

CLEAR ADMIT School Guides

Kellogg School of
Management

About This Guide

The Clear Admit team has prepared this reference guide to the Kellogg School of Management at Northwestern University ("Kellogg") to assist you in your research of this program. Our comments are designed to be of use to individuals in all stages of the admissions process, providing information relevant to those who are determining whether to apply to this program, looking for in-depth information for a planned application to Kellogg, preparing for an interview or deciding whether to attend.

The guide is unique in that it not only addresses many aspects of life as a Kellogg MBA student and alumnus, covering school-specific programs in depth, but also compares Kellogg to other leading business schools across a range of criteria based on data from the schools, the scholarly and popular presses, and Clear Admit's conversations with current MBA students, alumni, faculty and school administrators. We have normalized the data offered by each business school to allow for easy side-by-side comparisons of multiple programs.



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 - Rejected at **Cornell / Johnson**
 - Accepted to **Yale SOM**
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1 Introduction to Kellogg

Program Highlights

Team Orientation – Kellogg was one of the first business schools to introduce an explicit focus on teamwork into the MBA curriculum. The school still stresses the importance of teamwork in the business world, and Kellogg students work in teams constantly throughout their time in the program.

Emphasis on Networking – The school emphasizes the importance of the Kellogg community from the very start, continually pointing to the value of the Kellogg network to students' present development and future professional lives.

Student Involvement – Both the administration and the student body pride themselves on the high level of student participation in the Kellogg community. The school has an extraordinary number of student clubs, even compared to much larger programs, and Kellogg students have traditionally had a strong voice in the administration and development of the program.

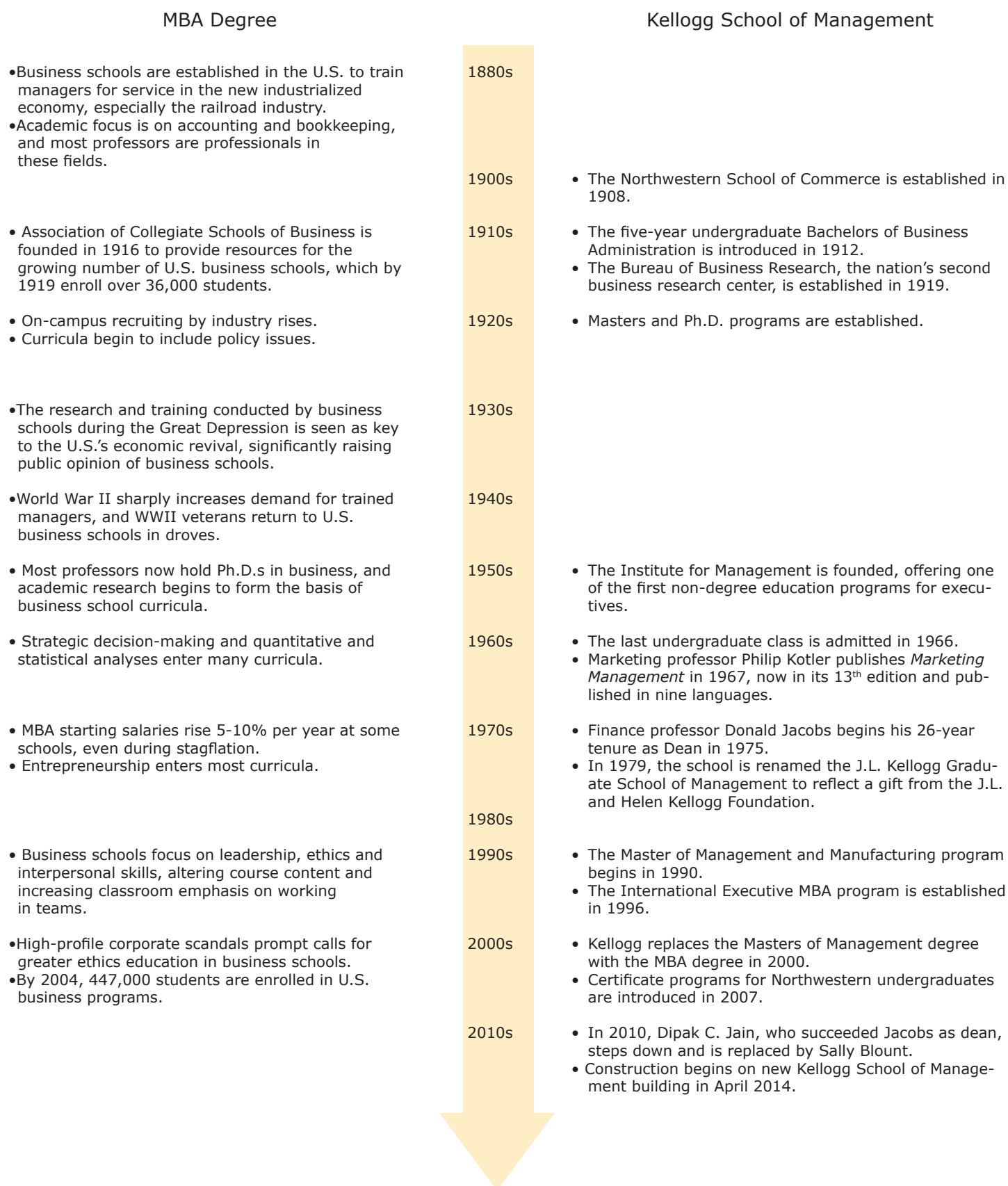
Midwest Job Placement – Kellogg graduates take positions in the Midwest U.S., especially the city of Chicago, at comparatively high rates. Applicants interested in living and working in this region after graduation should find ample resources to support them in their search.

Brief History of the MBA

Originally conceived as an extra year of undergraduate training in finance, economics and accounting, business schools shifted around the start of the 20th century to begin offering managerial training for the U.S.'s new industrialized companies (see Figure 1.1). Their prestige grew throughout the Great Depression of the 1930s, when the research and training generated by business schools was seen as a key to the country's economic recovery. The unprecedented managerial needs of World War II further increased the demand for formal business education, and after the war, U.S. veterans used their G.I. Bill funding to finance their business studies and move into management jobs.

By the 1950s, the MBA was a two-year, post-graduate program that turned business into a professional discipline on par with medicine and law, and the degree was seen as a ticket to a better, more secure career. The MBA continued increasing in popularity, from 21,000 business management master's



Figure 1.1 Notable Developments in MBA History

degrees awarded in the 1969-1970 academic year to 139,000 in 2003-2004. This rise came in conjunction with a growing demand for MBA graduates in the workplace and with rising starting salaries for those graduating from top schools.

Since the early days of the MBA, there have been conflicts over the purpose of a business education. Initially, tension between a classical education in economics and more “practical” training in business dominated the debate, and in some ways this remains the central conflict. Today, the tension between theory and practice has increasingly taken center stage, as business school professors have become more academic and employers demand broader skill sets from MBA graduates. Most business schools, however, have designed programs that offer students exposure to both theory and practice—internships, fieldwork and school-based consulting programs are widespread. The increase in average full-time work experience among entering MBA students, as well as the growth in Executive MBA programs, ensures that classroom theories are continually tested against real world experiences. Regardless of these tensions, the MBA remains one of the most popular graduate degrees in the United States and around the world.

Kellogg History

The Northwestern University School of Commerce was founded in 1908, with Professor Willard E. Hotchkiss, who later led the business school at Stanford, serving as its first dean. Initially, the school offered only practical training through evening courses for working professionals, but Northwestern soon added a five-year degree in business for undergraduates. By the end of the 1920s, the school had introduced its first marketing and management courses, increased faculty research initiatives, and added both master’s and Ph.D. programs to its list of offerings.

After struggling through World War II, a time when many institutions shut down for lack of students and professors, Northwestern became a founding member of the Graduate Management Admissions Council and was a central force in the creation of the GMAT. During this period, the school also inaugurated one of the nation’s first non-degree executive education programs, beginning a trend in management education that almost all business schools now embrace.

The 1960s saw a major shift in Northwestern’s approach to business education. Responding to the increasingly complex and technically driven world of business administration, the school phased out its undergraduate program in order to focus its resources exclusively on the graduate curriculum. Simultaneously, the program broadened its focus from traditional business administration to include management in the public and nonprofit sectors. The school was renamed from the Graduate School of Business Administration to the Graduate School of Management to reflect this shift, and the MBA itself was discontinued in 1969 and replaced with a Master’s in Management—the standard Northwestern business degree for the



next three decades.

The school's reputation in marketing was cemented in 1967 when Professor Philip Kotler published his seminal textbook *Marketing Management*, now in its 13th edition. Its equally strong emphasis on teamwork was given form a few years later through the development of the Conceptual Issues in Management orientation program.

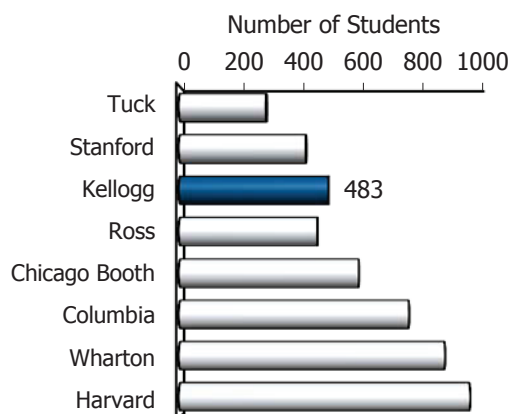
The Graduate School of Management moved from downtown Chicago to the newly completed Leverone Hall in Evanston in the early 1970s. In 1979, the name of the school was changed in recognition of a generous gift from the former president of the Kellogg Company. Finance professor Donald P. Jacobs had become dean of the school in 1975, beginning his highly lauded 26-year tenure in the post. Dean Jacobs is credited with making a particularly strong impact on the school's cooperative culture and with developing Kellogg into the world-renowned program it is today.

The school's reputation and stature in the rankings rose throughout the 1980s and 1990s, alongside a doubling of facilities and an expansion of degree offerings. Kellogg's Master of Management and Manufacturing program began in 1990 to provide a cross-disciplinary course of study, and the International Executive MBA program was introduced in 1996 to allow executive MBA students to study at a number of universities abroad.

In 2000, Kellogg became one of the last leading business schools to offer the MBA degree, phasing out its former Master's in Management degree. The school underwent another significant transition in 2001, when Dean Jacobs stepped down, handing leadership of the school to marketing professor Dipak C. Jain. Under Dean Jain's leadership, the school strengthened its vast alumni network, emphasized the importance of socially responsible business, and allowed students to choose elective courses at an earlier point in the MBA program. In the summer of 2010, Sally Blount, previously the Dean of the Undergraduate College and Vice Dean at New York University's Stern School of Business, replaced Jain as Kellogg's dean.

Dean Blount announced a strategic seven-year plan for the school in February 2012. The plan, called Envision Kellogg, was born of collaboration in 2011 between Blount, a team of Kellogg students, a graphics design firm and consultants from Strategy& (formerly Booz & Company). Plans include shrinking the two-year MBA class over the next five years while growing the one-year degree-earning track in light of current demands in the market. Meanwhile, construction is underway as of Spring 2014 on a new building for Kellogg's Evanston campus. Slated for completion in 2016, the new facility will house facilities for the full-time MBA as well as the Department of Economics and will include learning spaces, offices for faculty and staff and food services.



Figure 1.2 Size of Incoming Class

Student Demographics

Kellogg, like most of its peer schools, invests considerable effort into building a diverse and accomplished class. In line with recent trends, Kellogg welcomed 483 students into its Class of 2016, or 22 students more than the Class of 2015. This places the program in the lower range of other leading MBA programs (see Figure 1.2). Including the additional 200 or so students that enroll year in Kellogg's One-Year (1Y) MBA Program, its dual degree MMM program, and its joint JD-MBA degree programs, the total size of Kellogg's student body hovers around 1,300 in any given year.

Kellogg reports its demographics based on the full-time MBA and MMM programs. The Kellogg Class of 2016 has a mean GMAT score of 717, a slight increase from 715 in the previous year, and just 20% of students scored at 690 or below, a significant drop from previous years. Although some leading MBA programs are beginning to admit more of their students directly out of college, most graduate business schools look for applicants with several years of full-time work experience. Kellogg has taken a stronger stance on work experience than many schools; its admissions committee explicitly recommends that candidates bring at least two years of prior work experience to the table so that they will be able to fully participate in classroom discussions.

The average full-time work experience of Kellogg students reflects the school's preference for experienced applicants. At the time of matriculation, the average age of the class entering in the fall of 2014 was 28 years, and students had spent between two and 12.5 years in the workforce.

Unlike other types of professional schools, notably medicine and law, that have seen higher numbers of female students applying and enrolling, leading MBA programs still receive significantly fewer applications from women than from men and must therefore confront regular gender imbalances in their student bodies. In the Kellogg Class of 2016, 37% of students are women. This figure reflects an upward trend in the number of female students who choose to enroll from the 36% in the Class of 2015 and 35% in the Class of 2014 (see Figure 1.3).

With globalization playing an increasingly important role in the business world, business schools are placing greater value on incorporating diverse cultural and social perspectives into the classroom and around campus. At Kellogg, 36% of students in the Class of 2016 are international citizens, a figure that represents a decrease of three percentage points from the previous year and places it near the higher end of its peer group (see Figure 1.4).

