

Master of Project Management

Master of Executive Management for Design and Construction

Student Policies 2022 - 2023

Table of Contents

Academics	Page 3
Degree Requirements	Page 5
Northwestern Policies	Page 10
Financials	Page 14

ACADEMICS



REGISTRATION

Students will work with their academic advisor to pick electives that help them meet their academic and professional goals. Students then download the course registration form from the MPM Command Center Canvas which gets uploaded with the course information to the Registration Assignment. Program Assistants will register students for their courses. Any communication about registration is done through the Registration Assignment.

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

The addition of a course and the change of a section is not permitted after the fifth day of the quarter. Any student who wishes to change his/her registration must obtain approval from either the Program 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 No refunds are given after the first week of classes, unless the entire registration is withdrawn.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 the student is only registered for 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 program office. This procedure also applies to students who register early 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 Program 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. During their final quarter, 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.

COURSE WAIVER

Students who have completed course work at a previous institution may submit their transcripts to the Program Director or Deputy Director to request a course waiver. If granted a course waiver, students are expected to fill that course with an elective.

PROJ_MGT 588 RESIDENT MASTER'S STUDY

Registration for PROJ_MGT 588 Resident Master's Study is appropriate for students who have completed all degree requirements. 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	4.0	B	3.0	C	2.0	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 approximately one 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

It is strongly encouraged that students take all their courses that count towards graduation for a letter grade. However, we recognize that in some cases, students may – in the spirit of intellectual exploration – take courses that are particularly challenging or in which the student may be at a disadvantage relative to other students in the class. In such cases, a student may choose to take the course on a pass/no-credit (P/N) basis rather than a letter grade. Limits to this option follow:

- The decision requires special permission from the Program Director.
- No more than two courses may be taken P/N.
- The option may not be applied to core courses nor to courses required for the student's particular area of specialization.
- The student must declare their intent no later than the third week of class. The declaration cannot be changed after this deadline.

ATTENDANCE CRITERIA

Students are expected to attend all courses and complete all assignments in a professional manner. Except for cases of illness when special arrangements are made to complete missed courses 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 or 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 like new students. If readmission is sought, additional courses may 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. Additional requirements to are compulsory attendance to the MPM seminar series, and preparation, presentation, submission, and acceptance of a capstone project.

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 and to complement their academic coursework with real-world experiences, MPM students are expected to attend a seminar series delivered by practicing professionals. 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:

Written and oral communication are critical skills of project management. When employers are surveyed about the skills required for success, they routinely identify communication as critical. For that reason, the MPM program includes a capstone report – a 15- to 20-page technical report and a 30-minute oral presentation, both of which spell out a problem and solution in a crisp and interesting way. This report is not a master's thesis. The capstone report will be completed in three stages.

STAGE 1: COMPLETION OF HALF-CREDIT PROJ MGT 401: COMMUNICATIONS

During this course, you will receive general instructions in the principles to be applied in writing and/or presenting a report. We will support you in the quest to identify a topic, locate appropriate resources, and organize information so that your report will be coherent. At the end of this course, you will have developed a complete proposal for your final report. If you do not have an approved proposal by the end of the course, you will receive a grade of "incomplete."

STAGE 2: CAPSTONE COURSE I

This course will culminate in the completion of a final draft of your report. The report length must be no fewer than 15 pages and no more than 20 pages. You are expected to write and submit the draft in sections. To satisfactorily complete stage 2, you must complete a first draft of your report, and it must be approved. If you do not have an approved draft by the end of the course, you will receive a grade of "incomplete."

STAGE 3: CAPSTONE COURSE II

In this final phase of the capstone experience, you will revise and edit your approved draft report and prepare slides for your oral presentation. Students are allowed to engage the services of a private editor at your own expense. To satisfactorily complete stage 3, you must receive approval of your final report, and you must have satisfactorily delivered your final oral presentation.

FINAL REPORT SUBMISSION AND PRESENTATION

Your capstone report is finished when (a) your report and presentation have been approved by Professor Finnigan and your MPM committee and (b) you have submitted one bound copy and one electronic copy of your report to the MPM department along with the MS PowerPoint slides of your final presentation.

