

NORTHWESTERN UNIVERSITY

envision

A CONCEPT BOOK

envision
A CONCEPT BOOK

LETTER FROM DEAN BLOUNT

Welcome! Thank you for joining the conversation about Kellogg’s future home — our new global hub — in Evanston. The theme of this concept book is “envision/embody.” It is intended to provoke reflection and an exploration of possibilities as we envision a new space that will bring Kellogg’s tremendous legacy to life, as well as our aspirations for what Kellogg can become in our next era.

This book is designed to take you on a journey through a series of concepts, each of which describes the school we aspire to become, while remaining rooted in the history and essence of Kellogg. We hope that the ideas and thought-starters in this book will engage your imagination, and fuel your ambition for what we can build together.

Sincerely,
Sally Blount '92

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“All journeys have secret destinations of which the traveller is unaware.”
— Martin Buber

“People often assume other people create
the future—you create the future.”

— Kellogg Alumna

An increasingly global and
complex world.

Questions about the value
proposition of the MBA.

Decreasing differentiation
among leading management
programs.

Kellogg's new building presents
a rare opportunity... to create a
space that affirms and expands
our DNA; to redefine who we
are and what distinguishes us;
to catalyze a transformation.

This concept book represents one point of inflection in the conversations through which Kellogg will shape its future home.

The book reaches within the community and out into the world, to begin to answer the question: “Where does the soul of Kellogg aspire to live?”

Many dialogues will build on those that informed this work. The new space will take form in a way that embodies the best of what Kellogg has been throughout its history, and that helps us all to envision the institution’s potential and our own.

This book is intended to engage you in envisioning how the new building could have a transformational impact on Kellogg.

Look through the book with a friend or colleague.

Take notes.

Start conversations.

There may be ideas you will like; no doubt there will be some you don't.

We hope you find this book thought-provoking and a prompt to begin imagining where Kellogg's soul aspires to live.

Authentic Learning Community

AUTHENTIC LEARNING COMMUNITY

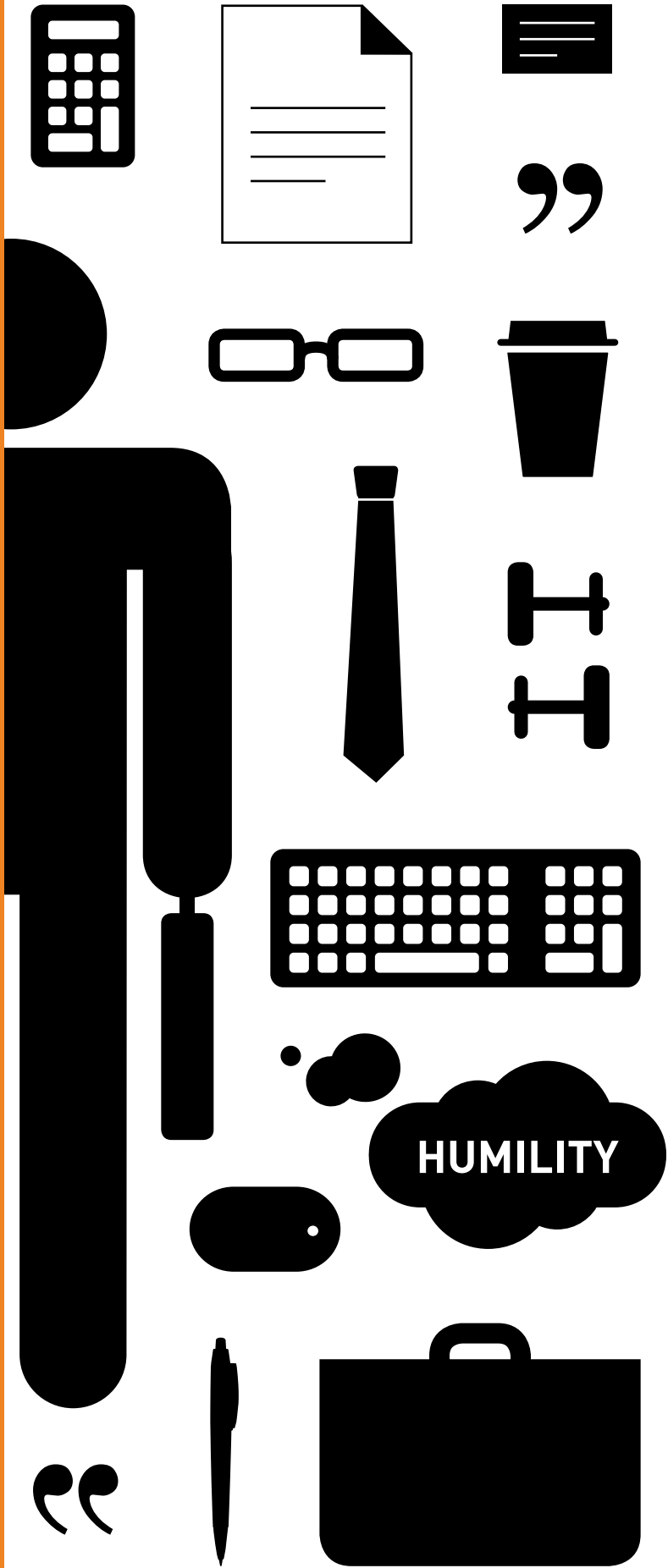
We learn best when we're fully engaged, when we bring our whole selves to the table — the achievements and failures, the certain and uncertain, the private and the public.

Kellogg's culture thrives on work done together rather than apart, support offered freely to classmates during the program and beyond. One step further would be to create a community where we always have each other's backs, telling each other things no one else will, even when that means being honest to the point of discomfort.