A final measure of diversity in the student body at U.S. business schools is the number of U.S. citizens and permanent residents who identify as members of minority racial or ethnic groups, terms that usually refer to students of African American, Hispanic/Latino, Asian-American and Native American

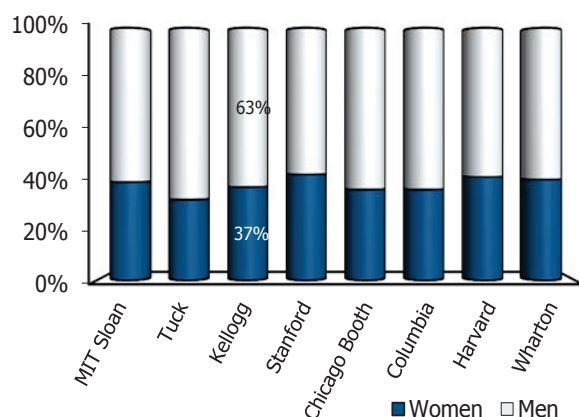
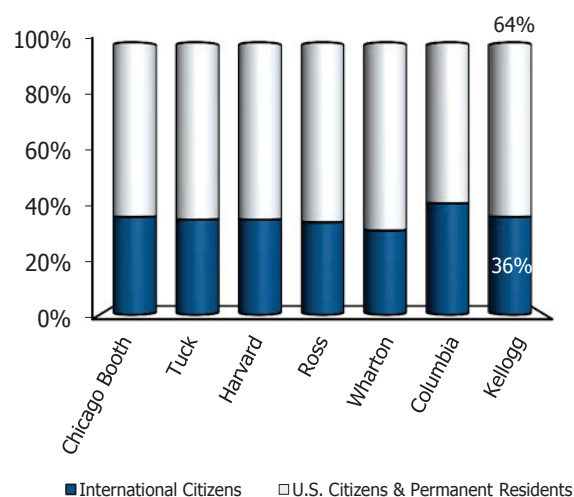
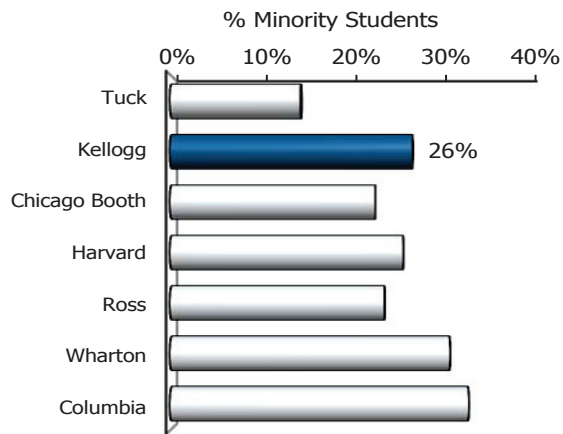
Figure 1.3 Gender Distribution**Figure 1.4** Citizenship

Figure 1.5 Minority Students

descent. In Kellogg's Class of 2016, 26% of students identify as a member of one or more of these groups (see Figure 1.5). This is an increase from 20% in the Class of 2015 and is consistent with the proportion of students identifying as U.S. minorities in the Class of 2015.

2

Academics

Traditionally known for its emphasis in marketing, Kellogg also enjoys a reputation as a strong general management program and has developed robust offerings in entrepreneurship.

Students in Kellogg's two-year MBA program are required to complete 20.5 course credits to graduate, including nine credits within the core curriculum and an additional 0.5-credit course during pre-term of the second year. The typical student takes four courses per quarter, although students may take as few as three courses and as many as five without altering their tuition. Because students complete the bulk of the core curriculum in the first two quarters, they have significant leeway to tailor the majority of their academic experience.

Figure 2.1 Academic Calendar 2015-2016

Fall Pre-Term

CIM begins for first-years	Aug. 31, 2015
Second-year KPPI (Kellogg Public-Private Initiative) begins	Sept. 14, 2015
Pre-term exams	Sept. 18, 2015

Fall Quarter

Term begins	Sept. 21, 2015
Last day of classes	Dec. 4, 2015
Exam period	Dec. 5-12, 2015

Winter Quarter

Term begins	Jan. 4, 2016
Last day of classes	March 11, 2016
Exam period	March 12-19, 2016

Spring Quarter

Term begins	March 29, 2016
Last day of classes	June 3, 2016
Exam period	June 4-11, 2016

Convocation

June 17, 2016

Academic Calendar

Kellogg, like the rest of Northwestern University, operates on a quarter system, dividing the year into four quarters, each 10 weeks in length (see Figure 2.1). The typical academic year spans fall, winter and spring quarters; a summer quarter also exists, but most two-year MBA participants instead pursue an internship in the summer between their first and second years. Classes for the one-year MBA program begin in the summer quarter and run for four consecutive quarters.

Kellogg first-years arrive on campus in late August for the start of pre-term and orientation activities; second-years arrive in early September. Fall quarter classes begin in mid-September. Because Kellogg, like most other schools on the quarter system, tends to start the year later than its semester-based counterparts, it follows that its academic year ends later as well. Spring quarter finals are usually held in early to mid-June, several weeks after classes end at most other schools and nearly two months after those at peer school Ross.

Pre-Term

Many schools offer pre-term and orientation programs for first-year students prior to the start of the academic year. While orientations are usually required three- or four-day programs focused on meeting classmates and becoming acclimated to the campus, pre-term programs include an academic component, which may be anything from placement exams to leadership seminars. Orientations are always mandatory,



"By the time you are done with pre-term you are fatigued, you are wiped out; it is a lot to absorb. But that means you're prepared to start."
– Kellogg Student

though pre-term programs may be optional, depending on the nature of the activities taking place.

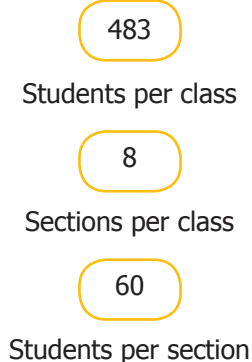
The heart of Kellogg's combined pre-term and orientation program is Complete Immersion in Management, more often known as CIM. CIM introduces new students to the collaborative atmosphere of Kellogg, features sessions on diversity and leadership, and provides social activities through which students can get to know each other. The second main component is Leadership in Organizations, a full-credit core course compressed into just two weeks. The course meets for 10 three-hour sessions during pre-term to discuss leadership, teamwork, ethics and people management, and it concludes with a final exam just before fall quarter begins.

Kellogg is unusual among the leading MBA programs in that it also requires second-year students to attend pre-term. All second-years return to campus before the start of fall quarter classes to complete a 0.5-credit core course called Leadership and Crisis Management.

In addition to the formal orientation program, Kellogg offers incoming students and their partners the opportunity to participate in Kellogg Worldwide Experiences and Service Trips (KWEST). These trips, organized by second-year students, have become a near-universal way to kick off the Kellogg experience, with more than 80 percent of most incoming classes taking part. The KWEST program runs a variety of service and wilderness trips each year, with the specific international and domestic destinations changing based on the interests of the second-year student organizers.

While all KWEST trips include a community service component, they are seen foremost as a way to get to know a group of one's fellow Kellogg students, to learn more about the school from the second-year trip leaders and to begin experiencing the teamwork at the heart of Kellogg's educational philosophy. KWEST participants report that the trips are generally very social, with a focus on having fun while learning about fellow participants and their four to five second-year leaders. With roughly 20 students on each trip, KWEST participants tend to enter Kellogg's formal pre-term program having already formed a close-knit network of peers.

Figure 2.2 Structure of the Student Body



Recent KWEST trips have included volunteering activities at a school in Montevideo and a refugee camp in Portugal, and students have traveled to such international destinations as Chile, Egypt, Iceland, Italy, Japan, Malaysia, Peru and Turkey.

Student Body

Kellogg's entering two-year MBA class is divided into eight sections of around 60 students each (see Figure 2.2). The sections are most commonly identified by names that remain constant from year to year. While some schools name their sections by letters and others after famous business leaders or major donors, Kellogg goes for the wacky, with sections

"The hallmark of the first-year experience is the level at which you work as part of a multifunctional team. It can be like medicine in that it's good for you, but not always something that you want. But by the second year, it is completely second-nature."
– Kellogg Student

named Poets, Jive Turkeys, Big Dogs, Cash Cows, Bucketh-eads, Bullfrogs, Moose and Highlanders. While some students have suspected that the names once indicated the kinds of students placed into each section—for instance, the liberal arts majors might have been in the Poets section—today, the sections are created with an eye toward representing the diversity of the overall student body within each smaller group.

Given Kellogg's well-known emphasis on teamwork, it is interesting to note that they are one of the few leading business schools that does not assign incoming students to static study groups. Although the majority of assignments at Kellogg are completed through small group work, students are assigned to different groups in each of their courses. One student explained that because Kellogg students get to know each other so quickly and so well, it is less necessary to use study groups to facilitate first-year relationships and support systems. Many Kellogg students report enjoying the dynamic group structure, since students learn to work in groups with a wide range of personalities and perspectives and with innumerable combinations of classmates. They feel this system closely mimics the situations they will encounter when they return to the professional world.

Core Curriculum

Like other MBA programs, Kellogg requires students to complete a series of core courses designed to provide an overview of important business disciplines. The core curriculum for the full-time two-year program covers fundamental areas, including accounting, management and organizations, marketing, finance, managerial economics, and more (see Figure 2.3). In conjunction with a second-year, half-credit pre-term course, Kellogg's nine core courses constitute 9.5 of the 20.5 credits required to graduate and are the academic center of the first two quarters at Kellogg. Students may seek waivers in any core course except Business Strategy and the first- and second-year pre-term courses, Leadership in Organizations and Leadership and Crisis Management, respectively.

The procedures for obtaining a waiver vary by course, but typically waivers are granted if students can demonstrate that he or she is already proficient in a course's material, either through examination or previous coursework. Any coursework taken in the last five years with an earned grade of B- or higher can be considered in waiver decisions. Students who cannot demonstrate their proficiency through prior coursework or experience may choose to sit for a waiver exam, though students may not waive Business Strategy or either pre-term course under any circumstances. Kellogg strongly encourages students to seek waivers in any areas of prior experience and to use a waiver if it is granted. Students who receive waivers from the core courses are typically exempted from completing coursework in the discipline or asked to enroll in a higher-level course in the subject. For this reason, many of Kellogg's core courses have higher-level counterparts to serve students with

Figure 2.3 Kellogg Core Curriculum

Year 1 Core

- Accounting for Decision Making
- Business Strategy
- Finance I
- Marketing Management
- Business Analytics I
- Business Analytics II
- Microeconomic Analysis
- Operations Management
- Leadership in Organizations

Fall Pre-Term (Year 2)

- Leadership and Crisis Management



stronger backgrounds in the field.

Electives

Kellogg students must enroll in at least enough elective courses to meet the 20.5-credit requirement for graduation, though some choose to take additional electives. Most electives are offered through one of the school's six academic departments: Accounting Information & Management, Finance, Management & Organizations, Strategy, Managerial Economics & Decision Science, and Marketing. In addition to these departments, Kellogg also offers four strategic initiatives, such as Innovation & Entrepreneurship or Public-Private Interface, that provide targeted foundations courses in specific professional fields.

As one of their electives, all Kellogg students may complete a one-credit global management course. The administration had previously instituted this requirement out of their conviction that an international perspective is integral to well-rounded management education, but for students matriculating in the Fall of 2015 and later, the course is optional. Courses that fulfill the global management option include Cross-Cultural Negotiation, International Finance, International Marketing, International Business Strategy, the Global Initiatives in Management and study abroad programs.

Figure 2.4 Majors at Kellogg

- Accounting
- Economics
- Finance
- Marketing
- Operations
- Strategy
- Managing Organizations

The Major

Kellogg previously mandated the completion of at least one major; however, beginning for students who matriculate during or after the Summer Quarter of 2015, majors are now optional. Students can choose a major from seven different options, or none at all, in which case "General Management" will be noted on the transcript (see Figure 2.4). Majors typically require four credits worth of courses in addition to core requirements. While four credits may be earned through any combination of half- or full-credit courses, some majors structure the selection more rigidly. For example, while the Accounting major presents eight courses that may be taken in any sequence, the Finance major requires at least one credit from a short list of Capital Markets courses.

Figure 2.5 Pathways at Kellogg

- Data Analytics
- Entrepreneurship
- Growth and Scaling
- Health Enterprise Management
- Real Estate
- Social Impact*
- Venture Capital & Private Equity*

*Under development

Pathways

As an alternative to former specialized majors, Kellogg has introduced "pathways" for students matriculating during or after the Summer Quarter of 2015 (see Figure 2.5). Described as "an integrated, cross-functional sequence of courses," the maiden pathways include data analytics, entrepreneurship, growth & scaling, health enterprise management, and real estate. Social impact and venture capital & private equity are set to roll out next. Students are free to explore and delve into any number of the pathways and, unlike majors, they are not noted on transcripts.

