statutes, the enforcement of academic integrity lies with the faculties of the University's individual schools, and shall be in accordance with the procedures and provisions adopted by each individual school.

In all cases involving academic dishonesty, the student charged or suspected shall, at a minimum, be accorded the following rights:

1. Prompt investigation of all charges of academic dishonesty, to be conducted, insofar as possible, in a manner that prevents public disclosure of the student's identity. Such investigation may include informal review and discussion with an official of the school prior to bringing a charge, provided that such review does not compromise the rights of the student in the formal process.
2. Reasonable written notice of the facts and evidence underlying the charge of academic dishonesty and of the principle(s) of academic integrity said to have been violated.
3. Reasonable written notice of the procedure by which the accuracy of the charge will be determined.
4. Reasonable time, if requested, within which to prepare a response to the charge.
5. A hearing or meeting at which the student involved may be heard and the accuracy of the charge determined by a neutral decision maker.
6. Review of any adverse initial determination, if requested, by an appeals committee to whom the student has access in person. Generally, implementation of sanctions will be suspended until all appeals made by the student have been exhausted.
7. Final review of an unsuccessful appeal, if requested, by the Provost or an advisory committee designated by the Provost.

Suspected cases of charges of academic dishonesty should be reported to the course instructor, to the administration of the school under whose jurisdiction the suspected offense took place, or to any student authorized by that school to receive such complaints. Students charged with academic dishonesty may not change their registration in a course in which the charge is pending or in which a finding of academic dishonesty has been made. Procedures of investigation, adjudication, and appeal may vary from school to school. (Current practice does not involve reporting to a student, but instead to the course instructor or to a member of the dean's office in the appropriate school.)

All proven cases of academic dishonesty should be penalized as appropriate under the circumstances. Sanctions other than a reduced or failing grade should be imposed by the school in which the student is enrolled. The imposition of any sanction other than a private reprimand should include a statement of reasons supporting its severity. A student may appeal any finding or sanction as specified by the school holding jurisdiction. Sanctions may include but are not limited to

1. Reduced or failing grade.
2. A letter of reprimand.
3. A defined period of probation, with or without the attachment of conditions.
4. Withdrawal of University funding.
5. A defined period of suspension, with or without the attachment of conditions.
6. Exclusion from the University.
7. Notation on the official record.
8. Revocation of an awarded degree.
9. Any appropriate combination of 1-8 above.

(Additional sanctions may include, but are not limited to, denial of academic honors. It should also be understood that there is no necessary connection between a first-time offense and a letter of reprimand. Depending on the nature of the offense, a student may be suspended or permanently excluded as a result of a first-time offense.)

MPM AND EMDC HONOR CODE

In addition to the University policies and procedures outlined above, the MPM and EMDC programs have an Honor Code that students are required to abide by:

1. The students and faculty of the MPM and EMDC programs regard honesty and integrity as essential qualities for the practice and profession of engineering management.
2. The purpose of this Honor Code is to promote these qualities so that each student can fully develop his or her individual potential.
3. This code is not a list of rules and sanctions, but is directed toward expressing the moral and ethical standards of the programs and governs student conduct pertaining to all academic, placement, and extracurricular activities associated with the programs.
4. This Honor Code is administered jointly by students and faculty, and it demands strong adherence to the ideals of honesty, integrity, and equal opportunity.
5. It requires that each student manifest these qualities at all times and hold his or her peers to the same standard.
6. Each student agrees to :
 - o Not seek an unfair advantage over other students, including, but not limited to, giving or receiving unauthorized aid during the completion of academic requirements.
 - o Truthfully represents facts and self at all times.
 - o Respect the property and personal rights of others.
 - o Report all observed violations and cooperate fully with the ensuing proceedings.
7. Upon admission, each student makes an agreement with his or her fellow students to abide by this Honor Code and students who violate the code violate this agreement and must accept the sanction imposed by the Program Director after consultation with all parties involved.
8. In addition, all students must adhere to all policies and requirements of Northwestern University and abide by all applicable laws and regulations.

Living at Northwestern

Whether graduate students live on or off campus, they are encouraged to take advantage of Northwestern's intellectual resources and rich cultural environment. Distinguished speakers come to the campus daily, and most lectures are available to all students without charge. Students, faculty, and guest artists in theater, music, and opera offer performances almost every evening during the year. The presence of students from nearly every country in the world adds to the cultural diversity on campus.