Be aware that you cannot schedule a date for your final presentation until your report has been approved and you are ready to give an unbound electronic copy to Professor Finnigan.

PRESENTATION FOR MPM PROGRAM

An oral presentation of the capstone project on the order of 20 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. After your presentation, there will be five minutes for questions and discussion. At the conclusion of the questions and discussion, your committee will confer in private about your presentation then give you their comments.

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.

TIMELINE OF COMPLETION

To graduate in June, you must pass Capstone Course I in the winter quarter to take Capstone Course II in the spring quarter. You must pass your oral presentation during Capstone II in the spring quarter. This means all your final editing must be done on both the report and presentation slides.

To graduate in December, you must pass Capstone Course I in the spring quarter to take Capstone Course II in the upcoming fall quarter. You must pass your oral presentation during Capstone Course II in the fall quarter.

These deadlines are necessary because the Program is required to submit documentation of completion to the University well before the end of a term.

Northwestern Policies

Academic integrity at Northwestern University 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 University 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 regarding; 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 the student may choose 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. 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.

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 the following:

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 by which the students are required to abide. Summary of the Honor Code follows:

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 it is intended to express the moral and ethical standards of the programs.
4. The code governs student conduct pertaining to all academic, placement, and extracurricular activities associated with the programs.
5. This Honor Code is administered jointly by students and faculty, and it demands strong adherence to the tenets of honesty, integrity, and equal opportunity.
6. It requires that each student always manifest these qualities and hold his or her peers to the same standard.
7. Each student agrees to the following commitments:
 - a. Not seek an unfair advantage over other students, including, but not limited to, giving or receiving unauthorized aid during the completion of coursework.
 - b. Honest representation of facts and self at all times.

- c. Respect of the personal rights of others and of property of the University and colleagues.
- d. Reporting all observed violations and full cooperation with ensuing proceedings.
- 8. Upon admission, each student makes an agreement with his or her fellow students to abide by this Honor Code. Students who violate the code violate this agreement and must accept the sanction imposed by the Program Director after consultation with all parties involved.
- 9. In addition, all students must adhere to all policies and requirements of Northwestern University and abide by all applicable laws and regulations.

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.
- A student can be listed in the online directory but specify what information to appear. To do this, go to <http://directory.northwestern.edu/>, then click "Edit your Directory Information."
- Note that the University does not sell any student information or lists to outside vendors or telemarketers.

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

GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at <https://www.benefits.va.gov/gibill> (<https://www.benefits.va.gov/gibill/>).

Financials

All students are expected to become familiar with the financial obligations they incur in the programs. Tuition and fees listed [here](#) are for the 2022 - 2023 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.

BILLS AND PAYMENTS

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.

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.

When your bill is available for viewing online, you will receive an email at your official Northwestern University email address. Depending on your personal situation, whether you are living in campus housing, and when you register, you may receive your first monthly Northwestern University bill as early as August 10. We recommend that you act now, before you are billed, to set your billing preferences and authorize any additional payers for your account.

Please note: you and your guest payer(s) have the option of making payments either online or by mail regardless of the billing delivery method you select.

You may also [**read these instructions online**](#), where you will see a menu of important Billing and Payment topics.

Important Dates

August billing cycle

- **August 10:** Fall term eBills available online
 - **September 1:** Fall term payment due. Allow 2 business days for electronic payments via CAESAR or 5 business days for mailed payments.

September billing cycle

- **September 10:** Fall term eBills available online
 - **October 1:** Fall term payment due. Allow 2 business days for electronic payments via CAESAR or 5 business days for mailed payments.

October billing cycle

- **October 10:** Fall term eBills available online
 - **November 1:** Fall term payment due. Allow 2 business days for electronic payments via CAESAR or 5 business days for mailed payments.

See [Payment Due Dates](#) for a summary of additional dates of importance.

Billing and Payment Questions

For questions related to Billing and Finance, please contact Student Finance 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, which is available at the Registrar's Office, must be filed by a student who withdraws after registering or pre-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.

For more information, please check the [Student Finance Website](#).

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 nor have their enrollment nor degrees confirmed until all financial obligations are paid in full.