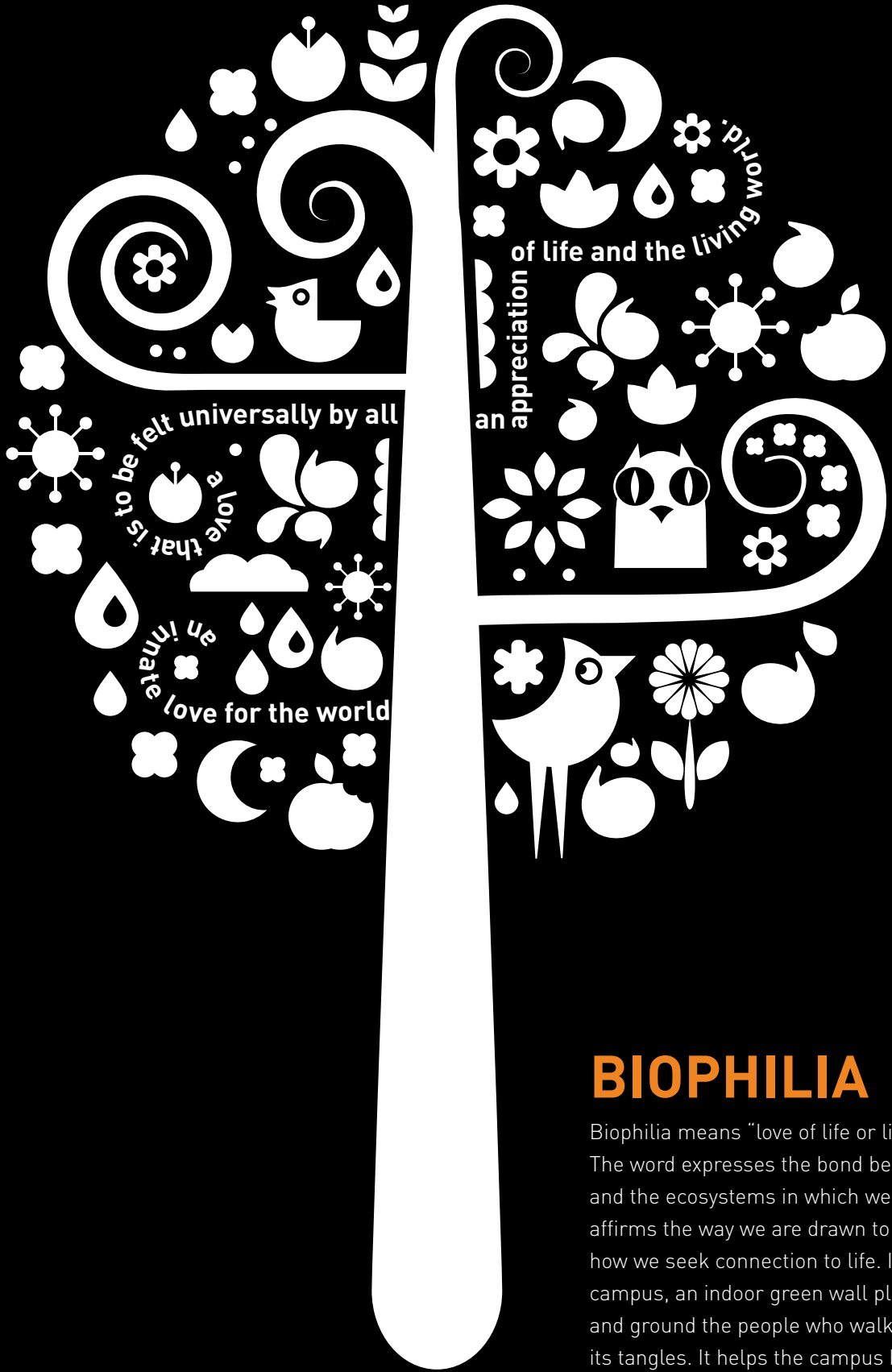
We have the opportunity to build on our strengths as a community and project those strengths forward into a future environment for learning that is beginning to emerge today.

WHOLE SELF

IMAGINE KELLOGG AS A PLACE WHERE YOU CAN BRING YOUR WHOLE SELF: WHERE YOU SHARE YOUR INSECURITIES ALONG WITH YOUR ASPIRATIONS; SHARE YOUR QUESTIONS ALONGSIDE YOUR ANSWERS; SHARE YOUR PAST AND PRESENT AS YOU MAKE SPACE FOR YOUR FUTURE.



PUBLIC SELF



BIOPHILIA

Biophilia means “love of life or living systems.” The word expresses the bond between humans and the ecosystems in which we take part. It affirms the way we are drawn to all that is vital, how we seek connection to life. In Google’s main campus, an indoor green wall plays a role to calm and ground the people who walk by it or stare into its tangles. It helps the campus breathe.