Because of its location in a major metropolitan complex, Northwestern University also offers a wide range of experiences that includes viewing some of the world's finest architecture, attending concerts by one of the world's most distinguished symphony orchestras, and enjoying Chicago's popular entertainment and major league sports events. Both campuses front on Lake Michigan, which affords a variety of scenic and recreational opportunities.

HOUSING ACCOMMODATIONS FOR GRADUATE STUDENTS

Seabury Apartments, located at 605-615 and 621-623 Garrett Place, and Engelhart Hall, located at 1915 Maple Avenue, in Evanston are University-operated residence halls for graduate students. Furnished studios, as well as one-, two-, and three-bedroom apartments are available to students. Seabury Apartments are ideal for students with classes at the Technological Institute and other north-campus buildings. The 250-unit Engelhart Hall has air-conditioned studio and one- and two-bedroom apartments. Apartments are furnished, except for linens, kitchen utensils, dishes, and silverware. Rates include all utilities. Garage rentals are not included; see the information below about parking. Students who wish to obtain housing in Seabury Apartments and Engelhart Hall should call (847) 491-5127 or write to Manager, Graduate Housing, 1915 Maple Avenue, Evanston, Illinois 60201-3194, or complete the online housing application. <http://www.northwestern.edu/living/housing-options/graduate-housing/index.html>

However, it is suggested that you not rely solely on the University's Graduate Housing Office to satisfy your needs, as they are not equipped to furnish individual assistance and their listings may not be comprehensive or current. The best sources of for-rent listings are the "Evanston Review," published on Thursdays, and the "Rogers Park News," both of which are available at local newsstands. In Chicago, many apartments are advertised only by signs on the buildings themselves. In general, you will find that the scarcity and cost of housing are directly proportional to the number of rooms, amenities, and proximity to campus. Desirable low-to-moderate-rent apartments within convenient walking distance of the Engineering School building are rare.

We strongly recommend that you allow adequate time to find acceptable housing within the range of your transportation capability. Those who have already applied for and been assigned rooms in University housing, but wish to make other arrangements instead, are advised to retain their space in University housing until they are assured of other living quarters; although rooms in University housing are relatively small and expensive, they are difficult to obtain (and easy to get rid of, since there is always a waiting list).

If you don't have housing on arrival, there are some relatively inexpensive places to stay in Evanston while you look. A few of these are:

Margarita European Inn
1566 Oak Avenue
(847) 869-2273

YMCA
1000 Grove Street
(847) 475-7400

The Chicago Transit Authority (CTA) provides rapid-transit rail service between Chicago and Evanston with a stop at Noyes Street, three blocks west of the Engineering School. The CTA also operates rail and bus services within Evanston. In addition, the University offers a free shuttle service between the Evanston and Chicago campuses; it operates approximately hourly or more frequently during rush hours and stops at numerous predetermined locations.

PARKING

All students who park a car on the Evanston campus are required to purchase parking permits at the Parking office, Visitor Center, 1841 Sheridan Rd, Evanston, IL 60208. Regulations governing the parking of student cars and a list of University student parking lots are provided with the permit.

PERSONAL LOSSES

Northwestern University is not responsible for the loss of or damage to personal property belonging to any student, whether the loss or damage occurs by theft, fire, or an unknown cause.

HEALTH SERVICE

The University maintains a health service for students on the Evanston campus at Searle Hall, 633 Emerson Street, which includes an 8-bed infirmary. All full-time students who register for three courses or more or for PROJ_MGT 588 Resident Master's Study are eligible to use the outpatient services. Part-time students may elect to use Health Service by special arrangement and payment of a quarterly fee. For information on entrance health requirements, including insurance coverage requirements, which must be submitted to Health Service prior to initial registration, see the Registration section of this Bulletin or call (847) 491- 2113. <http://www.northwestern.edu/healthservice-evanston/>

SERVICES FOR STUDENTS WITH DISABILITIES

It is Northwestern University policy to ensure that no qualified student with a disability is denied the benefits of, excluded from participation in, or otherwise subjected to discrimination in any University program or activity. In response to a request made by a qualified student with a disability, the University will arrange, at no cost to the student, for the provision of educational auxiliary aids, including sign language interpreters,

determined by the University to be necessary to afford such student the opportunity for full participation in University programs.