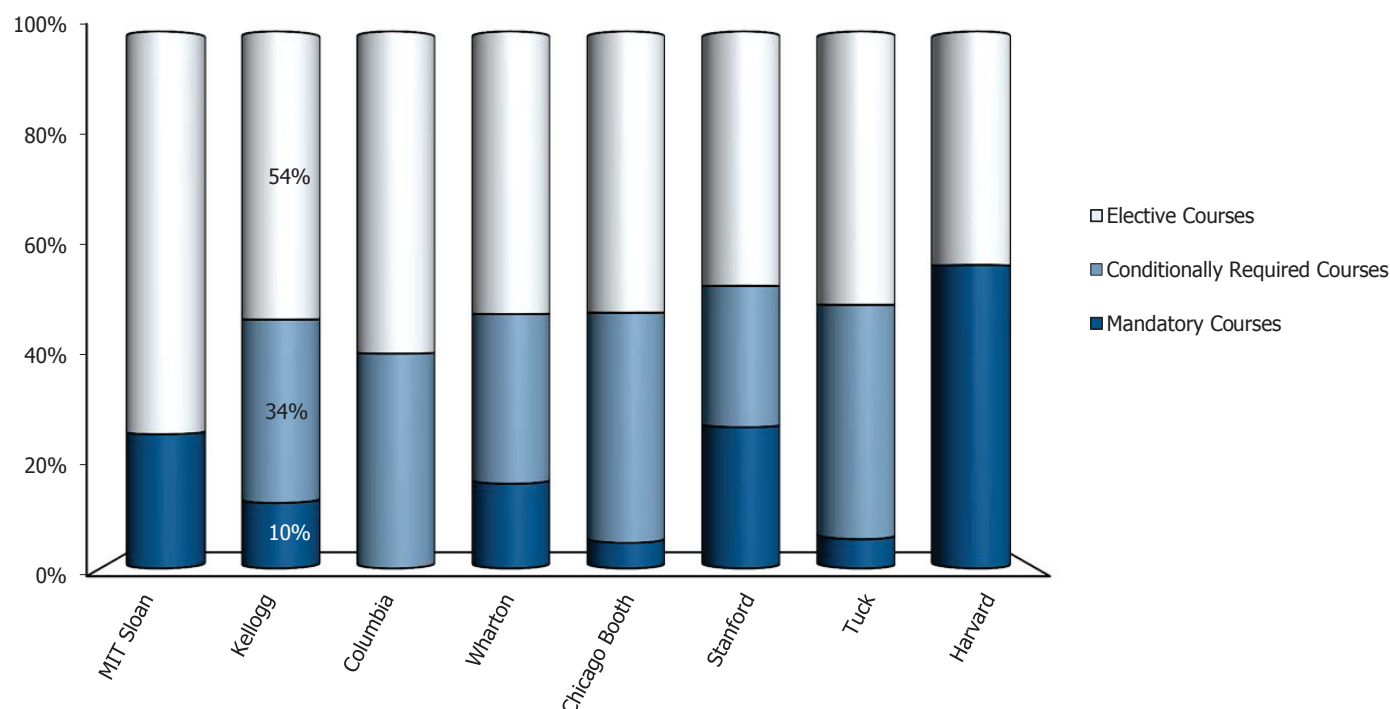
Curriculum Comparison

While each of the leading MBA programs organizes its program around a core curriculum, the structure and flexibility of these cores vary significantly. By comparing the number of core courses a school requires for that school's overall graduation requirements, prospective students can determine what proportion of their studies will be structured by the school and what proportion will be spent pursuing topics of their own choice. This flexibility may be enhanced by the possibility of waiving core courses or substituting them for electives; courses that can be waived in this manner are considered conditionally required.

With only three courses that cannot be waived, two of which take place during the pre-term sessions before the first and second year, Kellogg's percentage of mandatory courses is low compared to those of its peers (see Figure 2.6). Furthermore, students have the option to waive or place into a higher level of most remaining core courses, which makes Kellogg's curriculum relatively flexible compared to those of peer schools such as Harvard. Furthermore, Kellogg students complete the majority of the core courses in the first two quarters, leaving four additional quarters in which to explore electives of interest.

Although Kellogg's regional peer Chicago Booth touts the flexibility of its core curriculum, in which students are free to substitute nearly any core course for an elective with the professors' consent, Kellogg's curriculum also provides students with significant room to build their own course of study.

Figure 2.6 Course Type as Percent of Credits Required to Graduate



Note: Mandatory classes are required for graduation and cannot be waived under any circumstances. Conditionally required courses are part of the core curriculum but may be waived by exam or credential or substituted with other coursework.

The difference is that while Chicago Booth offers more choices within its core curriculum, Kellogg offers greater leeway for students to pursue elective courses outside the core. Its mandatory courses take place largely during pre-term, outside of the normal semester schedule, which means they do not reduce the number of electives that well-prepared students can fit into their schedules.

Furthermore, with the core curriculum comprising only two quarters' worth of classes, Kellogg students have more time than their peers at Chicago Booth and most other leading MBA programs to explore electives. This shorter core provides students with the flexibility to tailor their academic pursuits to their personal and professional interests. However, within Kellogg's core curriculum, students are required to complete at least one course in several designated fields, while in contrast, Chicago Booth students have the option to forego study in several core fields, regardless of whether they do not have prior knowledge in the subject.

Grading System

Kellogg uses a standard American letter grade scale, ranging from A (4.00) to F (0.00), to indicate a student's level of academic achievement in the MBA program. In order to graduate, students must earn a cumulative average of at least a C in all courses attempted. Students report that the median grade of most courses is pegged at 80 to 84 percent, making it difficult to get an A, while a C grade is equally unlikely.

Kellogg offers students the option of pursuing up to two credits on a Pass/No Credit basis, which the faculty hopes will encourage students to pursue more aggressive course schedules and experiment with electives they might not otherwise choose. Interestingly, students who choose the Pass/No Credit option are permitted at the beginning of the quarter to contract with their professor for a recorded letter grade. For instance, a student may decide that if he gets a B or better in the course, then he would like the P/NC to revert to a letter grade. In this case, if the student earned an A or B, the actual letter grade would be recorded on the student's transcript, whereas a P would be recorded for a C grade and an NC would be recorded for a D or F grade.

Honors

Students who earn a 3.75 GPA or higher in any academic quarter are recognized on the Dean's Honor List, an official designation that is included on student transcripts. In addition, the top 10 percent of each graduating class is nominated for the Beta Gamma Sigma management honor society and receives an MBA degree "with distinction," a designation that is noted on both the diploma and transcript.



Faculty

Including its full- and part-time faculty, Kellogg employs over 350 faculty members across its six academic departments in addition to numerous visiting scholars. The Management & Strategy and Managerial Economics & Decision Sciences departments typically maintain the greatest number of faculty, reflecting the school's reputation as a strong general management program.

Julie Hennessy

A Clinical Professor of Marketing, Professor Hennessy is a popular teacher whose students have sometimes spent as many as half of their available bid points to take her classes. A several-time winner of the Kellogg Core Course Teaching Award and 2007 recipient of the Lawrence G. Lavengood Outstanding Professor of the Year Award, Hennessy currently teaches the Marketing Management and Marketing Strategy courses for full-time MBA students. A practicing consultant, Professor Hennessy specializes in helping technology-driven firms become more customer-centric. Her recent projects have included work with Microsoft, Sony, GE, British Petroleum and other leading multinational corporations.

Florian Zettelmeyer

Professor Zettelmeyer is the J.L. and Helen Kellogg Professor of Marketing at Kellogg and also serves as a Research Associate of the National Bureau of Economic Research. Zettelmeyer previously chaired the marketing group at Haas and, prior to that, worked in consulting in the German office of McKinsey and Company. Zettelmeyer has won several teaching honors, including the Lawrence G. Lavengood Professor of the Year Award; a nomination for the same in 2010; the Impact Award in 2010 and 2011; and the Sidney J. Levy Teaching Award for teaching excellence in 2009. He currently teaches the MBA elective "Customer Analytics" and has recently studied the impact of the Internet on the auto retailing industry.

Daniel Diermeier

The IBM Professor of Regulation and Competitive Practice, Professor Diermeier also serves as Director of the Ford Motor Company Center for Global Citizenship at Kellogg. A political scientist by training, Diermeier has collected numerous accolades during his tenure at Northwestern, including the Lawrence G. Lavengood Professor of the Year Award, the Sidney J. Levy Teaching Award, the Kellogg Impact Award, the Aspen Institute's Faculty Pioneer Award and the Chookaszian Prize in Risk Management. Diermeier has advised PricewaterhouseCoopers on strategy, as well as many other global clients, and served on the Management Board of the FBI. He currently teaches Managerial Economics and Decision Sciences and Regulation and Competitive Practices for Kellogg's full- and part-time MBA students.



3

Special Programs

Marketing

Kellogg's prominence as a marketing school stretches back to the early years of the 20th century, and the school boasts a long line of presidents and professors whose academic research helped to shape the discipline. In 1903, Professor Walter D. Scott, who at the time directed Northwestern's psychology lab but would later become president of the university, wrote *The Theory of Advertising*, one of the first texts to apply the principles of psychology to marketing. Professor Fred Emerson Clark followed up nearly 20 years later with *Principles of Marketing*, regarded as one of the discipline's foundational texts. Later, in 1969, two Kellogg professors, Sidney J. Levy and Philip Kotler, collaborated on the landmark article "Broadening the Concept of Marketing," which showed how for-profit marketing techniques could be applied to nonprofits and governmental organizations.

Students interested in incorporating marketing into their careers can take advantage of Kellogg's ongoing contributions to the field. In particular, the school's Center for Global Marketing Practice (GMP) offers opportunities for participation in industry-specific fieldwork and mentorship programs. Through GMP's partnerships with Kellogg's marketing faculty and with corporations located around the world, students interested in marketing can participate in on-campus and off-campus clinical placements, as well as participating in the center's corporate-sponsored case competitions. Additionally, GMP scholars are available to provide their marketing expertise and networks to Kellogg student leaders as they organize marketing-focused conferences and events.

First introduced in Spring 2012, the GMP's "Online Commerce" course is a practicum co-sponsored by Target and one of the only MBA courses worldwide to take a narrow approach to consumer electronic commerce. The GMP further engaged IBM, Sapient and Millward Brown to furnish the course with the necessary technology infrastructure to conduct the analyses and campaigns needed to track and influence actual customers' behaviors. Students design, build and run online storefronts in competition with one another in order to sell their projects to real consumers.

Additionally, the student-run Kellogg Marketing Club hosts a number of events to help students explore and prepare for a career in marketing. For instance, the club collaborated with six other student organizations on campus, as well as several Kellogg research centers and initiatives, to co-host the U.S. Cellular Innovation Challenge in February 2015. In this event,



teams of Kellogg students worked to resolve a business challenge posed by U.S. Cellular's Innovation Group, with an eye to the goals of improving customer experience, increasing revenue and cutting costs.

Kellogg also facilitates periodic marketing-related consulting projects through which students are partnered with organizations that need help developing marketing plans and conducting market research. Kellogg students worked closely with over 40 organizations on projects that included working on marketing and strategy for an e-commerce fashion website and helping a Chicago-based nonprofit define its direction and overall marketing strategy. These sorts of experiential learning projects are offered both through marketing courses and as independent studies supported by faculty advisors, and students may undertake them in teams or alone.

Entrepreneurship

While Kellogg formerly offered an Entrepreneurship & Innovation major, students beginning in the summer of 2015 will need to structure their related studies based on the Entrepreneurship pathway. The 22 courses in this pathway can be combined to support students in new venture creation, growth and scaling, and corporate innovation. Most courses, including "Intellectual Property for Entrepreneurs" and "New Venture Development," stem from the Innovation & Entrepreneurship Initiative of the Levy Institute for Entrepreneurial Practice.

One of Kellogg's most well-known entrepreneurship electives is Venture Lab. This course is designed as an experiential learning opportunity for students who want to explore the new venture investment landscape firsthand. As part of the class, students design projects in conjunction with Kellogg professors and actual venture capital firms. The class is intended for students with little prior venture capital experience, though some prerequisite coursework is required. All students must undergo a several-hour primer course before starting work with a venture capital firm. In addition to the class project, students are expected to complete a set of required readings over the course of the quarter.

MBA students interested in learning more about the process of starting and building a business may also take advantage of the school's Entrepreneur-in-Residence program. Through this program, students are able to schedule half-hour, one-on-one meetings with an experienced entrepreneur or principal investor, gaining tailored feedback and confidential answers to their questions.

Another entrepreneurship-related opportunity is the Kellogg Entrepreneurial Internship Program (KEIP), organized by the Levy Center and Kellogg Innovation & Entrepreneurship Initiative. KEIP intends to "provide first-year students the opportunity to 'test' entrepreneurship" by providing rising second-year students with up to \$5,000 in stipends to supplement their earnings as interns with entrepreneurial firms. Internships



take place in the summer between students' first and second years and may be conducted in any location domestically or internationally over a 10-week period, and applications for KEIP are due by March. KEIP supports students pursuing internships with entrepreneurial and venture capital firms as well as for-profit social organizations.

International Business & Markets Program

Kellogg's international programs are coordinated by the International Business and Markets Program (IBMP). The IBMP runs the Global Initiatives in Management (GIM) course, one of Kellogg's most popular electives. Over 400 Kellogg students enroll in the course each year, usually during the winter or summer quarters. Each GIM section of 35 students chooses a country of focus, and each student chooses a target industry or economic sector to study, taking on various leadership roles within their teams. Recent courses have focused on countries and regions worldwide, including China, Korea, Latin America, Nicaragua and the Middle East, with students studying industries ranging from e-commerce and pharmaceuticals to ecotourism and luxury brand management.