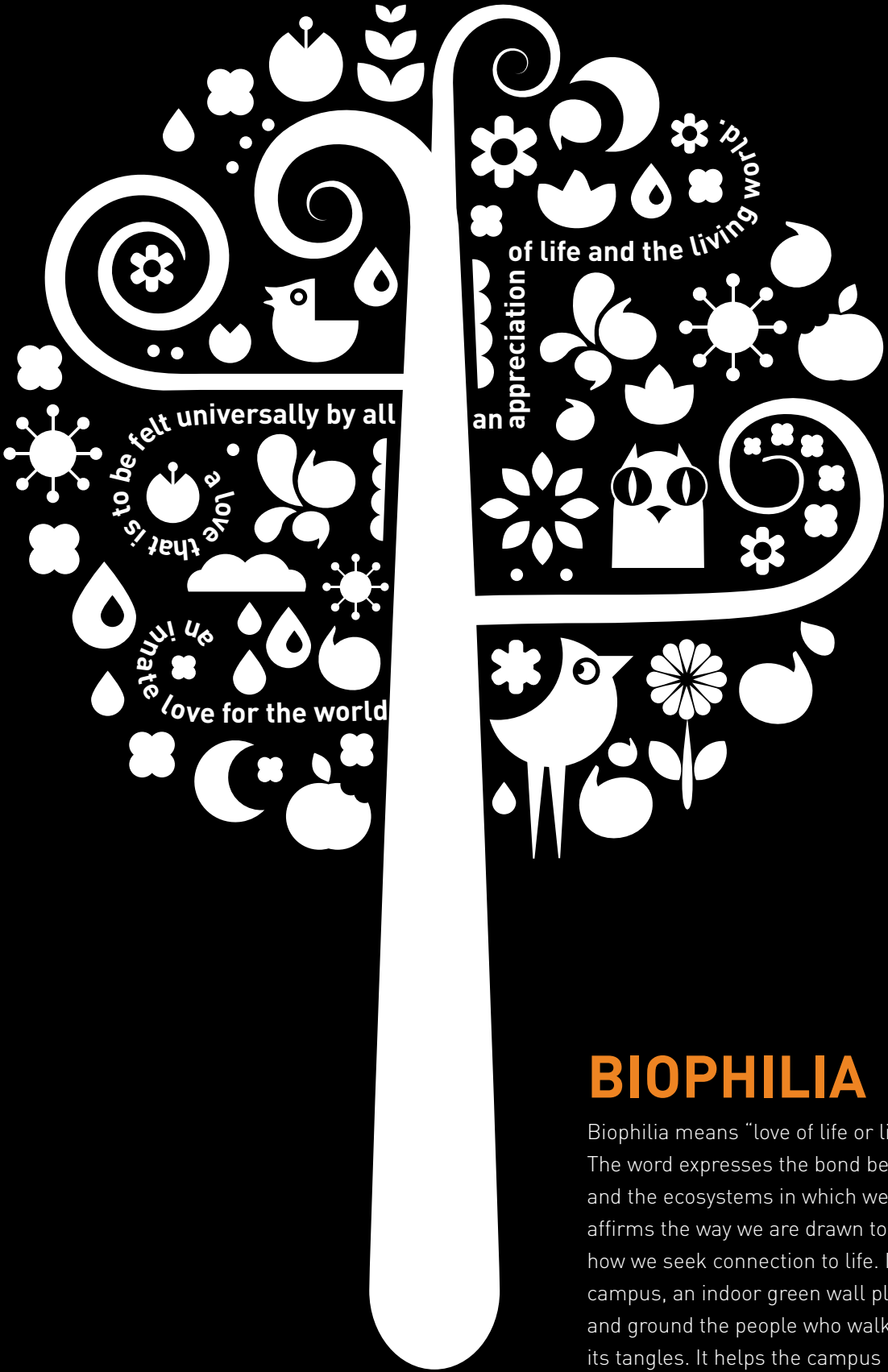
MINDSWARMS

Mindswarms is a start-up that provides companies with direct consumer insights via webcam. Their commitment to authenticity in their customer interactions is mirrored throughout their office: Childhood photos of each employee greet you as you enter, playful peer-nominated awards are displayed proudly (calling out past achievements as frequently as they poke fun at individual quirks), and “quotable moments” are recorded on a central chalkboard.



PRIVATE SELF

PUBLIC SELF



BIOPHILIA

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IN IT TOGETHER

Kellogg is known for the powerful sense of community that develops among students during their time in Evanston; students and alumni describe their peers as generous, supportive, empathetic, patient. This is a place where students coach one another, help each other navigate difficult moments—whether academic, personal, or professional. We have the opportunity to leverage the authenticity and responsiveness already embedded in Kellogg's culture to achieve new levels of interpersonal awareness, transparency, and feedback.



“We’re going to throw you in this stew, and whether you sit next to a kernel of corn or a carrot, you’re not going to know. But out of that stew, you’re going to take away a whole lot of learning and perspectives that’s going to scar you...positively and negatively. And it’s going to affect the way you interact with people or your sensitivities about people and yourself and how you come off. And you’re going to get feedback throughout your career that actually resonates back to the first time somebody gave you that feedback, in that room.”

—Miles White, CEO of Abbott Labs, on giving and receiving feedback in a business school class on Interpersonal Dynamics

THE FUTURE OF LEARNING

CONCEPT
The Global Brain

1

SOURCE
MOHANBIR SAWHNEY SATISH NAMBIAN
McCormick Tribune Professor of Technology at Kellogg School of Management at Northwestern University Professor of Technology Management & Strategy at the Lally School of Management at Rensselaer Polytechnic Institute

Through studies of leading companies in innovation, Mohanbir Sawhney and Satish Nambisan explore a diverse set of “external innovation partners” that can be leveraged in support of driving creative and innovative ideas. Access to this extended network, or *The Global Brain*, holds great potential as it provides the ability to surface ideas from across a diverse ranges of industries, geographies, and perspectives. Moreover, new types of innovation intermediaries and technological infrastructure are continually improving the ease and breadth of access.



2

Ford Motor Company
Engineering Design Center

IMAGINE IF KELLOGG’S NEW BUILDING INCORPORATED “REAL OPTIONS”—SPACES AND DESIGN CHOICES THAT LEAVE ROOM FOR CONTINUED EVOLUTION.



1

Kellogg Innovation Network
Global Summit



3

HP Garage



4

Shedd Aquarium

Infrastructure in many domains is changing at an accelerated pace. We see this in power, transport, health. Education cannot be far behind.

Children today grow up in a connected environment. Their lives integrate seamlessly what we still experience as new. The spaces in which they learn will need to adapt as the way they learn changes.

We cannot be certain about the future of learning. We can create diverse and flexible spaces that let us meet this future as it arrives.

Curiosity & Conviction

CURIOSITY & CONVICTION

From an early age, play is a fundamental part of how we explore our world, develop curiosity, experiment, and learn from failure.

As we grow older, too often fear of failure prevents us from acting on our curiosity. Yet, we can challenge ourselves to step beyond this fear, overcome inhibitions and embrace risks in pursuit of self-discovery.

Bravely reflecting on the risks we take and the failures we encounter leads us to the edge of our selves—with heightened self-awareness comes a sense of purpose, of who and why we are in the world.

When we have purpose, we find the courage to act on our convictions—to lead ourselves into our lives.



PLAY

Curiosity begins when our sense of play awakens. Play drives new behaviors by altering our cognitive and emotional predispositions, evoking a frame of mind in which we explore, experiment, collaborate, rethink and find our way to places worth finding & places worth dwelling.

McCORMICK TRIBUNE CENTER

The walls at the McCormick Tribune Center are patterned with a mosaic of tiny figures that add up to the images of human faces. Their presence reminds us to see the many, small, human details behind each person in our community; and to regard everyone with a sense of wonder and a sense of play.



“Players’ experiences in games give them intuitions, models, and ideas about how the world works. Often, these are experiences they cannot have in other circumstances. Where else can an ordinary person lead a country to greatness, or lay out the plan of a city for themselves?”

— Jessica Hammer & John Black
Games and (preparation for future) learning
Educational Technology, 2009

SAFE SPACE FOR EXPLORATION

IMAGINE A SPACE THAT BECKONS US TO TRY THINGS THAT MIGHT FAIL; THAT OPENS US UP TO EXPERIMENT, ALTER, AND LEARN FROM WHERE WE MISS OUR MARK.



PROSPECT & REFUGE

The ability to see (prospect) but not be seen (refuge) is basic to many biological needs. The ability to see without being seen increases perceived safety, which increases the aesthetic pleasure experienced in the environment. People prefer edges—rather than the middle of spaces—spaces with ceilings or covers overhead, spaces that provide unobstructed views while still offering a sense of safety and concealment.

Jay Appleton, Theory of "Prospect & Refuge"

LOSING INHIBITIONS

"Learning a language is hard if you're somewhat inhibited like I am, and a lot of people are. So I took a YPO class with John Rassias of Dartmouth... when you went in his class, he spent the first couple of days working on breaking down your inhibitions. He would tell the story about when you're born as a little baby; you scream, you shout, you pee, you eat. You're **totally uninhibited and free**, right?