Northwestern University's programs and activities are accessible for full participation to all of its students, including those with mobility problems and with difficulties such as auditory, visual, or other special needs. It is important for University students who need assistance with regard to any disability to notify the Director of Equal Employment Opportunity, Affirmative Action, and Disability Services, 720 University Place, Evanston, Illinois 60208-1147, phone (847) 491-7458, so the University can assist them in obtaining appropriate services.

Services for Students with Disabilities, a brochure describing various support services for students with disabilities, is available in University admissions offices and from the Director of Equal Employment Opportunity, Affirmative Action, and Disability Services. The brochure includes maps of the Evanston and Chicago campuses indicating building access and parking locations.

CAREER PLACEMENT SERVICES

Although the MPM and EMDC programs provide no formal placement service, the programs will assist graduates in their quest for suitable positions with companies of their choice. This assistance is furnished in three different ways. The first is through personal contacts with personnel from select companies. The second is by making arrangements for several companies to conduct one-day interview sessions in our offices. And the third is by assembling a booklet of one-page résumés to be sent, upon request, to prospective employers. In a more general vein, Northwestern University provides through University Career Services a comprehensive program of assistance for all students and graduates seeking placement. The mission of this office is to support the University's academic programs by providing materials and services to assist in the career development and employment needs of students and graduates. Among their services are career counseling, interview preparation, and a steady interview schedule of various companies representing a broad spectrum of interests. The web site for University Career Services is:

<http://www.northwestern.edu/careers/>

WOMEN'S CENTER

The Women's Center, 2000 Sheridan Road, Evanston campus, serves the needs of Northwestern women. The center provides educational programming intended to maximize development of personal and academic potential; career, professional, and personal counseling through support groups and individual appointments; a referral service and resource library; survival skills and mentoring programs for women graduate students and junior faculty, co-sponsored by the Organization of Women Faculty; and advocacy and outreach to ensure access to quality services campus-wide. Students may call (847) 491-7360 for more information on programs and services. The web site address is:

<http://www.northwestern.edu/womenscenter/>

FITNESS AND RECREATION

(currently closed due to Covid-19)

All students are encouraged to participate in recreational sports and fitness activities while at Northwestern. The Henry Crown Sports Pavilion and Dellora A. and Lester J. Norris Aquatics Center, 2379 North Campus Drive, Evanston campus, houses indoor tennis and racquetball courts, a weight room, a four-lane running track, and an Olympic-size swimming pool. Graduate students are eligible to register for the regular classes in swimming, tennis, racquetball, squash, volleyball, fencing, sailing, weight conditioning, aerobics, or similar activities provided by the Fitness and Recreation Division of the Department of Athletics and Recreation. For information on courses and hours, call (847) 491-4300.

STUDENT ADDRESSES AND PHONE NUMBERS

A student who changes a permanent or local address, including e-mail, or phone number must notify the Program Director in writing in addition to changing them in CAESAR. Communications are normally sent

to the most recently recorded address. Students may jeopardize their graduate studies if they do not receive information regarding finances or their status in the program because it was sent to an incorrect address.

IDENTIFICATION CARDS

An identification (ID) card is issued to each Northwestern University student by the [WildCARD](#) office. The card identifies the student at the library, recreational facilities, student elections, Norris University Center, and campus events. Information about ID cards is available at the WildCARD office in Norris Center on the Evanston campus. Lost or stolen ID cards are replaced after a \$25 fee has been paid. A duplicate card may be obtained at the WildCARD office.

Financial Aid

The MPM and EMDC programs are professional degree programs administered through the McCormick School of Engineering and Applied Science, and all participants are responsible for their tuition and fees in accordance with the prevailing schedules established by the University.

The MPM and EMDC programs offer limited financial support for exceptionally qualified U.S. citizens and permanent residents. To be considered for such aid, please explain via email or regular mail in 250 words or less a) the reason you are requesting financial assistance to undertake this program of study, b) your schedule for completing your degree, and c) your qualifications to support prioritizing your request relative to that of others. The letter should be sent to Professor Raymond J. Krizek, Program Director at rjkrizek@northwestern.edu or the postal address given on the MPM or EMDC websites.