The class then works with a faculty advisor to plan the nine-week curriculum, invite relevant guest speakers from the country and from campus, and organize an intensive two-week study trip to the country at the end of the quarter. During the study trip, students meet with business and government leaders, meet Kellogg alumni in the region, immerse themselves in the local language and culture, and conduct research on their target industry in preparation for a final presentation. Kellogg views the program as a cornerstone of its efforts to build students' awareness of the global business environment. Kellogg currently offers seven GIM trips to 11 countries; over 400 MBA students embark on one of these trips each year.

International Exchange Program

Students who choose to study abroad while at Kellogg typically do so during fall or winter quarter of their second year, although it is possible to arrange exchanges during the following spring quarter as well. Students going abroad pay tuition to Kellogg as if they were on campus, and Kellogg pays all tuition and fees for the exchange institution.

Kellogg offers students a choice of 37 formal international exchange programs in 23 countries (see Figure 3.1). Students interested in traveling elsewhere may discuss alternative programs with the Student Affairs Office; students are not, however, permitted to study at other U.S. business schools, nor at



Figure 3.1 International Exchange Programs

- Argentina: Universidad de San Andrés
- Australia: Australian Graduate School of Management, University of New South Wales; Melbourne Business School, University of Melbourne
- Brazil: COPPEAD, Universidade Federal do Rio de Janeiro; Escola de Administração de Empresas de São Paulo da Fundação Getúlio Vargas
- Chile: Pontifica Universidad Católica de Chile
- China: China Europe International Business School (CEIBS); Guanghua School of Management, Peking University; Tsinghua University School of Economics and Management
- Costa Rica: INCAE Business School
- Denmark: Copenhagen School of Economics and Business Administration
- France: École Supérieure des Sciences Économiques et Commerciales (ESSEC); HEC-ISA School of Management; INSEAD
- Germany: WHU–Otto Beisheim School of Management
- Hong Kong: The Chinese University of Hong Kong (CUHK); Hong Kong University of Science and Technology (HKUST)
- India: Indian School of Business (ISB)
- Israel: The Leon Recanati Graduate School of Business Administration, Tel Aviv University
- Italy: SDA Bocconi School of Management
- Japan: Graduate School of Business and Commerce, Keio University; Graduate School of International Corporate Strategy, Hitotsubashi University
- Mexico: IPADE, Universidad Panamericana
- Netherlands: Rotterdam School of Management, Erasmus Universiteit Rotterdam
- Singapore: Nanyang Business School; NUS Business School, National University of Singapore
- South Africa: University of Cape Town Graduate School of Business
- South Korea: Yonsei University School of Business
- Spain: ESADE, Universitat Ramon Llull; IE Business School; IESE Business School, Universidad de Navarra
- Switzerland: Universität St. Gallen
- Thailand: Sasin Graduate Institute of Business Administration of Chulalongkorn University
- United Kingdom: London Business School; London School of Economics and Political Science; Business School, University of Edinburgh

institutions in their countries of origin. Although the names of courses taken abroad are listed on a student's official Kellogg transcript, the grades received in these courses are not, nor do grades from abroad factor into a student's Kellogg GPA.

In addition to providing inside access to countries around the world, the exchange programs also present diverse approaches to management education. Some programs, such as that at ESSEC in France, place a strong emphasis on internships and experiential learning; the program at IESE in Spain, meanwhile, teaches most classes using the case method of instruction, and the Rotterdam School of Management at Erasmus University in the Netherlands is noted for its focus on corporate social responsibility in its teaching and research.

In addition to these instructional differences, the programs also require varying degrees of language proficiency from exchange students. Although the majority of exchange institutions offer classes in English, or in a combination of English and the host country's language, some experiential learning programs and electives require proficiency in the host language.

Applications to study abroad are accepted in two rounds. Deadlines are in January and in April of each year, with final selections announced in early February and mid-April. To apply, students submit résumés and responses to two essay questions on their previous international experiences and their interest in the international exchange. The selection committee warns applicants not to underestimate the importance of these two essays, saying that students' responses are critical to determining selections for the programs.



4 Life at Kellogg

Campus Spaces

"The student-led culture truly defines what the Kellogg experience is all about. The administration is not the main actor in setting up events, running conferences or driving curricular changes. That is all done by students.... It goes back to the entrepreneurial spirit of Kellogg." – Kellogg Student

Kellogg's MBA program is headquartered on Northwestern University's 240-acre main campus in Evanston, 12 miles (19 kilometers) north of downtown Chicago. In 1972, Leverone Hall and Arthur Andersen Hall were built in the center of campus to house Kellogg alongside the Northwestern School of Education and Social Policy and the Economics Department. The two buildings were connected and expanded in the 1990s, and in 2000, the complex was renamed the Donald Jacobs Center in honor of Kellogg's dean of 26 years.

After a number of renovations and additions, the Jacobs Center is now home to classrooms with impressive audiovisual and networking technology. There are 50 group study rooms, which support the school's culture of teamwork, as well as a computer lab and wireless Internet. The Jacobs Center also offers student lounges, lockers and a bright atrium for social gatherings.

Kellogg estimates that approximately 25 percent of its MBA students choose to live on campus, where they take up residence in the seven-story McManus Living/Learning Center. Both single and married students can choose from among single or double studios and one- or two-bedroom apartments. With study rooms, a computer lab, lounges, a workout room and a game room, the building is designed to facilitate socializing and out-of-classroom learning, and it regularly houses about 245 students and 50 partners. McManus is located just a four-block walk from the Jacobs Center, making it a convenient living option for Kellogg students.

Situated a short walk from the Jacobs Center on the shore of Lake Michigan, the Allen Center houses Kellogg's Executive Education program. The Allen Center was one of the first stand-alone executive education facilities in the world. It hosts several large conferences every year, making use of its large amphitheater, seminar rooms and residential and dining facilities.

While the full-time MBA student experience tends to revolve around the Jacobs Center, Kellogg students may also make use of Northwestern's athletic facilities and libraries, which are scattered throughout its lakefront campus. In 2009, the Kellogg administration announced plans to construct a new home for the business school in the northeast corner of campus. Construction began in April of 2014, and the project is slated to be finished by late 2016.

Life in Chicago

Evanston

One of the North Shore suburbs of Chicago, Evanston's borders are marked by the city and the shores of Lake Michigan. Originally named after John Evans, one of Northwestern University's founders, Evanston has a population of 75,000. The town boasts numerous parks, trails, and lakefront beaches, as well as an array of restaurants and shops. The Chicago area's elevated train, called the "L," has seven stops in Evanston. The town is also served by four bus lines and a second commuter rail option called the Metra.

Many of the approximately 75 percent of Kellogg students who pursue off-campus housing options live in Evanston. Northwestern restricts most on-campus parking to students who must drive to campus, which means that students who live nearby are usually expected to walk to classes. Real estate along the campus border tends to be both more convenient and more expensive than other options. Many students looking for a cheaper housing alternative choose to explore the Rogers Park neighborhood of Chicago, just south of Evanston, which is accessible via the "L" train that stops just three blocks from the Jacobs Center.

The City of Chicago

The third-largest city in the United States, Chicago is home to many cultural attractions and a collection of museums and theaters rivaling that of New York. Visitors to the Art Institute of Chicago may view originals by Georges Seurat, Georgia O'Keeffe and other well-known artists and see the museum's world-famous paperweight collection and the classic painting "American Gothic." Chicago is also home to The Second City, the country's premier improvisational comedy troupe, which helped launch the careers of American comedians including Dan Aykroyd, Tina Fey, Bill Murray, Steve Carell and John Belushi.

Chicago's thriving music scene offers something for all tastes, from independent music to hip hop to blues. Nirvana producer Steve Albini, alt-rock legend Wilco and multiple Grammy winner Kanye West call Chicago home, and the Blues Festival held each summer regularly draws almost one million attendees. Chicago has been home to the American music festival Lollapalooza since 2005 and will continue to host the festival until at least 2018.

Along with New York and Los Angeles, Chicago is one of the only U.S. cities with six major professional sports teams—the White Sox and Cubs in baseball, the Bulls in basketball, the Bears in football, the Blackhawks in hockey and the Chicago Fire in professional soccer. In 2005, the White Sox brought home the city's first World Series baseball championship since 1917. Meanwhile, the Cubs, who play at the venerable Wrigley Field, remain saddled with the longest championship



drought in Major League Baseball, having last won the World Series in 1908. In spite of their losing spell, the Cubs are among the nation's most beloved sports teams, with many charismatic stars and traditions comprising the team's unique culture. Given Wrigley Field's location on the North Side of Chicago, residents of Evanston and surrounding towns are predominantly Cubs fans, while South Side residents are usually diehard White Sox supporters.

Like much of the Midwest, the city's climate tends to be cold and snowy in the winter, while high temperatures in the summer average a relatively mild 85°F (29°C). Home to Chicago O'Hare International Airport, one of the busiest airports in the world, as well as Chicago Midway International Airport, the city serves as a major transportation hub for U.S. airlines and is just a short flight away from most East Coast cities. Chicago's location on the shore of Lake Michigan allows for an extensive city park system with more than 31 miles (52 kilometers) of lawns, bike paths and beaches.

Clubs

Kellogg is well known for its students' enthusiastic involvement in the business school community, and the school's culture of participation is reflected in the volume and breadth of available student clubs (see Figure 4.1). Some entering students say, though, that even knowing this, they are still surprised by just how involved Kellogg students actually are. Most students are seriously involved in four or five clubs each, though they may keep an eye on the activities of up to a dozen more organizations. In fact, some students are so involved in campus life that they report spending more time organizing and attending club activities than on their academic work.

A few of Kellogg's most popular clubs are Net Impact, the Kellogg Marketing Club and the Kellogg Private Equity & Venture Capital Club. Popular social clubs also include Kellogg EATZ and the Cork and Screw, which are dedicated to gourmet eating and wine tasting, respectively.

Kellogg EATZ was founded in 2000 as the Gourmet and Gourmands club, but soon changed its name to its current, more informal incarnation. The club's primary goal is to provide an enjoyable setting for eating good food and meeting new friends, though the group also hosts educational events throughout the year. Involvement in EATZ is billed as a great way for students to expand their palates and their social circles.

PEVC, which stands for Private Equity and Venture Capital at Kellogg, is one of the school's most popular student clubs with over 700 members. The organization seeks to promote a greater understanding of private equity and venture capital by exposing its members to all aspects of these types of investing. PEVC's annual events include presentations to get new members up to speed, job search seminars and social events for students and alumni. The club also hosts the popular an-

"Students work very hard in their professional and social clubs. Kellogg is a ton of fun, and I'm amazed at how many are organized by students and how smoothly those things run."
– Kellogg Student



Figure 4.1 Kellogg Student Clubs**Athletic Clubs**

Basketball Club
 Boxing Club
 Cricket Club
 Golf Club
 Kellogg Flag Football
 Hockey Club
 Martial Arts and Capoeira Club
 Personal Sustainability Club
 Run | Bike | Swim Club
 Rugby Football Club
 Ski and Snowboard Club
 Soccer Club
 Squash Club
 Scuba Club
 Tennis Club
 Ultimate Frisbee Club
 Volleyball Club

Identity and Affinity Clubs

Africa Business Club
 Arts & Culture Club
 Asian Management Association
 Black Management Association
 Canada Club
 Catholics at Kellogg
 Chinese Business Club
 Christian Fellowship
 Gay and Lesbian Management Association
 Hispanic Management Association
 India Business Club
 Japan Club
 Jewish Business Association
 Korean Business Club
 Latin American Hispanic and Iberian Management Association
 Latter-Day Saints Student Association
 Middle East and North Africa Club

Texas Business Club
 Veterans Association
 Women's Business Association

Community Service

Habitat for Humanity
 Inner City Mentoring Club
 Kellogg Cares
 Kellogg Corps
 Kellogg Mentors

Professional Clubs

Automotive Club
 Business Leadership Club
 Consulting Club
 Corporate Finance Club
 Distressed Management Club
 Education Industry Club
 Emerging Markets Club
 Energy Club
 Entrepreneurship Club
 European Business Club
 Family Enterprise Club
 Food and Agribusiness Club
 General Management Club
 Healthcare Club
 Hospitality Club
 High-Tech Club
 Innovation and Design Association (IDEA)
 Investment Banking Capital Markets Club
 Luxury Goods & Retail Club
 Investment Management Club
 JD-MBA Association
 Kellogg Entrepreneur's Organization
 Kellogg Marketing Club
 Private Equity & Venture Capital Club
 Media and Entertainment Club

Net Impact
 Operations Management Club
 Public Policy Club
 Real Estate Club
 Retail + Luxury Goods Club
 Sports Business Club
 Strategy & Business Development Club
 Sustainable Business Club
 Transportation Club

Social and Other Clubs

The Bottom Line
 Brew 'n Q
 Charity Auction Ball
 Cork and Screw
 Digital Shorts
 Games Club
 Grad Week
 Improv Club (The Laughing Stocks)
 Joint Ventures
 Kellogg EATZ
 Kellogg Kids
 Kellogg PAWS
 Kelloggarhythms
 KWEST
 The Merger
 MOVE: Kellogg's Dance Group
 Photography Club
 Public Speaking Club
 Special K!

Student Government and Leadership

Ambassadors
 Kellogg Board Fellows
 Kellogg Student Association (KSA)
 KSA Global Affairs
 KSA Social

nual Private Equity and Venture Capital Conference.