You get a little older, you're taught what to do and what not to do, and layers of clay are put on you. Then you go to kindergarten and the teachers tell you what to do and what not to do, another layer of clay. You go to church or temple, whatever, another layer of clay. The Ten Commandments don't tell you what to do, they only tell you what not to do. And consequently **we get all these layers put on us.**

Now you're caked with all these layers which are your inhibitions... and then John Rassias would say, "**Look at this clay**", and he'd have this Greek head, sitting on a pedestal... Then he'd take his hammer and he'd **smash, crack open the head**, which he had filled with something to look like a human brain. When he cracked it open...you were just astounded.

At the end of the ten days, a guy like me, who hated languages in high school and went to Wharton instead of Harvard because Harvard required a language and Wharton didn't, was able to give a speech in French. I attribute my success in speaking a foreign language to John Rassias **breaking down my inhibitions."**

Gordon Segal '60, Founder of Crate & Barrel, describing John Rassias (developer of the Rassias Method for intensive language learning)



IMAGINE A SPACE THAT IS EXCESSIVELY PUBLIC. IMAGINE THE IDEAS THAT OPEN UP IN IT.



Architecture students at Crown Hall, IIT work in an open environment where their work is fully accessible to public review. Instead of formal classrooms, modular partitions separate the first- and second-year student studios. The open, shared space invites second years to return to their former workspaces, mentoring first year students and engaging with the projects that are on display.

“In Anish Kapoor’s already beloved outdoor sculpture, you are quickly tempted to pay attention to your own reflection as you approach it, once you have noted how gorgeously it captures the skyline and the sky. However beautiful the piece is, it is also a plaything: people wave, to make sure they are identifying themselves; others lean into their reflections and mug to themselves; some laugh at the fun-house mirror distractions, as they become as elongated as a Modigliani, as rounded as a Botero. Also distorted, but retaining its unique contour, is the famous skyline of Chicago, limning the silver surface. One’s own body, one’s own position in space, one’s own relationship to Chicago and the sky is reframed in the loveliest of mirrors.”

— Schuyler W. Henderson

REFLECTION

“Follow effective action with quiet reflection. From the quiet reflection will come even more effective action.”

— Peter Drucker

*IMAGINE KELLOGG MAKING
ROOM FOR SOLITUDE AND QUIET
REFLECTION — IN PRIVATE AND IN
PUBLIC; TOGETHER AND APART.*



WHY DO YOU DO WHAT YOU DO?

When my LIFE ON
This plane is over -
I EXPERIENCED
IT ALL

Love-hate-achievement-sensual-success-failure

I have ^{been}
doing this Archi-
tecture so long
I could do it with
my eyes closed -
REALLY
Chris Downer

my WORDS
yell louder
than my
VOICE

Because life
is Meant to
be experienced w/
passion and
excitement

To bring
ART and
DREAMS to
Life ♥

Because I have
received His love
and I want to
share it with
others...

BECAUSE
"a MIND is a
terrible THING
to WASTE"

So, I can
change
someones
FUTURE

To LIVE
Love

wydwyd

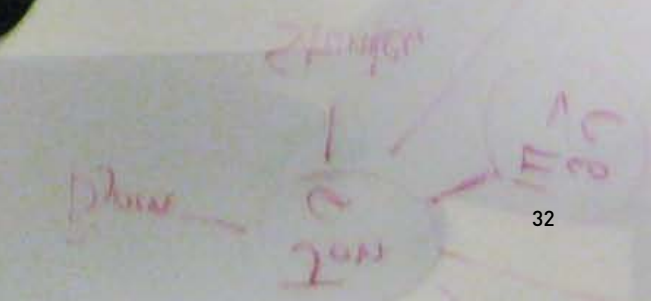
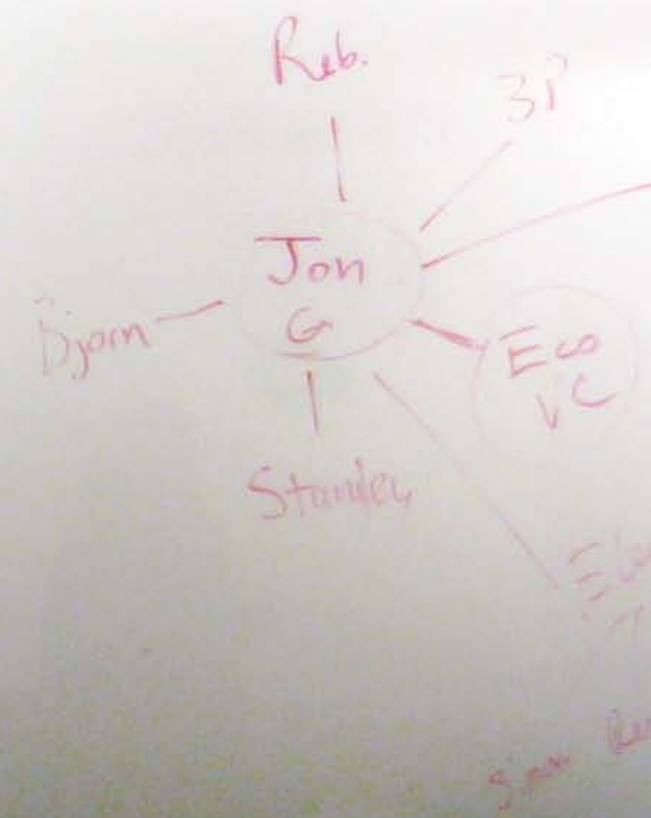
I'm afraid of
an
empty glass

I want
to
keep looking

PERSONAL CALLING

The Hub, a shared workspace in San Francisco for social entrepreneurs, radiates palpable energy from the moment one walks in the door. It buzzes with the urgency of people who know in their bones that action matters.

Jon came to The Hub to launch his sustainability services company, Zumer. While there, he met a number of people who helped him to build and launch his business... Rebecca became his sounding board over frequent meals, Bjorn designed Zumer's reports, Stanley developed the website, Eco VC distributed Zumer research, and 3P partnered with Jon to present at a conference that led to two client contracts.



WE HAVE THE OPPORTUNITY TO DEVELOP COURAGEOUS LEADERS...



The best conductors weave together expression and exactitude from every seat in the orchestra to make a unique, coherent realization of the music. They conduct from conviction about how a piece should be played, but they listen even more intensely than they direct. Each member of the orchestra is among the deepest experts in his or her field. The conductor is the courageous listener who integrates their lives' work, and finds the way to make the symphony whole.