In many cases, student loans are available to United States citizens and permanent residents through the [Evanston Office of Graduate Financial Aid](#) [(847) 491-7266], but no requests for loan funds should be made until formal admission to the program has been received. The Program Director must be informed of an intention to apply for a loan, because appropriate data must be made available to the Office of Financial Aid in a timely manner.

VETERANS

Students planning to attend Northwestern University and wishing to claim veterans' benefits should make inquiries at the Veterans Office, 1801 Hinman Ave, Evanston Illinois, 60208-1142.

For eligible veterans, tuition expenses will be largely covered by the Post 9-11 GI Bill (details available at http://www.benefits.va.gov/gibill/post911_gibill.asp) and the Yellow Ribbon program (details available at http://www.benefits.va.gov/gibill/yellow_ribbon.asp). To view the full list of veteran benefits, visit the U.S. Department of Veterans Affairs online (<http://www.benefits.va.gov/gibill/>). Student Financial Services will facilitate the application and financial aid process for all applicants. <http://www.northwestern.edu/sfs/>

VA PENDING PAYMENT POLICY

For Northwestern students using U.S. Department of Veterans Affairs (VA) Post 9/11 G.I. Bill® (Ch. 33) or Vocational Rehabilitation and Employment (Ch. 31) benefits, the University will not prevent enrollment, assess a late fee, deny access to resources available to other students, or require they secure additional funding while payment from the United States Department of Veterans Affairs is pending to the University. To qualify for this provision, students may be required to:

- Produce the VA's Certificate of Eligibility by the first day of class;
- Provide written request to be certified;
- Provide additional information needed to properly certify the enrollment as described in other institutional policies

STUDENT LOANS

Student loan funds are available to help finance the cost of education. International students are not eligible for federal student loans. A student should consider loan funds as a supplementary resource rather than the primary means of financing an advanced degree. Detailed information regarding loans may be obtained by calling or writing the [Evanston Office of Graduate Financial Aid](#).

All applicants for loan funds must submit a Free Application for Federal Student Aid (FAFSA) form annually as described above. This form is used by the Office of Financial Aid to determine a student's expected contribution to the cost of education and to monitor total indebtedness.

Federal regulations require that a loan recipient make satisfactory academic progress and be enrolled in a degree program at least half time, defined as two units per quarter, during any period of time covered by a loan.

<https://www.northwestern.edu/sfs/financial-aid-and-loans/overview/index.html>

OTHER MEANS OF SUPPORT

Opportunities for employment are available at Northwestern University. For further information, visit <http://www.northwestern.edu/hr/jobs/> or write to the Office of Human Resources, 720 University Place, Evanston, Illinois 60208-1142.

Financial Regulations

All students are expected to become familiar with the financial obligations they incur in the programs. Tuition and fees listed here are for the 2020 - 2021 academic year, and increases should be expected in succeeding years. For tuition purposes, the term course refers to course units. Some course offerings have a value of more or less than one course unit

TUITION

Each course unit, each quarter \$4,836

**PROJ_MGT 588
Resident Master's Study,
each quarter** \$6,231

SERVICE FEES

Duplicate identification card fee \$25

Official transcript fee \$10

Rush-service transcript fee \$25

OTHER FEES

Late registration fee* \$25/\$30

Late-payment penalty fee \$200

**Latter fee applies if bill is sent.*

Student Hospitalization Plan \$4,170

Spouse Hospitalization Plan \$4,170

Dependent Child \$4,170

<https://www.aetnastudenthealth.com/schools/northwestern/pdbs2021.pdf>

OTHER ESTIMATED EXPENSES

Other estimated expenses for graduate students during the 2020 - 2021 academic year are the following.

Room and board	\$21,000
Books	\$ 2,800
Local transportation, etc.	\$ 2,200
Personal expenses	\$ 5,000
Summer maintenance	\$ 5,000
Maintenance of spouse per calendar year	\$ 8,500
Maintenance for each dependent child	\$ 6,000

BILLS AND PAYMENTS

Tuition Billing Method

Information regarding tuition bills and payments at Northwestern University may be obtained from the following link: <http://www.northwestern.edu/sfs/payments/index.html>. While the procedures described might be difficult to follow, a part of the explanation lies in when registration actually takes place. In the MPM and EMDC programs we endeavor to register students such that their tuition bills for the Fall, Winter, and Spring Quarters are due on October 1, February 1, and April 1, respectively. However, if a student registers for a non-MPM or EMDC course (e.g., a Kellogg course), such registration might be completed earlier (this registration is beyond our control) and the tuition bill for that portion of registration is therefore due earlier than the indicated dates.