Kellogg Cares, the umbrella group for Kellogg's service organizations, encourages and coordinates student community work and volunteerism. Each year, Kellogg Cares runs a Holiday Gift Drive, which helps grant the holiday wishes of needy children in the greater Evanston area. The group also organizes gift drives, blood drives, bone marrow drives and a fall Kellogg Cares Day, during which Kellogg students, faculty and staff participate in volunteering activities both in Evanston and beyond. In the winter quarter, Kellogg Cares runs a more formal social event, the Charity Auction Ball, which features live, online and silent auctions. The 27th annual ball in 2015 was titled "Midnight in Paris," and the event's proceeds benefited OneGoal, Girls 4 Science, and Village Enterprise.



"You can have a huge range of leadership experiences at Kellogg through professional clubs, social clubs, conferences and even orientation. There are programs you can run as a student that involve managing hundreds of thousands of dollars."
– Kellogg Student

In addition to encouraging and facilitating participation in already-established clubs, Kellogg's student government, the Kellogg Student Association (KSA), provides easy-to-access support for students interested in founding a new club. With over 100 organizations – and new clubs being added each year – Kellogg offers a wealth of opportunities for students interested in getting involved in the school's community. The roughly 155 members of KSA are involved in the creation and improvement of many aspects of Kellogg student life, and the club's Culture and Social Committee includes two representatives from each section for both MBA classes on campus.

Conferences

Kellogg has an active conference schedule, with over 10 conferences and symposia held each year. The conferences, while led and organized entirely by students, receive support from several offices at the school. For instance, both the Alumni Office and the Career Management Center help reach out to corporations. The Corporate Partnerships team works with the sponsorship co-chairs from various firms to arrange corporate sponsorship of conferences, which is seen as an effective way of building a company's brand among Kellogg students.

Historically, one of the biggest conferences held at Kellogg is the Innovating Social Change Conference, a conference on social responsibility through the national Net Impact organization. The Net Impact Club's 15th annual Innovating Social Change Conference was held in October 2014 and addressed the theme "Disrupting Boundaries of Social Impact." Panels and discussions were held to learn about a collective impact initiative, corporate social responsibility, and social entrepreneurship. Attendees heard a keynote speech from Martin Edlund, CEO of Malaria No More.

Of the annual conferences hosted by Kellogg's clubs, the Marketing Conference tends to be one of the most popular. Participants in the 2013 Marketing Conference explored the theme "The New Golden Age: Informed, Engaged, & On-the-Go," discussing issues of brand management and how firms might partner and engage with consumers through numerous communication channels. The conference's keynote speakers were Neil Stevenson, Associate Partner & Design Director at IDEO; Rich Lesperance, Senior Director of Digital Wallet & Rewards for Walgreens; Davide Grasso, VP of Global Brand Marketing for Nike; and Gina Boswell, EVP of Personal Care North America AT Unilever.

5

Life After Kellogg

Career Management Center

Kellogg's team-oriented academic structure carries over to the school's approach to career management. The Career Management Center, or CMC, provides career guidance, coordinates the on-campus recruiting process and follows a distinctively collaborative strategy in helping students find internships and full-time positions. The job search at Kellogg is considered a community-wide process. Everyone, from administrators, faculty and staff to fellow students, is available to help with individual career planning and networking.

The CMC reports that Kellogg students frequently join together with others who share their career interests to swap tips and leads and to provide support for each other. Kellogg's emphasis on creating and sustaining networks, which begins from the first day of KWEST and continues long past graduation, is seen by the school as a key factor in their students' success in the job market.

"Our recruiting trek was very cool and very fun, and I was able to grow my network by 13 companies in a very short amount of time."
– Kellogg Student

The CMC offers a full range of career counseling services, including one-on-one strategy sessions, self-assessment workshops, videotaped mock interviews, résumé reviews, networking events and an online job posting system. In addition, the CMC organizes a busy schedule of internship and full-time recruiting events on campus, including corporate presentations, with 175 to 200 companies recruiting at Kellogg each year. In January 2012, the CMC announced that more than 400 students would be participating in a school-sponsored, student-led career treks on offer that year. The CMC notes that treks often connect 12 to 15 students with four to six firms in various industries and cities through on-site visits.

Annual events hosted by the CMC also include a number of two-hour Kellogg Networking Nights (KNN) each fall. KNNs are held in the evenings for both first- and second-years, and most invited companies from varied industries engage students on campus. Firms may also opt to take part in Atrium Hours during the week or Presentations in order to reach the Kellogg student population.

Recruiting/Interview Procedures

Kellogg offers both open and closed on-campus interviews. Companies conducting interviews at Kellogg choose from among three possible ratios when determining how to allocate their interview slots: 70 percent closed and 30 percent open; 50 percent closed and 50 percent open; or 100 percent open.



To obtain an open interview slot, students bid points on the slots in which they are most interested. This system can be especially valuable to career changers, who might not have the necessary industry background on their résumés to be pre-selected for an interview with their target firms. The bidding system allows these students a chance to gain face time with the recruiters, which is an invaluable opportunity for students to market themselves beyond their past experiences.

Career Statistics

All MBA career offices work to build recruiting relationships with companies in many industries and geographic locations. However, if a school boasts a high number of students with an interest in a particular industry or location, that often suggests that the school is more likely to attract recruiters from those fields or regions, and that those companies are more likely to have a successful recruiting season and be interested in building partnerships with the school. Likewise, when a large number of companies from a particular industry or region regularly visit a school, it tends to attract a larger network of students interested in that field or location.

Because of this cycle of interest in on-campus recruiting, MBA candidates should research the industry and regional employment statistics of their target schools to get a sense of the relative recruiting opportunities available. Of course, with up to half of students at some schools finding their full-time positions through independent searches, it is important to remember that there are many opportunities available beyond on-campus recruiting.

Industry

Consulting and financial services tend to dominate industry choices for MBA graduates. Kellogg, in one way, follows this trend among the leading MBA programs based on the dominant position that consulting occupies in its recruiting process (see Figure 5.1). For Kellogg's Class of 2014, Bain, BCG, Deloitte and McKinsey were all top 25 recruiters. Kellogg's strong performance among the major consulting companies reflects the school's overall popularity with consulting recruiters. Of the Class of 2014, 35% of Kellogg graduates accepted a position in consulting. This figure remained relatively constant, at 38% for the Class of 2013 and 39% for the Class of 2012, and it is among the highest percentages of any leading U.S. MBA program.

On the other hand, Kellogg's placement rate of 14% with financial services firms is a bit unusual because most of its peer schools saw double or more than double the recruitment into the financial services industry (see Figure 5.2). Despite the relatively low percentage of students entering finance, taken together, consulting and financial services account for just under half of Kellogg's graduating class. These industry statistics reflect Kellogg's reputation as a program more focused

Figure 5.1 Kellogg Industry Placement

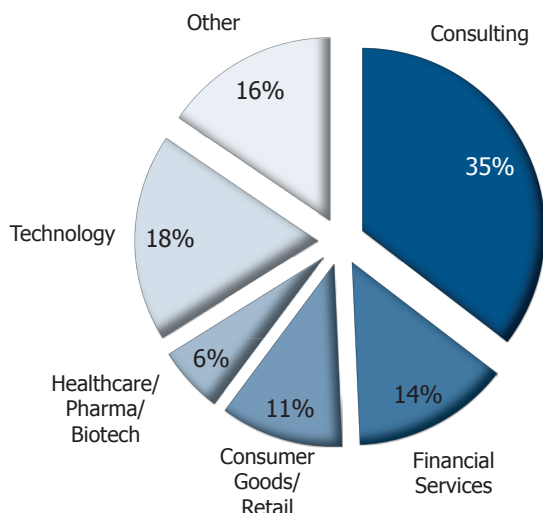
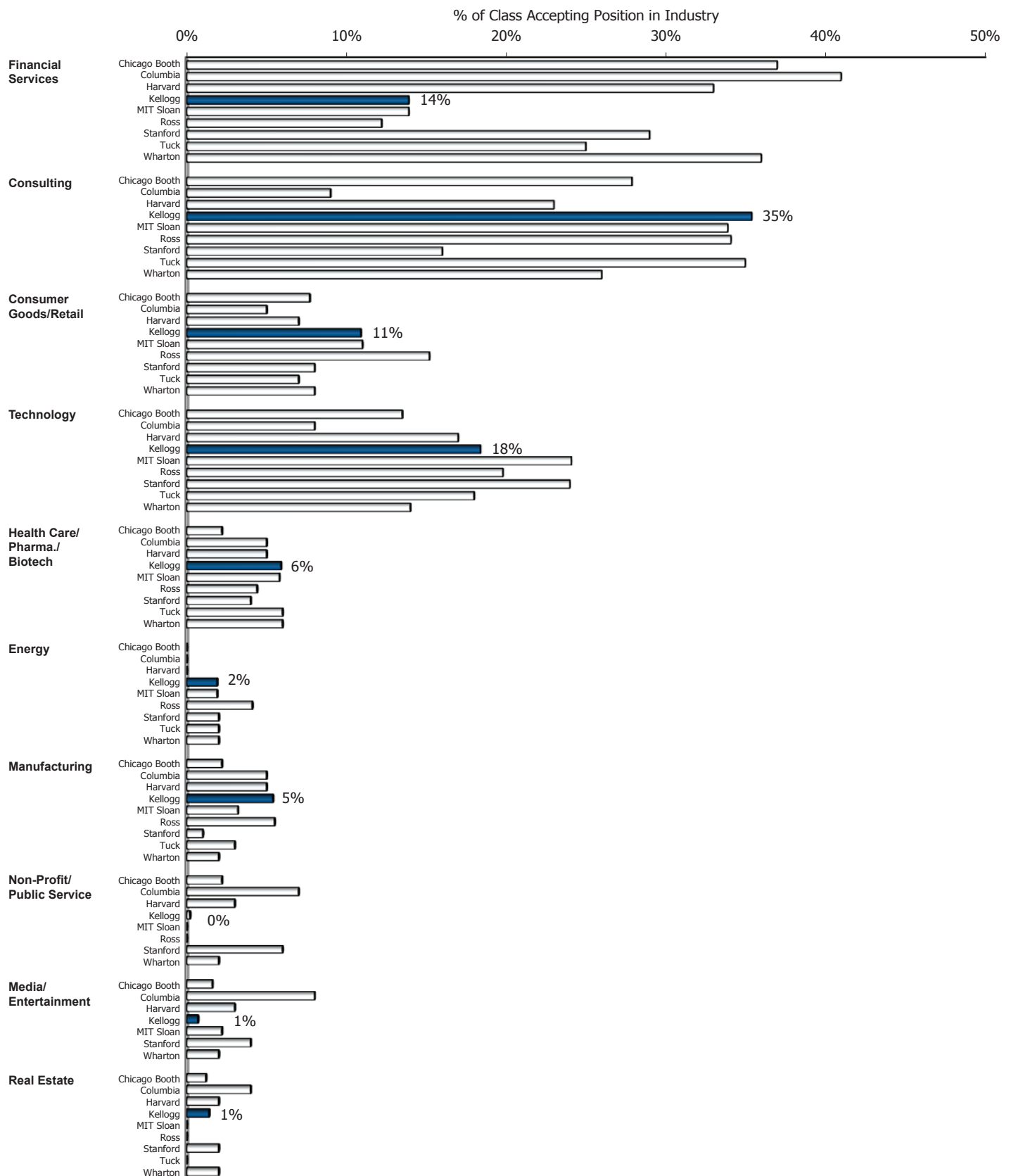


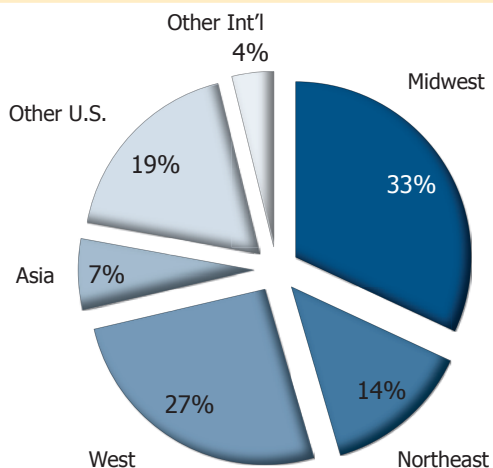
Figure 5.2 Job Placement by Industry

on teamwork and general management than on preparing its students for particular industries.

Because of Kellogg's broader focus, the school's graduates tend to enter fields such as marketing, technology and healthcare at higher rates than those at peer institutions. For instance, in 2014, 11% of Kellogg's graduates entered the consumer goods industry and 18% entered technology, among the highest percentages of any leading MBA program. Additionally, 5% of the Class of 2014 entered the manufacturing sector, a markedly high figure when compared to those of Kellogg's peers. The popularity of the consumer goods and manufacturing industries is in line with Kellogg's general management strength and its strong reputation in marketing, as well as with the number of major consumer goods and manufacturing companies headquartered in the region.

Another consistent employment trend at Kellogg is the low percentage of graduates who opt for positions in the media/entertainment, real estate, nonprofit and public sectors. In every graduating class since 2008, no more than 2% of students have taken positions in any one of these fields.