GARY COMER YOUTH CENTER

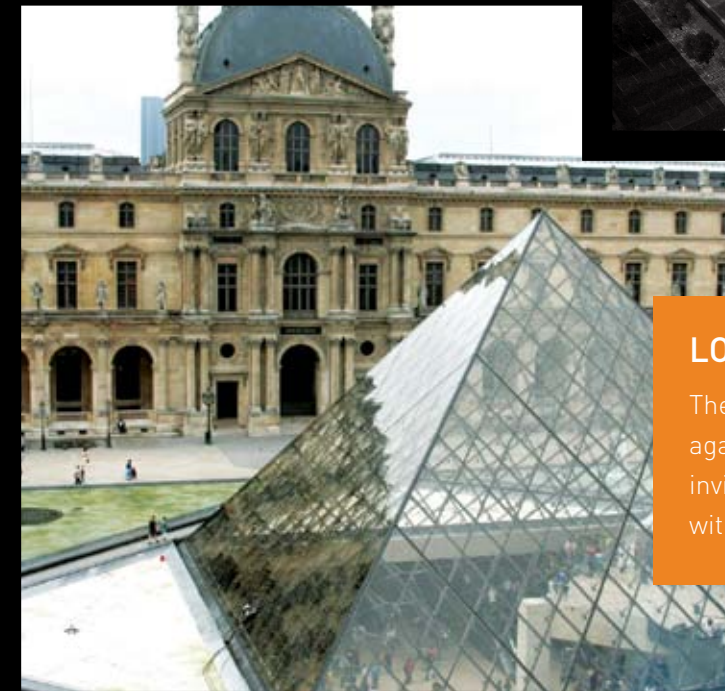
The vibrant façade and 80-foot tower of the Gary Comer Youth Center stand as a beacon of hope, even as the center's structure primarily must shelter its occupants from the violence and urban decay of the surrounding south Chicago neighborhood.



...AND TO BE A COURAGEOUS PLACE.

THE GATES FOUNDATION

The boldness to take on the world's most pressing problems is reflected in the iconic and courageous "open arms" design of their new campus.



LOUVRE PYRAMIDS

The incongruity of the Louvre Pyramids against the museum's historic façade invigorates and integrates the museum with the fabric of the city.

Leaders who integrate, adapt and transform

LEADERS WHO INTEGRATE, ADAPT AND TRANSFORM

Kellogg discovers, nurtures, and produces leaders with special powers.

Unique among their peers from other institutions, Kellogg's understated "superhero leaders" use their intellectual and interpersonal agility to surmount challenges and accelerate the potential of individuals and organizations.

As systems thinkers, Kellogg leaders walk into an organization, assess the situation, and quickly understand where and how to add value.

Kellogg leaders are conveners, transforming their organizations into the stages upon which some of the most important conversations of our day occur.

THE INTEGRATOR

THE INTEGRATOR FUSES TOGETHER PEOPLE, IDEAS AND CAPABILITIES TO CREATE THE NEW SUPERPOWERS HE NEEDS.

HE DETECTS AND AMPLIFIES THE POWERS OF OTHERS. HIS X-RAY VISION ALLOWS HIM TO SEE THE FORMAL AND INFORMAL LINKAGES AMONG MEMBERS OF ANY ORGANIZATION.

HE CAN SENSE STRENGTHS AND WEAKNESSES, AND INTUITIVELY UNDERSTANDS THE LEADERSHIP STYLE THAT BEST FITS EACH INDIVIDUAL-ENABLING HIM TO ASSEMBLE THE OPTIMAL GROUP TO TACKLE EACH MISSION.

THE INTEGRATOR FINDS CASUAL WAYS TO CONNECT WITH COLLEAGUES AND UNDERSTAND THEIR GOALS AND WHAT MOTIVATES THEM.

THE INTEGRATOR'S EQ-IQ BALANCE IS PERFECTLY OPTIMIZED. HE CAN SEE THE RIGHT STRATEGY AND IN THE SAME INSTANT KNOW WHAT WILL MOTIVATE PEOPLE TO EXECUTE.

THE ADAPTOR

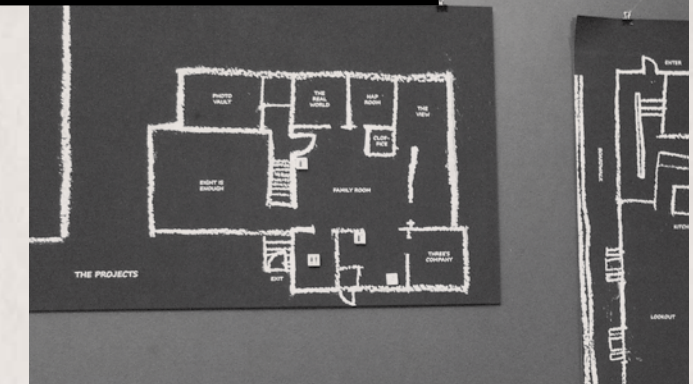
THE ADAPTOR CAN MODIFY HER STYLE TO FIT ANY SITUATION. HER FLEXIBILITY IS MATCHED ONLY BY THE FIRMNESS OF HER PRINCIPLES.



THE ADAPTOR IS ABLE TO TRANSFORM INSTANTLY FROM TEAM LEADER TO TEAM MEMBER...AND BACK!

The Marines have an “approach to teaming unlike any other organization in the world,” according to organizational teaming expert, Jon Katzenbach. The key is understanding when and how to team. The Marines recognize different forms of teaming styles, such as command-and-control versus real teaming, acknowledging that certain situations require a single decision-maker, while others benefit from shared leadership. For example, in the Marines fireteam, no one knows who will have the high ground in a combat situation, so everyone is trained to lead, allowing for tactical flexibility in any situation. Marines are trained not just on these different kinds of teams, but on how to use the right team at the right time.

SHE CAN MAKE ANY ROOM SHE STEPS INTO THE PERFECT SETTING FOR COLLABORATION.



At IDEO's San Francisco office, team rooms are highly adaptable and can be modified in a number of ways to accommodate different types of teams. Movable furniture allows for desks to be reconfigured; large boards to pin up brainstorm ideas can be removed from the room to “reset” it; and movable walls enable flexibility of room sizes.



HER SUPER RADAR HOMES IN ON THE MOST EFFECTIVE TEAM STRUCTURE AND NORMS FOR ANY SITUATION.

EXTRAORDINARY MAN

EXTRAORDINARY MAN DRAWS ON HIS FRONT-LINE POWERS TO MAKE TOUGH DECISIONS AND MOVE EVERYONE FORWARD WITH RENEWED COMMITMENT TO THEIR SHARED PURPOSE.