Due dates will normally be about two to three weeks after registration is completed and will not be extended; please see <http://www.northwestern.edu/sfs/payments/dates/index.html>.

Financial obligations are the student's responsibility; outstanding debts may be determined by calling the Office of Student Accounts at least one week before the tuition payment is due. For more information, see the Student Financial Services web site at <http://www.northwestern.edu/sfs/> or contact Student Accounts at studentaccounts-ev@northwestern.edu or 847-491-5224.

Change of Registration and Refunds

No full refund or bill reduction is given for a change of registration received at the Registrar's Office after the fifth day of classes in the quarter.

WITHDRAWAL AND REFUNDS

A Withdrawal form, available at the Registrar's Office, must be filed by a student who withdraws after registering or advance-registering for classes in any quarter. The completed form must be submitted to the MPM or EMDC program for approval before being filed at the Registrar's Office. The office of Student Accounts considers the date the completed form is received at the Registrar's Office to be the official date governing financial adjustments.

Tuition is refunded if the student withdraws on or before the seventh day of classes. After the seventh day the following policy applies:

- Between the eighth day of classes and the third Friday after classes begin, 75% of the tuition is refunded.
- Between the third Friday and the sixth Friday after classes begin, 50% of the tuition is refunded.
- After the sixth Friday of classes, no refunds are given.

Residence contracts are usually signed for the entire academic year. However, a student who leaves University housing before the end of the year may be allowed to terminate the lease contract.

First-time attendees of Northwestern University who receive Title IV assistance (Federal Stafford Loans - subsidized and unsubsidized, or Federal Perkins Loans) are subject to pro-rata refunds. If a first-time attendee withdraws from the University within the sixty-percent point in the quarter, the refund (of tuition, refundable fees, and other institutional charges) will be calculated based upon a percentage derived from the number of weeks remaining in the quarter divided by the number of weeks in the quarter, rounded down to the nearest ten percent, less any unpaid charges. No refunds will be offered after the sixty-percent point of the quarter. Samples of the applications of these refund policies are available upon request in the Office of Student Accounts or the Office of Financial Aid.

FINANCIAL OBLIGATIONS

A student whose Northwestern University bills are overdue must pay the late payment penalty fee of \$200. The director of Student Accounts may cancel or prevent the registration of a student whose bills are past due. Students whose University bills are overdue will not be given a diploma or transcript or have their enrollment or degrees confirmed until all financial obligations are paid in full.

Information for International Students

QUESTIONS REGARDING VISAS

Questions regarding the differences between the I-20(F-1) visa and IAP-66(J-1) visa should be directed to the visa officer of the United States Consulate in the country in which a student resides. Please be aware that spouses of students holding I-20(F) visas are not permitted to work in the United States under any circumstances. Spouses of students holding IAP-66(J) visas may be permitted to work, but employment cannot be listed as a source of support for either the visa holder or the spouse. Student can also contact the Office of International Students and Scholar Services, 630 Dartmouth Place, Evanston, Illinois 60208-4190, or by phone at 847-491-5613.

ESTIMATED EXPENSES

The amounts for tuition, service fees, other fees, and other estimated expenses are for a minimum standard of living for the 2020-2021 academic year. There may be an increase in these amounts for the 2020-2021 academic year. Therefore, students who have been admitted for the 2019-2020 academic year will be responsible for the larger amount of financial support that will appear on the I-20(F) or IAP-66(J) form.

For the 2020-2021 academic year the estimated minimum amount required for one person for one calendar year is about \$75,000. Students who have been admitted to pursue full-time and three-quarter degrees are required to show financial support for one calendar year.

SOURCES OF SUPPORT

- **Personal funds** - provide a bank statement
- **Support from family funds** - provide a notarized letter from a family member showing his or her willingness to provide financial support and a certified bank statement verifying the funds.
- **Support from an international organization** - provide a certified copy of the letter awarding financial support
- **Scholarship** - provide a letter confirming the amount and duration of the award
- **Other sources** - provide certified copies of financial support from other sources; nonfamily private financial support should be included as other sources

VERIFICATION OF DOCUMENTS

All documents submitted to verify sources of financial support must be certified or notarized by an official institutional representative, and all such documents must show the total amount of funds available in U.S. dollars and the duration for which these funds will be available.