Figure 5.3 Kellogg Regional Placement



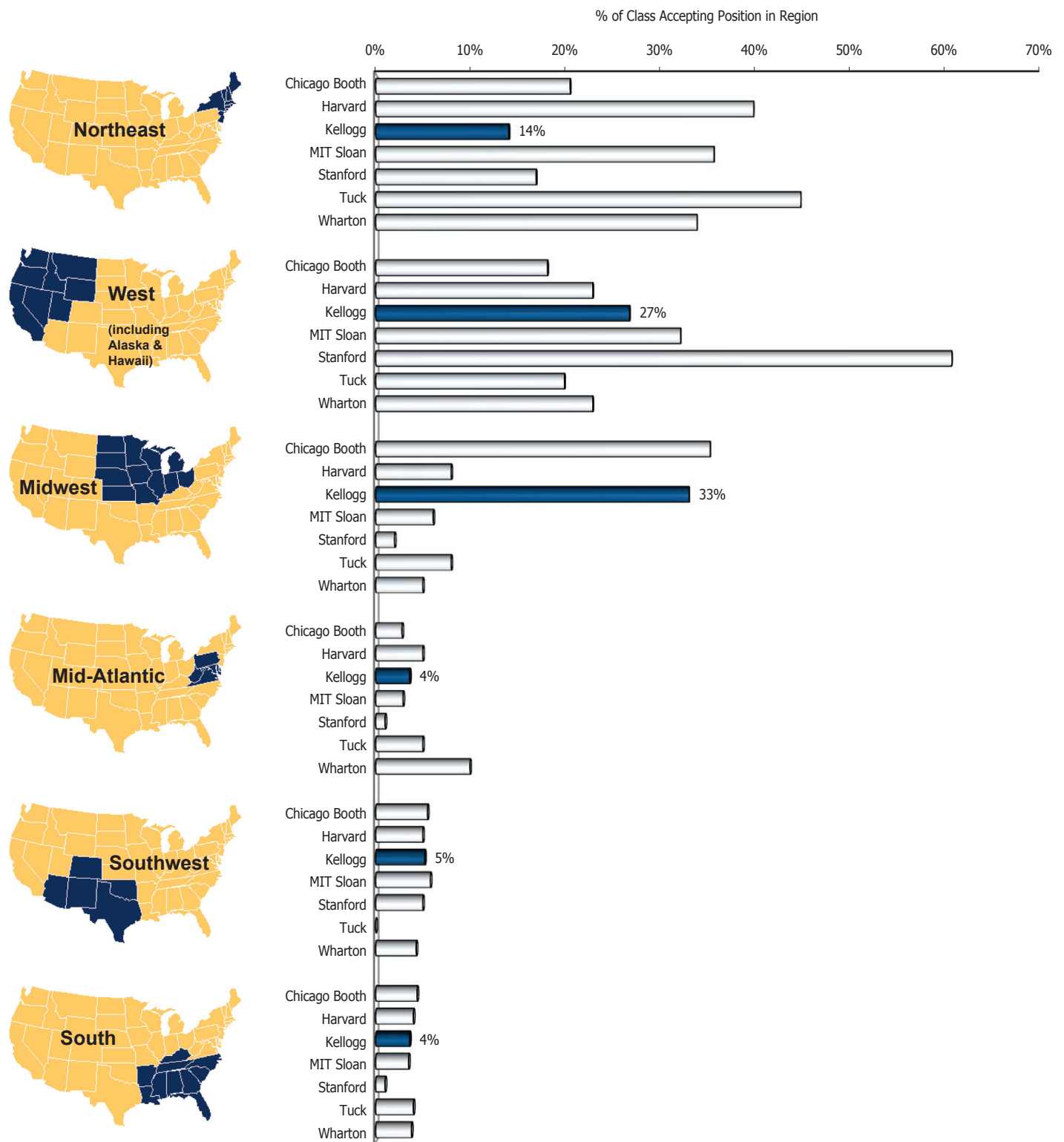
Geography

While all of the leading MBA programs attract representatives of both national and international firms, they tend to attract the greatest number of recruiters from within their home regions. Therefore, it is not surprising that a high percentage of graduates tend to accept post-MBA positions in the same region as their schools. Kellogg is no exception to this rule. In the Class of 2014, 33% of Kellogg graduates accepted jobs in the Midwest, with more than a quarter choosing to stay in the Chicago metropolitan area. The Northeast U.S. is also a popular region, drawing 14% of Kellogg's class, most of whom head to New York (see Figure 5.4). While this is a sizeable percentage to send to any one region, Kellogg actually sends one of the lowest percentages of graduates to the Northeast among its peer schools (see Figure 5.3). This is likely a function of the relatively small number of Kellogg graduates who enter finance, one of the predominant industries that draw MBA graduates to the Northeast.

In addition to its domestic placements, Kellogg sends a large percentage of students into international positions. In the Class of 2014, 13% of students accepted overseas positions, a slight fall from the 17% from the Class of 2013. Of the overseas destinations, Asia and South America attracted the greatest number of graduates; 7% of the Class of 2014 took jobs in Asian countries and 2% in Europe, while another 1% settled in North America.

Alumni Network

The strength of Kellogg's alumni network is a natural outgrowth of the school's emphasis on building lifelong relation-

Figure 5.4 Job Placement by U.S. Region

ships with fellow students and members of the Kellogg community. Throughout the year, Kellogg's alumni clubs host a number of events, including mixers, happy hours, lectures and presentations, volunteer projects and other networking gatherings.

Alumni in all stages of their professional lives are encouraged to participate in Kellogg's mentoring program, which pairs current students with alumni mentors who help them prepare for their target jobs. In keeping with Kellogg's emphasis on creating networks, the mentoring relationship is focused less on job prospects and more on building relationships and developing knowledge. New matches are made each fall.

Kellogg also encourages alumni and students to make connections beyond the formal mentorship program, and to that end, Kellogg provides online resources such as an alumni directory, Class Notes and alumni email services, as well as connecting students with a bevy of local, regional, class-year and special-interest alumni groups. These alumni groups span the U.S. and the globe, with multiple chapters on each of the six major continents. The over 25 special interest alumni clubs display the same breadth as Kellogg's student clubs, with groups devoted to biotechnology, private equity and family businesses, as well as to skiing, rugby and sailing.

Kellogg's alumni website emphasizes that involvement in alumni activities is a natural—and expected—continuation of the Kellogg experience. Highlighting the collaborative spirit, team orientation and culture of participation that draws most students to Kellogg, the alumni network positions itself as a way for alumni to maintain their participation in the Kellogg community, to continue building their networks and to sustain the Kellogg campus culture. While Kellogg's peer institutions all have loyal alumni groups, Kellogg's message that a student's relationship with Kellogg is lifelong seems to result in a particularly large and enthusiastic alumni following.

6

Admissions

Visiting Kellogg

Kellogg's campus visitation policy is flexible, making it very convenient for prospective students to attend an information session, take a campus tour or even sit in on a class with little advance notice. Upon reaching campus, Kellogg asks that visitors first stop at the Office of Admissions and Financial Aid, open every weekday from 8:30 a.m. to 5 p.m., where they can pick up a class schedule and a Kellogg visitor pin that will identify them to the faculty as prospective students. No reservations are necessary prior to arrival on campus, nor does Kellogg require any registration before or during a visit.

On-campus information sessions are held year-round, on Monday, Tuesday, Thursday and Friday. Student-led tours are offered twice daily from late September through late May, excepting the month of December on Monday, Tuesday, Thursday and Friday whenever class is in session. Since precise tour and information session times vary throughout the year, visitors should be sure to check the Kellogg website before making plans. There are no admissions events on Wednesdays.

"In the interviews, they do expect to see that you want to contribute to the Kellogg community and that you will be an active voice in the student body." – Kellogg Student

Kellogg encourages prospective students to learn about the academic atmosphere on campus by attending a class session. Classes last for 90 minutes apiece and are held on most days when campus tours are offered; applicants are encouraged to check the Kellogg website ahead of their trip. No advance notice is required to attend, but applicants are asked to make their way to the Office of Admissions at least 20 minutes ahead of time.

Visitors are also welcome to share an informal lunch with current students when classes are in session. Student hosts come to the Office of Admissions at noon on Mondays, Tuesdays, Thursdays and Fridays to meet prospective students and accompany them to the dining facility. This program provides a good opportunity to get to know a current Kellogg student on a more personal basis and gain a fuller picture of the student experience.

Application Requirements

Beginning in the 2014-2015 admissions season, Kellogg dispensed with its two-part application system and instead streamlined the process. Now, prospective MBA students only need to submit a one-part application, as is typical among Kel-



Figure 6.1 Kellogg Essay Topics 2015-2016

Essay 1

Leadership and teamwork are integral parts of the Kellogg experience. Describe a recent and meaningful time you were a leader. What challenges did you face, and what did you learn? (450 words)

Essay 2

Pursuing an MBA is a catalyst for personal and professional growth. How have you grown in the past? How do you intend to grow at Kellogg? (450 words)

Dual-degree applicants

For applicants to the MMM or JD-MBA dual degree programs, please explain why that program is right for you. (250 words)

Re-applicants

Since your previous application, what steps have you taken to strengthen your candidacy? (250 word limit)

Additional Information (all applicants, optional)

If needed, use this section to briefly describe any extenuating circumstances (e.g. unexplained gaps in work experience, choice of recommenders, inconsistent or questionable academic performance, etc.) (no word count)

For Clear Admit’s strategic advice on how to approach Kellogg’s required essays, see Chapter 8, “Essay Topic Analysis.”

log’s peer institutions. To apply to Kellogg, applicants must submit the application form, GMAT or GRE and TOEFL scores if applicable, responses to the school’s essay questions (see Figure 6.1), transcripts from all collegiate or post-collegiate institutions attended, two letters of recommendation from supervisors in a position to evaluate their job performance, a résumé and an application fee. In addition to these standard items, Kellogg also requires applicants to agree to the school’s Honor Code.

International applicants who are not U.S. citizens or permanent residents must take the Test of English as a Foreign Language (TOEFL). Those who earned an undergraduate or graduate degree in the United States or from an institution in which English was the only language of instruction can request to be exempt from this requirement.

Interviewing with Kellogg

Kellogg requires all applicants to request an interview, which may take place either on or off campus. Kellogg asks Chicago-area applicants to request alumni interviews instead, reserving on-campus interviews for prospective students who have traveled from other regions. The adcom also strongly encourages applicants to submit their applications at least two weeks in advance of a round’s final deadline to provide a greater window for scheduling interviews; the adcom notes that they consider applications equally within a given round, but the two-week window would help more requests to be accommodated. If opting for an on-campus interview, prospective students might consider arriving on campus a day or two early to develop a better understanding of Kellogg’s culture and offerings before the interview.

Applicants who cannot schedule an on-campus interview may request an off-campus alumni interview instead. The admissions committee notifies applicants of their interview assignments; some will meet with alumni interviewers, and others may be invited to attend a local Kellogg Interview Day.

If demand for alumni interviewers exceeds capacity in a given region, some applicants may be issued an interview waiver by the admissions office. The office stresses that receiving a waiver does not put applicants at a disadvantage; the admissions committee schedules a phone interview with any applicant if they need more information to evaluate their file.

Figure 6.2 Kellogg Deadlines 2015-2016

	Application Deadline	Decision Date
Round 1	Sept. 22, 2015	Dec. 16, 2015
Round 2	Jan. 6, 2016	March 23, 2016
Round 3	April 6, 2016	May 11, 2016

Note: Application materials must be received by 5 p.m. Central Time the day of the deadline.

Deadlines

Like many leading business schools, Kellogg’s full-time MBA program reviews applications in three rounds (see Figure 6.2). Kellogg specifically encourages international applicants and One-Year MBA Program applicants to apply in Round 1 or Round 2, since few, if any, of these students are admitted in Round 3 due to schedule constraints.



Figure 6.3 Dual Degree Programs at Kellogg

- Law: J.D./MBA with the School of Law
- Management and Design: MMM with Segal Design Institute at the McCormick School

Dual Degree Programs

Kellogg MBA students have the opportunity to pursue a JD/MBA or an MS/MBA in Design Innovation, known as the MMM program, from the Segal Design Institute at the McCormick School of Engineering and Applied Science (see Figure 6.3).

Kellogg offers a formalized JD-MBA dual degree program in cooperation with the Northwestern University School of Law, which is known in the legal field for its emphasis on corporate law. The program focuses on disciplines at the intersection of law and business and provides students with grounding in both fields. The JD-MBA program is significantly accelerated; the combined course of study takes just three years instead of the typical five required to complete both degrees. Students in the program spend the first year completing the core 1L curriculum at the School of Law, spend the second year completing the Kellogg core curriculum, and may divide the third year between the two schools, though they remain primarily based at the School of Law. This structure allows JD-MBA students to graduate at the same time as their first-year classmates at both the law school and Kellogg.

Applicants interested in the JD-MBA program submit a streamlined application through the Kellogg Office of Admissions and Financial Aid and write essays almost identical to those requested of MBA candidates, bypassing the usual law school application process. While all JD-MBA joint degree candidates must submit GMAT scores, the LSAT is not required for admission. Chicago-based candidates should note that Kellogg offers on-campus interviews to all JD-MBA applicants, despite the fact that most other Chicago-area MBA applicants must complete off-campus interviews with local alumni.

The MMM is a joint degree program run in conjunction with Northwestern's Robert R. McCormick School of Engineering and Applied Science. By completing the two-year program, MMM students earn both an MBA and a Master of Science in Design Innovation while taking advantage of the scientific and business resources of both the Kellogg and McCormick communities. Applicants to the MMM program only need to submit one application, as opposed to typical dual degree programs, which require applications to each school. The curriculum for the program is broken down into business courses, design innovation courses, and business and design innovation courses. The MMM degree requires 28.5 credits and spreads out across 7 quarters. Students start classes in early June and then join MBA classmates in the fall, ultimately graduating with the MBA class two years later.