The typical Starbucks barista station is replicated throughout the Starbucks corporate headquarters. Senior executives not only spend a week prior to their first day on the job working as baristas, but they are reminded of their front-line partners every time they prepare a beverage for themselves during a busy day at the office.

EXTRAORDINARY MAN IS ABLE TO DO ANYTHING HE ASKS ANYONE ELSE TO DO. HE CAN MAKE ANY PERSON UNDERSTAND WHAT IS IMPORTANT AND MEANINGFUL IN ANY TASK.



THE OFFICE OF
EDITOR-IN-CHIEF
BILL KELLER

ALWAYS REACHABLE, HIS REVERSE-TRANSPORTER POWER ENABLES ANYONE TO ACCESS HIM AND ENSURES HE IS ATTUNED TO THE FRONT-LINE.

Mayor Bloomberg of New York City and Editor-in-Chief Bill Keller of the New York Times both sit in open "bullpens", surrounded by their staff. The accessibility places them close to the front-lines of the organizations they are leading.



THE OFFICE OF
MAYOR BLOOMBERG

Global Agility

GLOBAL AGILITY

What distinguishes the most effective global leaders is not a *where* but a *how*.

Our people take strength from being grounded in who and where they are, and demonstrate the intellect and empathy that enables them to thrive in new contexts and discover new facets of themselves.

Kellogg develops leaders with global agility — they can never know all the rules, but they can listen, pivot, adapt — and find a way to get the important things done anywhere.

Our graduates are leaders as adept at navigating context as they are at managing content.

AT KELLOGG, WE OPEN OURSELVES TO THE WORLD...

Kellogg has already gone global — diverse faculty and student bodies, course offerings, Global Immersion in Management trips. Events on campus celebrate our diversity through food and dance. These activities build Kellogg's global network and reach by deepening cross-cultural relationships and teaching us how organizations work outside our own borders.



*Kellogg Global Initiatives in Management —
Vietnam*



Courtesy of Cisco Systems, Inc.

CISCO

At Cisco's headquarters, their telepresence technology is used to conduct virtual meetings with team members around the world. The technology used is the most advanced at simulating in-person interactions and is continuously being improved to be more life-like. With such technology, Kellogg could build a truly global classroom experience that enables students and faculty around the world to engage in substantial discussions, learning and innovating together.



The new space can build on these strengths by tightening the cross-cultural bonds in our community. Imagine language lunch tables that bring together those studying foreign languages with native speakers, virtual classrooms for Kellogg students to take classes at peer schools around the world, and spaces for visiting faculty from other regions to conduct research and engage the Kellogg community in an exchange of ideas and perspectives.



*Kellogg Global Initiatives in Management —
Kenya*



*Kellogg Worldwide Experiences and Services Trips —
Panama*



...AND HAVE IMMENSE OPPORTUNITY TO EXPAND OUR NETWORKS GLOBALLY.

Ultimately, global agility depends upon the characteristics and skills of the individual. Agile global leaders have a finely tuned sense of what about themselves they should hold constant, and what they modify to fit each new situation. These leaders demonstrate self-awareness, empathy, and adaptability—these are areas where Kellogg’s uniquely grounded and diverse community has an opportunity to differentiate itself.

American Express CEO Ken Chenault focuses on the commonalities across his global front-line workforce. His passion about service transcends individual markets and perspectives, uniting the company behind a single purpose.

When a VP’s global team at Samsung is unable to execute on plan, he first questions the context of his communication. His success stems from his willingness to listen, reflect, experiment, and rapidly adapt to new ways of operating.

An employee at Citibank objectively describes his style of communication to his global team with a high degree of self-awareness. Understanding his audience, he adapts his language and tone.

IMAGINE IF KELLOGG’S SPACE EVOKES THE DISCOMFORT AND DISORIENTATION OF OPERATING IN A NEW CULTURAL ENVIRONMENT AND IF ALL KELLOGG GRADUATES LEARN TO TAKE THIS DISCOMFORT AS A CUE TO REACH INTO THEMSELVES TO LEAD IN A NEW WAY.

KNOWING WHO WE ARE AS WE ENGAGE THE WORLD

Kellogg is firmly rooted in American history and sensibilities. This connection ensures we remain grounded in a sense of community and place, even as we become increasingly global.

REVOLUTIONARY
BATTLEFIELD
TRENTON, NEW JERSEY

ORIGINAL TOMB
OF ABRAHAM LINCOLN
SPRINGFIELD, ILLINOIS
COMPLETED 1874
RAZED 1901

WORLD TRADE CENTER
NEW YORK 2001

FROM A CITY ON THE GLOBAL STAGE

Kellogg has an opportunity to become the place where conversations about Chicago's role on the global stage are held and to stand at the forefront of this movement. Kellogg's new building can be one of the symbols — alongside the Art Institute, the Chicago Board Options Exchange, Millennium Park and many others — of the way that Chicago matters in the world.

Breakthrough Ideas

BREAKTHROUGH IDEAS

Breakthrough ideas intertwine the life's work of diverse, talented faculty into movements that change the way business happens.

Kellogg inspires the intensity of focus — alone and together — that gives the best ideas their boldness, their rigor, their depth.

Kellogg brings together the intellectual communities that, over the span of many years, create a new lens through which individuals and organizations see the world.

Kellogg draws in leaders, thinkers, innovators, seekers — a flow of dialogues that enrich our ideas, give them new form & application, and help to create the broader discourse of our time.

*WE REVEL IN THE RAW
MATERIAL OF ONE ANOTHER'S
THINKING. IDEAS SOARING
AND STILL FRAIL, FULL OF THE
PROMISE OF BECOMING.*



MIT MEDIA LAB

At MIT's Media Lab, screens face outwards. Words pulse out into shared space, small fragments of a future that everyone in the community endeavors to discover and accelerate together.

IDEO

Like advertisements for partly-discovered lands, banners created by IDEO's people capture a few paragraphs, sketches or images about their half-baked ideas. Walking the length of the hallway covered by these banners, one browses the collective mind, and is reminded of the permission to engage in something new.



WE CREATE SPACE FOR THE WAYS IDEAS TAKE SHAPE IN TIME.

GOOGLE

Convenient nooks in hallways, where people pause and come together in the moment to sketch out their shared thoughts, to argue, to ask “could it really work that way?”



JOBY

Junk or genius? Hidden within Joby’s polished office aesthetic, a space lovingly referred to as “the shop” is piled high with clutter, dismantled parts, and half-completed experiments. At these desks, ideas gain credence.