Verification of each source of support listed on the International Student Visa Document Request Form must be provided before the I-20(F) or IAP-66(J) will be issued.

Funds that are on deposit in a bank must be verified by an official of the bank. The amount of money on deposit and the equivalent in U.S. dollars, as well as the length of time the funds have been on deposit, must be specified. Photocopies of bank statements and statements of financial support from sponsors are acceptable only if they are certified as true copies and are currently dated.

An I-20(F) or IAP-66(J) form will not be issued until the International Student Visa Document Request Form, all documents verifying each source of financial support listed on the form, and all academic credentials necessary for an unconditional admission have been received.

THINGS TO DO IMMEDIATELY UPON ARRIVAL

The following are some details that you must address as soon as possible after your arrival on campus.

1. **INTERNATIONAL STUDENTS:** If you are an international student, it is mandatory that you report to the Office of International Students and Scholar Services, on Evanston campus, <https://oissportal.northwestern.edu/> within three business days after arriving at Northwestern. When you register with the International Office, please request that the International Office remove a “hold” placed on your class registration. “Holds” have been placed on registration to ensure that international students register with the International Office.
2. **SOCIAL SECURITY NUMBER:** If you do not have a Social Security number, you need to apply for one at the Social Security Office, 2116 Green Bay Road in Evanston. (Online due to Covid-19) The International Office will provide you with a letter that you must submit with your application for a Social Security number.
3. **STUDENT HEALTH:** Make sure to submit the Admission Health Record and proof of immunizations by the applicable deadline set in the link below. This allows Health Service staff time to process your Admission Health Record and immunization documents and notify you of any deficiencies. Furthermore, it provides you with the time to rectify any deficiencies prior to arriving on campus. Students who fail to submit their Admission Health Record and record of immunizations, or fail to rectify ALL immunization deficiencies by 30 days after the start of classes will be barred from future class registration (including adding or changing classes) until compliant and will be assessed a non-refundable \$200 late fee. PENALTIES ARE NOT ASSESSED PRIOR TO THE START OF CLASSES. STUDENTS ARRIVING FROM OTHER COUNTRIES in need of a TB test and/or a chest X-Ray as determined by the TB self-screening in the Admission Health Record have 30 days after the start of classes to complete the process without incurring a penalty. <http://www.northwestern.edu/healthservice-evanston/new-incoming-students/requirement-deadlines/index.html>
4. **MAIL:** Student mailboxes are in the CEE administrative office, Room A236. Be sure to check regularly for mail, messages, class notices, etc. You should make it a habit to check the mailbox at least weekly.
5. **VEHICLE PARKING PERMITS:** After you receive your ID card (shortly after registration), you may apply for a parking permit for a fee at the Parking and Traffic office, Visitor Center, 1841 Sheridan Rd, Evanston, IL 60208. Permits may be purchased for the full year or any given quarter.
6. **TELEPHONES:** A telephone for brief local and campus calls is available in the MPM Work Room.

Be sure you keep the MPM/EMDC office posted regarding any address change between now and when the quarter starts.

We extend to both new and returning graduate students a sincere welcome. The faculty is anxious to make the coming year as pleasant and profitable as it can, and we are available for help and consultation on special problems as they arise. Please retain this guide for reference throughout the year.

Covid-19 – Fall 2020 Classroom Requirements

Students, faculty, and staff must comply with University expectations regarding appropriate classroom behavior, including those outlined below and in the [COVID-19 Code of Conduct](#). With respect to classroom procedures, this includes:

- Students, faculty, and staff are required to wear a face covering in all public and shared environments on campus, including during class sessions when others are present.
- Students, faculty, and staff are expected to observe the rules of social distancing, which require that you are no closer than six feet from other individuals.
- No food is allowed inside classrooms. Drinks are permitted, but please keep your face covering on and use a straw.
- Chairs and tables in classrooms are set to maintain a six foot distance between individuals. Do not move chairs from their place in the room.
- There will be assigned seating in every class. Instructors may be asked to provide seating information to aid in contact tracing if a student tests positive for COVID-19.
- Class dismissals will start with the seat/row closest to the exit door and be managed by the instructor so as to minimize congestion near the exit.
- Students and faculty will allow those occupying rooms to fully exit before they enter the room.