Other Degree Programs

In addition to the traditional two-year MBA and dual degree programs outlined above, Kellogg offers One-Year, Part-Time and Executive MBA programs. Although the admissions process for these programs is separate from that of the two-year



MBA, the students in the Part-Time and One-Year programs take many of the same classes and participate in the same campus clubs. Therefore, while Kellogg enrolls approximately 1,000 students in its standard MBA program, the full size of the student body is actually closer to 1,300 when students in alternate degree programs are included in the tally.

The One-Year MBA Program, often referred to as the 1Y program, is meant for students who have an undergraduate background in business, clear career goals and a desire to reenter the workforce quickly. One-Year MBA students begin their course of study in Summer Quarter, taking the necessary classes to supplement their undergraduate background. In Fall, Winter and Spring Quarters, 1Y students enroll in elective courses alongside second-year students from the two-year MBA program.

The Part-Time MBA Program, meanwhile, is designed for students who hope to earn an MBA while pursuing a full-time career. Students can enroll in either the Evening or Saturday Program, depending on their schedules; evening classes, geared toward professionals in the Chicago area, are held from 6 p.m. to 9 p.m. on weeknights, while weekend classes meet from 9 a.m. to 4:30 p.m. on Saturdays and are recommended for students who live far from Chicago. Because classes are held outside of standard hours and in Chicago, Part-Time students tend not to be as integrated into the Kellogg student body as are their counterparts in the school's full-time programs.



7

Financing the Kellogg MBA

Tuition & Expenses

Kellogg's full-time MBA students pay one-third of their annual tuition at the start of each of the three quarters of the normal academic year. However, because a one-time computer fee charge and an annual health insurance payment are both due in fall quarter, students should expect a slightly larger bill at the beginning of each school year (see Figure 7.1). Standard tuition covers three to five courses per quarter; students who wish to take more than five courses at a time are expected to pay additional tuition for that quarter.

Figure 7.1 Estimated Costs 2015-2016

Expense Item	Amount
Tuition	\$64,059
Room and board	\$15,711
Personal Computer equipment (first year only)	\$1,200
Health Insurance	\$3,692
Books and supplies	\$1,647
Travel	\$1,329
Fees	\$2,225
Personal	\$3,150
Total	\$93,013

Financial Aid

Although a large percentage of Kellogg students finance their educational costs through Kellogg's loan programs (see Figure 7.2), the school also offers several merit- and need-based fellowships and grants.

Kellogg offers a variety of scholarship programs. The most prestigious of these is the F.C. Austin Scholarship, awarded annually to 20 of the most promising first-year students intending to pursue a career in management. The scholarship awards full tuition for each year and is awarded based on academic excellence, community service, demonstrated leadership capability and the promise of an exceptional continuation of that capability at Kellogg and in their professional lives.

Several specialized scholarship programs provide support to women, minorities and international students, including the Forté Foundation/Kellogg Scholarships and a group of corporate-sponsored Diversity Scholarships for entering Kellogg students. Selection for the Diversity Scholarships is based on demonstrated leadership capability and other donor-specified criteria. International students, meanwhile, are supported by the Donald P. Jacobs International Scholarships, which provide \$15,000 of annual support to outstanding international students. No separate scholarship application is required for this award, since all international students are eligible for consideration during the regular admissions process.

Loan Forgiveness

Kellogg continues to offer opportunities for financial aid after graduation. To encourage Kellogg alumni to pursue careers in the public and nonprofit sectors, Social Enterprise at Kellogg (SEEK) organizes the Collins Family Loan Assistance Program

Figure 7.2 Available Loans

U.S. Citizens & Permanent Residents

- Federal Direct PLUS Loans
- Federal Perkins Loans through Northwestern University

International Students

- NU International Loans through Northwestern University (available with a U.S. or international co-signer)



(LAP). Through LAP, Kellogg helps qualifying students who hope to pursue careers in these sectors to repay their MBA loans, easing the debt burden that often prevents students from pursuing socially minded post-MBA positions. Alumni are eligible to reapply each year for the award. Precise award amounts are dependent upon the graduate's own salary, immediate family resources and loan payment obligations.

Kellogg students who plan to launch their own social ventures after graduation are also eligible for financial support. The Kellogg Social Entrepreneurship Award, funded by the Carol and Larry Levy Social Entrepreneurship Lab, is a \$70,000 grant awarded to one student from each second-year class who presents a sustainable, well-developed business plan to address a social or environmental challenge. Winners must explain how their ideas have the potential to create systemic social change and must be prepared to pursue their ventures full-time upon graduation.



8

Appendix

Essay Topic Analysis

As seen in Chapter 6: Admissions, Kellogg applicants are required to respond to two essay questions. The Clear Admit team has combined its years of business school expertise to analyze Kellogg's essay topics and help applicants determine how to craft effective responses.

The format for Kellogg's essays remains the same as last year's: applicants will respond to two required essays in a maximum of 450 words. Meanwhile, the content of the essay prompts has changed a bit since the previous season. Kellogg continues to ask a leadership-focused question, signaling an enduring interest in this element of professional development and interpersonal skill. Meanwhile, the program has replaced last year's question about grit with a query about the candidate's plans for growth during the MBA. Given the program's emphasis on student culture, it seems possible that information about the applicant's plans for her time on campus may be more helpful to the adcom in making admissions decisions than a broader essay about resilience.

Kellogg invites all applicants to interview—a rare policy among leading MBA programs—and also requires that applicants record and submit two sixty-second extemporaneous video essays after submitting their online applications. This means that the adcom ends up with quite a number of data points on every student seeking a seat in the incoming class. While some applicants (especially those who are very confident in their interpersonal and communication skills) might feel that this renders their written essays less important, it's essential for all applicants to convey thoughtfulness and enthusiasm about the program throughout their applications. And, candidates who are nervous about the on-the-spot nature of the video portion should of course take advantage of the time and reflection afforded by the written Kellogg application.

Let's take a closer look at each of the Kellogg MBA essays for 2015-2016:

Essay 1

Leadership and teamwork are integral parts of the Kellogg experience. Describe a recent and meaningful time you were a leader. What challenges did you face, and what did you learn? (450 words)

This question asks the candidate to recount a leadership experience that involved overcoming challenges and learning something that will continue to serve them in future situa-



tions. In selecting a topic, applicants should first heed the “recent” qualifier, as this question aims to assess the applicant’s current leadership potential. We strongly encourage applicants to select an experience that occurred within the past two years; applicants should think very carefully before selecting a topic older than this. As for the sorts of examples that one might cover, the wording of this question is technically wide open to personal and professional experiences. That said, the mention of both leadership and teamwork in the introduction suggests that an involvement in a structured work or community project might lend itself better to this response than a personal or academic example.

Of course, the word “meaningful” is arguably the most important descriptor in this prompt. Rather than gauging the significance of an experience in dollar amounts or percentages, we encourage applicants to attend to the follow-up question about the challenges faced and lessons learned. The best topics for this response will be experiences that have informed the way you think about leadership and approach team experiences today. Whether the challenge was logistical (like stretching yourself to coordinate across internal teams while managing a client’s expectations) or interpersonal (such developing a good working relationship with an adversarial colleague), effective responses will highlight a transferable skill that was formed or strengthened during this process.

With respect to structure, we recommend a basic STAR approach for this response. Begin by describing the situation, the players, and stakeholders involved before moving into the task: what you needed to accomplish in your leadership goal. You should also lay the groundwork for the challenges you encountered in this introduction, identifying the factors or relationships you would need to navigate to be successful. You should then move into the action, providing a chronological account of how you moved through the project or process. It would likely make narrative sense to introduce the challenges and how you overcame them as part of this narrative rather than addressing this in a separate section.

Finally, you should comment on the result — the outcome of your leadership efforts and the resolution of the story. For most applicants, this will likely involve a comment on a positive impact and happy clients, customers, or stakeholders. That said, we can also imagine effective responses that might cover less-than-flawless performance that resulted in valuable feedback and growth, so if a not entirely successful leadership experience is the one that stands out as your most meaningful, it may still be a viable topic for this response. Either way, the response should then conclude with a reflection on the lessons you learned, and perhaps a comment on how they have served you since and/or how they position you to add real value to the Kellogg community (introducing a follow-up success will be particularly important if a candidate chooses to cover a leadership experience that wasn’t a clear win).

Essay 2

Pursuing an MBA is a catalyst for personal and professional



growth. How have you grown in the past? How do you intend to grow at Kellogg? (450 words)

This two-part question asks about past growth — either personal or professional — as well as the applicant's plans to continue developing in important ways during his or her MBA studies.

While the latter part of the prompt is fairly focused, the first query is quite open ended; this part of the discussion can be drawn from any aspect or era of the applicant's life. To narrow the scope, we suggest that applicants remain mindful of Kellogg's even-stronger-than-average emphasis on the program's collaborative student culture. It would therefore make sense to identify past growth that now makes you an even better potential student, classmate, colleague, and friend to other members of the MBA community. This can still take virtually any form; you might write about learning to handle ambiguity during a turbulent time at work, growing as a teammate under a demanding supervisor, developing more patience and compassion while caring for a sick relative, tapping into your focus and resilience in overcoming an illness or injury, or becoming more comfortable and authentic in an important aspect of your identity. Effective essays will touch on 2-3 areas or experiences and comment on the growth that occurred, and link these to ways the applicant might contribute to the Kellogg community. In choosing what sorts of experiences to highlight, applicants would likely do well to strike a balance between personal and professional examples.

As for the growth that the applicant will undertake at Kellogg, this section should likely touch on the candidate's mid- to long-range professional plans. After all, this is (presumably) the primary reason you're applying to MBA programs. Identifying the industry or sector one hopes to enter and the impact one hopes to make through one's career — even in 1-2 sentences — can help to establish the context for the professional growth the applicant hopes to achieve. Naturally, it will also make sense to comment on how you intend to accomplish this growth (and to demonstrate your familiarity with Kellogg's offerings) by naming specific courses, programmatic offerings, and student organizations that are aligned with these objectives. As for personal growth, you might also want to identify management skills you hope to refine or identify a hobby in which you'd like to deepen your involvement — and, of course, name a corresponding feature of the Kellogg program or community that would facilitate this. It will be important to develop a good sense of the growth opportunities available at Kellogg; visiting the campus or attending information sessions, speaking with students and alumni about the growth they've experienced, or learning about the program will pay dividends here.

Structurally, the school asks applicants to cover a fair amount of ground in just 450 words. It will therefore be important to make judicious use of space. We recommend that applicants aim to cover past growth in 150-200 words in order to have ample room to discuss their plans for growth while on the Kellogg campus.



Re-applicant Essay

Since your previous application, what steps have you taken to strengthen your candidacy? (250 word limit)

The framing of this question suggests that the adcom is more interested in proactive steps toward material improvement of one's candidacy, as opposed to a reflective discussion of personal growth (in fairness, the growth angle is well covered in the school's required essays). Applicants should therefore focus on the specific ways they've worked to strengthen their candidacies over the past year (e.g. assuming more responsibility at work, attending conferences in line with your long-term professional goals, retaking the GMAT, or bolstering community involvement), and the reasons that they believe themselves to be a better applicant to Kellogg this time around.

Additional Information

If needed, use this section to briefly describe any extenuating circumstances (e.g. unexplained gaps in work experience, choice of recommenders, inconsistent or questionable academic performance, etc.) (no word count)

The wording of this prompt signals that comments in this section should be limited to explaining potential liabilities or inconsistencies in one's application. While applicants are free to write as much as they like here, we recommend a straightforward approach that uses as few words — and as little of the reader's scarce time — as possible. Applicants who chose to respond to this essay should adopt a humble tone, acknowledge the issue without making excuses, and gently suggest other aspects of his or her candidacy that may help to compensate for this weakness.

Admissions Director Q&A

We caught up with Director of Admissions Beth Tidmarsh to discuss the [2015-2016] essay questions posted by the Kellogg School of Management. Though the wording and order of the questions has changed slightly this year, applicants are asked, like last year, to respond to two required prompts and given 900 words in which to provide their answers. As in past years, applicants also have the opportunity to respond to an additional optional essay with no word limit.

Leadership and collaboration once again factor prominently into Kellogg's new essay questions this year, but Tidmarsh and her team hope the prompts provide applicants with a great deal of latitude in how they respond.

"Leadership continues to be something we are very focused on in evaluating applicants here at Kellogg, but we also recognize the need to give applicants a chance to talk about leadership in different ways," Tidmarsh says. Her team recognizes that leadership styles vary greatly. People can be loud leaders, quiet leaders, strict leaders... "We encourage applicants to take the opportunity and tell us what kind of leader they are," she says.



"We also recognize that leadership evidences itself in different ways," she continues. For some applicants, leadership may not be reflected in your job title. Maybe you are a leader in a volunteer organization or as part of a smaller team at work, she offers. Or maybe you demonstrate leadership in how you facilitate collaboration or take input from your team. "We want to give applicants the opportunity to highlight and profile for us what they think it means to be a leader," she stresses.

Kellogg is also recognized for the hands-on role its students play in every aspect of the school. "Students are involved in our admit weekend, orientation week, revising school policies and processes—so collaboration and teamwork factor prominently into our essay prompts," Tidmarsh says.