THE GATES FOUNDATION

At the Gates Foundation’s new campus, intensely focused communities are clustered together — pushing onwards together for as long as it takes to eliminate malaria, alleviate urban poverty, generate an advance in education worthy of our time.



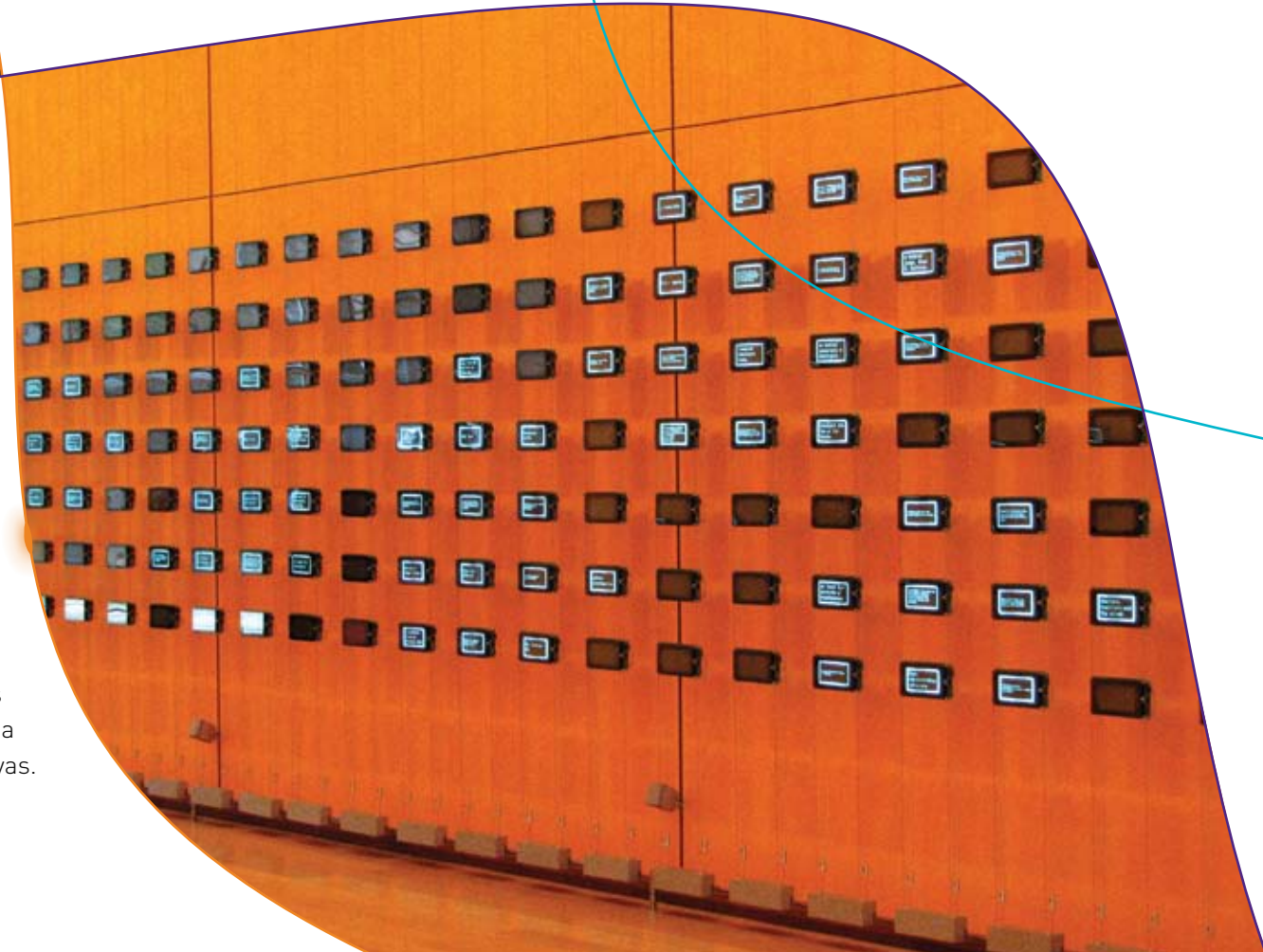
TBWA\CHIAT\DAY

Regularly vacant and unassuming, at key moments, "Disruption Rooms" at TBWA\Chiat\Day burst into activity. Executives and experts, analysts and designers. 50 perspectives deliberate toward one shared solution.



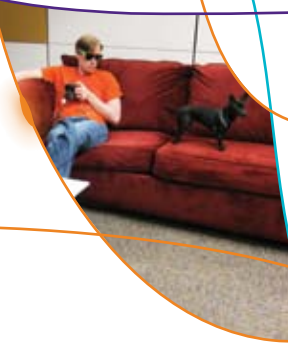
NEW YORK TIMES

Green text flashes across small screens throughout the New York Times lobby. Stories, headlines, bylines, and captions across pages and time convene together upon a single digital canvas.



SLIDE @ GOOGLE

Slide is messy, unorthodox, a youthful start-up nested within Google's established departments. They rebel against their "bureaucratic" parent, challenging norms and sharpening thinking.



Faculty have a longitudinal advantage. They work the long cycles of bringing ways of thinking into the world. Students have the advantage of urgency; their ambitions evolve more and catch faster. They birth new enterprise.

PEOPLE COME TOGETHER BY PURPOSE AND BY CHANCE. MOMENTUM GATHERS. WE LEARN THE POWER OF OUR OWN IDEAS AS WE SEE THE LIFE THEY TAKE ON IN OTHERS.

Pride :

Lifelong
Connection

PRIDE & LIFELONG CONNECTION

Pride without arrogance.

We celebrate each other's successes—recognizing that as a community, the whole of our achievements are greater than the sum of our individual efforts.

We are connected by Kellogg's institutional legacy, but most profoundly linked through the personal relationships we build and our mutual respect for one another.

Past, present, and future come together at Kellogg, weaving diverse aspirations, experiences, and accomplishments of a community through a single shared space.

IMAGINE A SPACE BALANCING PRIDE AND GROUNDEDNESS, ACHIEVING MONUMENTALITY, YET STILL HUMBLE IN THE WAY IT FOLDS INTO ITS LARGER COMMUNITY.