In the event that a student fails to comply with the [COVID-19 Code of Conduct](#) or other University expectations related to COVID-19, the instructor may ask the student to leave the class. The instructor is asked to report the incident to the Office of Community Standards for additional follow-up.

Northwestern University is committed to providing the most accessible learning environment as possible for students with disabilities. Should you anticipate or experience disability-related barriers in the academic setting, please contact AccessibleNU to move forward with the university's established accommodation process (e: accessiblenu@northwestern.edu; p: 847-467-5530). If you already have established accommodations with AccessibleNU, please let me know as soon as possible, preferably within the first two weeks of the term, so we can work together to implement your disability accommodations. Disability information, including academic accommodations, is confidential under the Family Educational Rights and Privacy Act.

This class or portions of this class will be recorded by the instructor for educational purposes. These recordings will be shared only with students enrolled in the course. Portions of recordings in which students are visible will be deleted at the end of the Fall 2020 term. Your instructor will communicate how you can access the recordings.

Unauthorized student recording of classroom or other academic activities (including advising sessions or office hours) is prohibited. Unauthorized recording is unethical and may also be a violation of University policy and state law. Students requesting the use of assistive technology as an accommodation should contact [AccessibleNU](#). Unauthorized use of classroom recordings – including distributing or posting them – is also prohibited. Under the University's [Copyright Policy](#), faculty own the copyright to instructional materials – including those resources created specifically for the purposes of instruction, such as syllabi, lectures and lecture notes, and presentations. Students cannot copy, reproduce, display, or distribute these materials. Students who engage in unauthorized recording, unauthorized use of a recording, or unauthorized distribution of instructional materials will be referred to the appropriate University office for follow-up.

These rules and guidelines are accurate as of September 2, 2020 and will continue as university policy until officially revised by Northwestern University.

University Calendar for 2020 - 2021

Fall Quarter

Preregistered Students Orientation and Registration	Thursday	Sept. 10, 2020
Classes Begin	Monday	Sept. 14, 2020
Tuition Due, Fall Registrants	Thursday	Oct. 01, 2020
Classes End; Thanksgiving holiday begins	Thursday	Nov. 25, 2020
Exams Begin	Wednesday	Dec. 02, 2020
Exams End. Vacation Begins 6:00 PM.	Tuesday	Dec. 08, 2020
McCormick Graduation Ceremony	Saturday	Dec. 18, 2020

Winter Quarter

Tuition Due, Winter Registrants	Friday	Jan. 01, 2021
Classes Begin 8am	Monday	Jan. 04, 2021
Martin Luther King Jr Day (no classes)	Monday	Jan. 18, 2021
Classes End	Saturday	Mar. 13, 2021
Exams Begin	Monday	Mar. 15, 2021
Exams End; Spring Break Begins	Saturday	Mar. 20, 2021

Spring Quarter

Spring Classes Begin 8am	Tuesday	Mar. 30, 2021
Tuition Due, Spring Registrants	Thursday	Apr. 01, 2021
Memorial Day (no classes)	Monday	May 31, 2021
Classes end	Saturday	June 05, 2021
Exams Begin	Monday	June 07, 2021
Exams End	Saturday	June 12, 2021
Commencement (tentative)	Sunday	June 13, 2021

Summer Quarter

Tuition Due, Summer Registrants	Tuesday	June 01, 2021
Independence Day (no classes)	Monday	July 05, 2021
Six Week Session ends	Saturday	July 31, 2021
Eight Week Session ends	Saturday	Aug. 14, 2021
Ten Week Session ends	Saturday	Aug. 28, 2021
Summer Degrees conferred	Friday	Sept. 03, 2021

<https://www.registrar.northwestern.edu/calendars/academic-calendars/index.html>

NOTE: The University reserves the right to change this calendar at any time.

APPENDIX

ADMISSION REQUIREMENTS

Recommended fall deadline: August 15

Recommended winter deadline: November 15

Recommended spring deadline (US part-time students): February 15

For the best chance of admission, ALL application materials should be submitted before recommended submission deadline. We will review all applications received before then and a decision on your admissibility to graduate study in this program will usually be made within two to four weeks after your file is complete.