Together, the two essays are designed to help Tidmarsh and her team assemble an incoming class that will thrive at Kellogg, where leadership and student involvement are hallmarks of the MBA program. "It is our way of looking both for students who are going to be involved at Kellogg and want to be part of that partnership and for people who are seeking to make an impact in the world and the future and be a future leader."

But she stresses once again that Kellogg does not believe in a set mold for leadership. "You don't have to be the class president while you're here or plan to be a CEO once you leave," she says. "You can be a leader in many different ways, and that is what we are looking for applicants to demonstrate through their essays."

Kellogg Seeks and Brings About Both Personal and Professional Growth

This year, one of Kellogg's new essay questions explicitly invites applicants to reflect on both personal and professional growth in their past and in the time they might spend at Kellogg. Acknowledging that some people pursue the MBA for purely professional reasons, while others are led to it as much by personal circumstances, Tidmarsh notes that Kellogg seeks and is open to both. While at Kellogg, though, applicants should be prepared to grow in ways both personal and professional.

"You do not come to Kellogg to stay the same," she says. "At Kellogg, you are going to change both personally and professionally—we want people who are coming here because they want to grow and change," she adds. "We want you to think about and tell us about where you have been and where you think you are headed."

In its prompt about leadership and teamwork, Kellogg intentionally added the word "recent" to signal to applicants that they should draw from experiences in the past few years in their responses. "A strong example would be something in the time horizon in which they have been working—their career horizon to date," Tidmarsh advises. "Going back into college can work for some people if the example is strong and appropriate," she continues. But experiences dating back more than that she does not think are as effective. "If you are going back



into high school it might lead us to wonder why you have to go back that far,” she warns.

Holistic Application Process Seeks Full Picture of Applicant

Like many leading business schools, Kellogg’s aim is for a holistic application process that evaluates the whole person. At Kellogg, this goal has resulted in a long-standing philosophy of granting interviews to any applicant who wants one, a practice that sets the school apart from many of its rivals. “We still seek to interview everyone who applies—as many as we can,” Tidmarsh says. To facilitate this, in addition to on-campus interviews conducted by the Admissions Committee, alumni interviewers around the globe meet with applicants in their home countries.

In keeping with Kellogg’s goal of getting a full picture of its applicants, the application also features two extemporaneous video essays. “We have had really good response to the video essays over the past two years and we are now going into our third year using them,” Tidmarsh says. She acknowledges that some applicants have heightened anxiety around this less familiar application component. “But I find that once people get on the other side of it they say, ‘Oh, it wasn’t really that bad at all,’” she says.

To quell some of the pre-video jitters, Kellogg provides guidelines to help applicants prepare for the video essay portions in advance, including advising them on what to wear (business casual dress) and where to do them (in a quiet space with good lighting). Kellogg also posts 10 practice questions that applicants can rehearse responses to as many times as they want. Jitters or not, applicants need to get the hang of video communication not only for the application but for the real world, Tidmarsh points out. “The world is headed in the direction of more and more video conferencing, and it is a skill for people to master and be comfortable with,” she says.

In keeping with the worldwide shift toward video communication that defies international boundaries, Kellogg this year is increasing its investment in technology and webinars to make it easier for people around the globe to get to know the school before applying, Tidmarsh says. Still, she encourages everyone who can to visit Kellogg in person. “A campus visit really gives you the best sense of Kellogg—the best sense of how strong the faculty are, how energetic the student body is,” she says. “Walking the halls is truly the best way to check for fit and environment and to see if this is a place you will be comfortable and excited about.”

Tidmarsh knows what it’s like to apply to business school—she herself applied to Kellogg the first year the school accepted applications online, she says. But the application process has changed dramatically in the decade plus since then, she notes.

The biggest difference is how much applicants can learn about schools before applying. “There is so much more information for people to preview and digest and consider as they are making choices,” she says. For some applicants, this can prove



less a blessing and more a curse. “The pendulum can swing too far and people stop being themselves and start trying to repackage themselves as what they think the ideal business school candidate might look like,” she says. To an admissions director, those kind of generic personas all begin to look alike, she cautions. “I often say that candidates are best served by truly being themselves.”

Step Away from the Application

“My one piece of advice to applicants as they write their essays is to do some self-reflection and soul searching, write a rough draft and then leave it for a while and come back to it later,” says Tidmarsh. Too often, applicants shortchange themselves by rushing through the process. “Stepping away for a bit is a good way to approach the essay,” she stresses.

In terms of business school overall, Tidmarsh urges applicants to really do their homework, getting to know the schools, the size of their programs, their cultures and teaching methods. “There is so much more to the business school experience—applicants really shouldn’t just look at the rankings.”

In terms of what Tidmarsh is most excited about in the year ahead, it’s welcoming the new Kellogg class next month. “When you have met these people virtually, watched their video essays, talked to them on the phone—it is an exciting week when people come to campus for orientation and you meet them in the flesh,” she says. “Of course, you barely have time to meet and greet and then it’s time to start shaping next year’s class.”



9

Further Resources

Publications

Kellogg World, the school's alumni magazine, is published three times a year in print and on the web. The magazine offers a roundup of recent faculty research, profiles of selected alumni and news from the campus.

Kellogg joins Harvard and several other leading business schools in producing and publishing business cases for use in the classroom and in corporate training programs. The Kellogg Case Collection is available for order through Kellogg's website.

Kellogg Research Centers & Institutes

- *Accounting Research Center*: Supports the research of the Kellogg School's accounting faculty.
- *Center for Executive Women*: Helps senior-level women advance to executive and board positions.
- *Center for Family Enterprises*: Focuses on teaching, research and case writing about family businesses.
- *Center for Game Theory and Economic Behavior*: Discusses topics of interest to three groups: economists, game theorists and computer scientists.
- *Center for Global Marketing Practice*: Assists both academics and marketing professionals to work together in order to resolve real world problems.
- *Center for Market Leadership*: Studies how organizations create and maintain leading market positions.
- *Center for Mathematical Studies in Economics and Management Science*: Brings together all researchers at Northwestern who use mathematical methods and models in their work.
- *Center for Nonprofit Management*: Offers executive education, research and technical assistance to nonprofit organizations.
- *Center for Operations & Supply Chain Management*: Organizes operations and supply chain management research partnerships with other schools and with industry, as well



as coordinating seminars, the biannual Operations workshop, and other related campus events.

- *Center for Research in Technology & Innovation*: Studies the impact of technology on business.
- *Center on the Science of Diversity*: A cross-university center promoting research and dialogue about the social impact of diversity.
- *Dispute Resolution Research Center*: Researches dispute resolution and provides continuing education courses on the subject for law and management professionals.
- *Financial Institutions & Markets Research Center*: Promotes research and dialogue between the academic and financial communities.
- *Ford Motor Company Center for Global Citizenship*: Investigates the interaction of business with the social and political environment.
- *General Motors Research Center for Strategy in Management*: Champions research on business strategy.
- *Global Health Initiative*: Develops health products for underserved communities worldwide through partnership among private industry professionals, nonprofit donors and academia.
- *Guthrie Center for Real Estate Research*: Engages in research involving real estate markets, public and private finance, project management and the development process.
- *Heizer Center for Private Equity and Venture Capital*: Supports research into entrepreneurship, venture capital and private equity.
- *Larry and Carol Levy Institute for Entrepreneurial Practice*: Shapes and manages the entrepreneurial curriculum at Kellogg.
- *Kellogg Team and Group Research Center (KTAG)*: Dedicated to understanding and improving the performance of work teams in organizations.

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Dean: Sally Blount
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Kellogg Student Affairs
(847) 491-4504

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Social Media

Facebook

Kellogg School Page: facebook.com/KelloggSchool
Executive Education Page: facebook.com/KelloggExecEd
Executive MBA (EMBA) Page: facebook.com/kelloggemba
Doctoral Program Page: facebook.com/kelloggphd
Kellogg Certificate Program for Undergraduates: facebook.com/KelloggCPU
Center for Nonprofit: facebook.com/KelloggNonprofit

Twitter

Kellogg School: [Twitter.com/KelloggSchool](https://twitter.com/KelloggSchool)
Alumni: [Twitter.com/KelloggAlumni](https://twitter.com/KelloggAlumni)
Kellogg Entrepreneur: [Twitter.com/KelloggEntrep](https://twitter.com/KelloggEntrep)
Kellogg Impact: [Twitter.com/KelloggImpact](https://twitter.com/KelloggImpact)

LinkedIn

Kellogg School Group: linkedin.com/groups?mostPopular=&gid=94689

Northwestern University – Kellogg School of Management:
linkedin.com/edu/school?mostPopular&id=18291

Kellogg School of Management: linkedin.com/company/kellogg-school-of-management

Executive MBA (EMBA) Group: linkedin.com/groups?mostPopular=&gid=3067

Executive Education Group: linkedin.com/groups?mostPopular=&gid=1270487

Center for Nonprofit Management: linkedin.com/groups?gid=2164269&trk=myg_ugrp_ovr

Blogs

Kellogg faculty blog roll: kellogg.northwestern.edu/Faculty/Blogroll.aspx



Kellogg Full-Time MBA Blog: kelloggmbastudents.wordpress.com

Kellogg Executive MBA Blog: kelloggembastudents.wordpress.com

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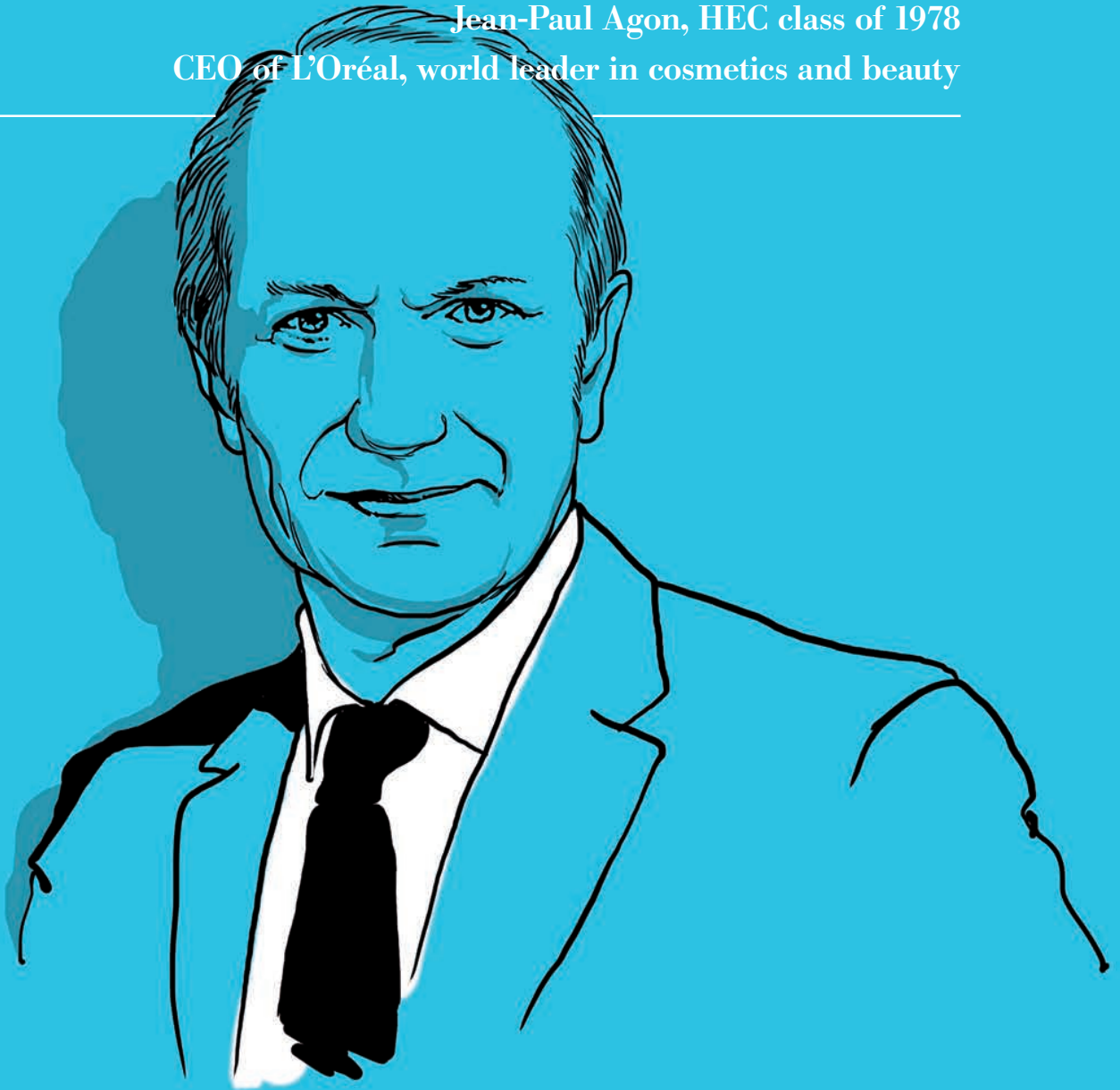
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THE ONLY WAY TO STAY RELEVANT IN
OUR GLOBALIZING WORLD.”*

Jean-Paul Agon, HEC class of 1978
CEO of L'Oréal, world leader in cosmetics and beauty



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It gives me an opportunity I would not have had."*

– Jonathan, Australian, London Business School MBA 2015

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