41 COOPER SQUARE

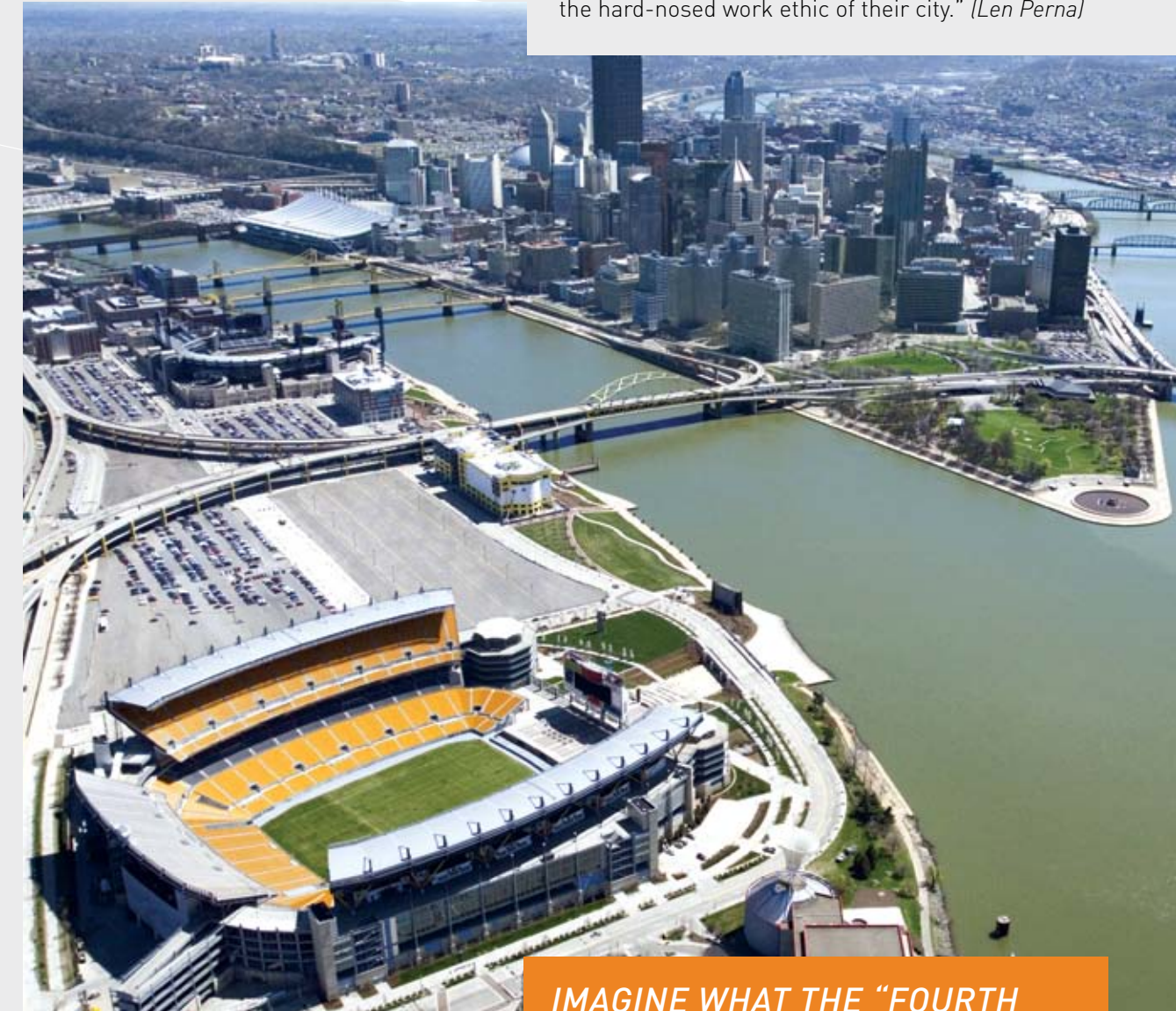
With its irregular, dramatic design, 41 Cooper Square boldly proclaims its identity within the historic square. However, the concave form opens outwardly, acknowledging and participating in a conversation with the changing neighborhood around it.

PRIDE WITHOUT ARROGANCE

PRIDE IN SOMETHING GREATER

THE PITTSBURGH STEELERS

The identity of the Pittsburgh Steelers is permanently fused with the history and personality of the city it represents, such that “down through their history, ownership, players, coaches, stadium and style match the hard-nosed work ethic of their city.” *(Len Perna)*



IMAGINE WHAT THE “FOURTH WALL” OF KELLOGG’S NEW BUILDING COULD BE — CHICAGO, THE LAKE, OR THE UNIVERSITY.

The New York Times

PRIDE & LIFELONG CONNECTION

VOL. CLVIII . . No. 54,720

THURSDAY, MARCH 31, 2011



Above: Pulitzer prizes are proudly displayed on the executive floor of the New York Times building, serving as a continual reminder of the paper's impact and excellence throughout history. *Opposite Page:* The translucent ceramic façade boldly proclaims the paper's identity and connects the continuous activity within to the frenetic backdrop of Times Square.



Legacy at the New York Times is honored through museum-like displays of artifacts, Pulitzers, and framed portraits. The past is woven into the present. Print and digital displays broadcast a continuous stream of content from the latest daily publication, celebrating everyday efforts of the core staff in shaping the identity and mission of the institution.



IMAGINE A SPACE THAT BRINGS THE ACHIEVEMENTS OF PRIOR GENERATIONS INTO THE PRESENT LIFE OF THE KELLOGG COMMUNITY, AND HELPS PEOPLE SEE THEIR DAILY LIFE IN THE LIGHT OF WHAT HAS COME BEFORE.



GARY COMER YOUTH CENTER

The name of each student who has graduated from the Gary Comer Youth Center is carved onto the pedestal of a sculpture of a hand pointing upwards, effectively leaving a personal mark at the Center.

IMAGINE A PUBLIC PLACE WHERE STUDENTS LITERALLY LEAVE A PERSONAL MARK — STANDING AS A TESTAMENT TO THEIR LIFELONG CONNECTION WITH KELLOGG.

SPERTUS INSTITUTE OF JEWISH STUDIES

An interactive map of Chicago at the Spertus Institute of Jewish Studies invites visitors to document a personal story and integrate their own experiences into the exhibit.



Kellogg's Future

We have the opportunity to create a space that is grounded in its time and place, yet flows into the future we will help to shape.

We have the opportunity to make this a place where leaders come and gain insights, vision and courage to make a difference in the world.

We have the opportunity to build a global stage, upon which people from everywhere come together to seek breakthrough ideas and find a basis for shared action.

We have the opportunity to build a new experience of business education — a unique environment for learning and for doing.

We have the opportunity to establish a foundation for Kellogg, a touchstone for lifelong connection to the institution and among our community.

ENVISION

Where does the soul of Kellogg aspire to live?

EMBODY

How do we bring our aspirations into the world and give them form?



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embody