Please note: Deadlines for international students are three months earlier in order to accommodate the processing of I-20 forms and issuance of a visa.

DEGREE

Applicants should have an undergraduate degree in engineering or architecture, but individuals with quantitatively based degrees and/or appropriate work experience will be given serious consideration, provided certain basic engineering, science, and mathematics requirements are satisfied in addition to the stated requirements of the program.

GPA

Minimum of 3.0 overall grade point average on a 4.0 scale for all undergraduate work.

TRANSCRIPTS

All colleges and universities attended must be listed on the application form, whether or not a degree has been awarded, or is expected to be awarded, and an official transcript from each institution must be filed with the application. An official transcript bears the original signature of the registrar and/or the original seal of the issuing institution. Unofficial transcripts are helpful for preliminary evaluation, but they are not acceptable for admission.

LETTERS OF RECOMMENDATION

For admission to the MPM program, we require three letters of recommendation (two for the EMDC program) from people who are able to evaluate your professional experience and your capacity for independent academic work. The recommendation letters will be used to aid in the admission decision, but they will not become part of the student's permanent file.

GRE SCORES

Unless a written waiver is obtained, all applicants must provide either GRE or GMAT scores. For GRE the INSTITUTION CODE is 1309 (no Program Code is required) and for the GMAT Exam the program code is 6WZ-TL-06.

RESUME

You must upload a current resume or CV in the online application.

APPLICATION FEE

A non-refundable \$50 application fee is required. Payment can be made either online by a credit card or by a check payable to Northwestern University (all checks must be in U.S. funds and drawn on a U.S. bank). Payment cannot be waived or postponed.

FINANCIAL REQUIREMENTS

This is a professional degree program and all participants are responsible for their tuition and fees in accordance with the prevailing schedules established by the University. Limited financial aid is available for U.S. citizens and permanent residents, but no aid is offered to international students.

INTERNATIONAL STUDENTS

International student applicants must submit all required application materials. Official academic records (certificates, mark sheets, examination results, etc.) must be provided from all colleges and universities attended. "Official records" are copies of original documents certified by an official of the school issuing the original document, an official of the American Embassy, the Institute of International Education, or the American Friends of the Middle East. An international student currently registered in a college in the United States may have a copy of his original records certified by the registrar of that college. Documents certified by any person other than the officials listed above cannot be used as a basis for admission. If the original documents are not recorded in English, translations certified by one of the above officials must accompany the application.

ENGLISH LANGUAGE PROFICIENCY

All international student applicants whose native language is not English and who have resided in the United States for less than two years must furnish certification of proficiency in the English language by means of a Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS). An absolute minimum TOEFL iBT score of 85 is required for admission, but a score over 90 iBT is highly desired. The INSTITUTION CODE for the MPM/EMDC Program is 0331. A minimum IELTS score of 7 is required for admission.

For visa issues contact the International Office.

MAILING ADDRESS

All documents submitted via mail, such as official transcripts, reference letters not submitted online, or IELTS scores, should be sent to the following address:

Director, MPM and EMDC Programs
Department of Civil and Environmental Engineering
The Robert R. McCormick School of Engineering and Applied
Science Northwestern University
2145 Sheridan Road / A236
Evanston, Illinois 60208-3109

STUDENT LOANS

Student loan funds are available to help finance the cost of education. International students are not eligible for federal student loans. A student should consider loan funds as a supplementary resource rather than the primary means of financing an advanced degree. Detailed information regarding loans may be obtained by calling or writing the Office of Financial Aid.

All applicants for loan funds must submit a Free Application for Federal Student Aid (FAFSA) form annually as described above. This form is used by the Office of Financial Aid to determine a student's expected contribution to the cost of education and to monitor total indebtedness.

Federal regulations require that a loan recipient make satisfactory academic progress and be enrolled in a degree program at least half time, defined as two units per quarter, during any period of time covered by a loan.

OTHER MEANS OF SUPPORT

Opportunities for employment are available at Northwestern University. For further information, visit <http://www.northwestern.edu/hr/jobs/> or write to the Office of Human Resources, 720 University Place, Evanston, Illinois 60208-1142.

Students planning to attend Northwestern University and wishing to claim veteran benefits should make inquiries at the Veterans Office, 1801 Hinman Avenue, Evanston, Illinois 60208-1270.