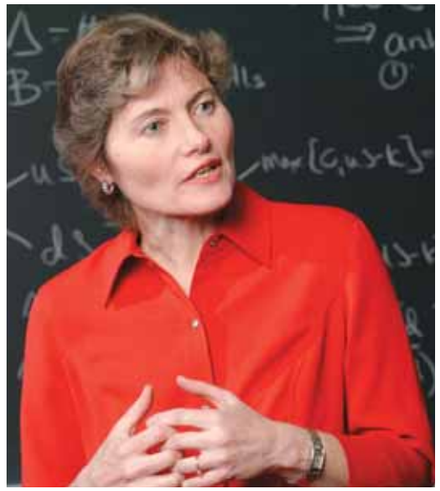
Kellogg School of Management

Doctoral Studies

at the Kellogg School of Management

Welcome from Kathleen Hagerty



Welcome to the Kellogg School of Management at Northwestern University, an institution at the forefront of business education that attracts students from all over the world to its doctoral programs. The PhD program has a rich tradition of training thought leaders. We invite you to join our community of scholars as you begin your doctoral studies. The school's atmosphere of inclusiveness, diversity, and mutual respect truly sets it apart from all others. This culture is shared by the Kellogg faculty, staff and students.

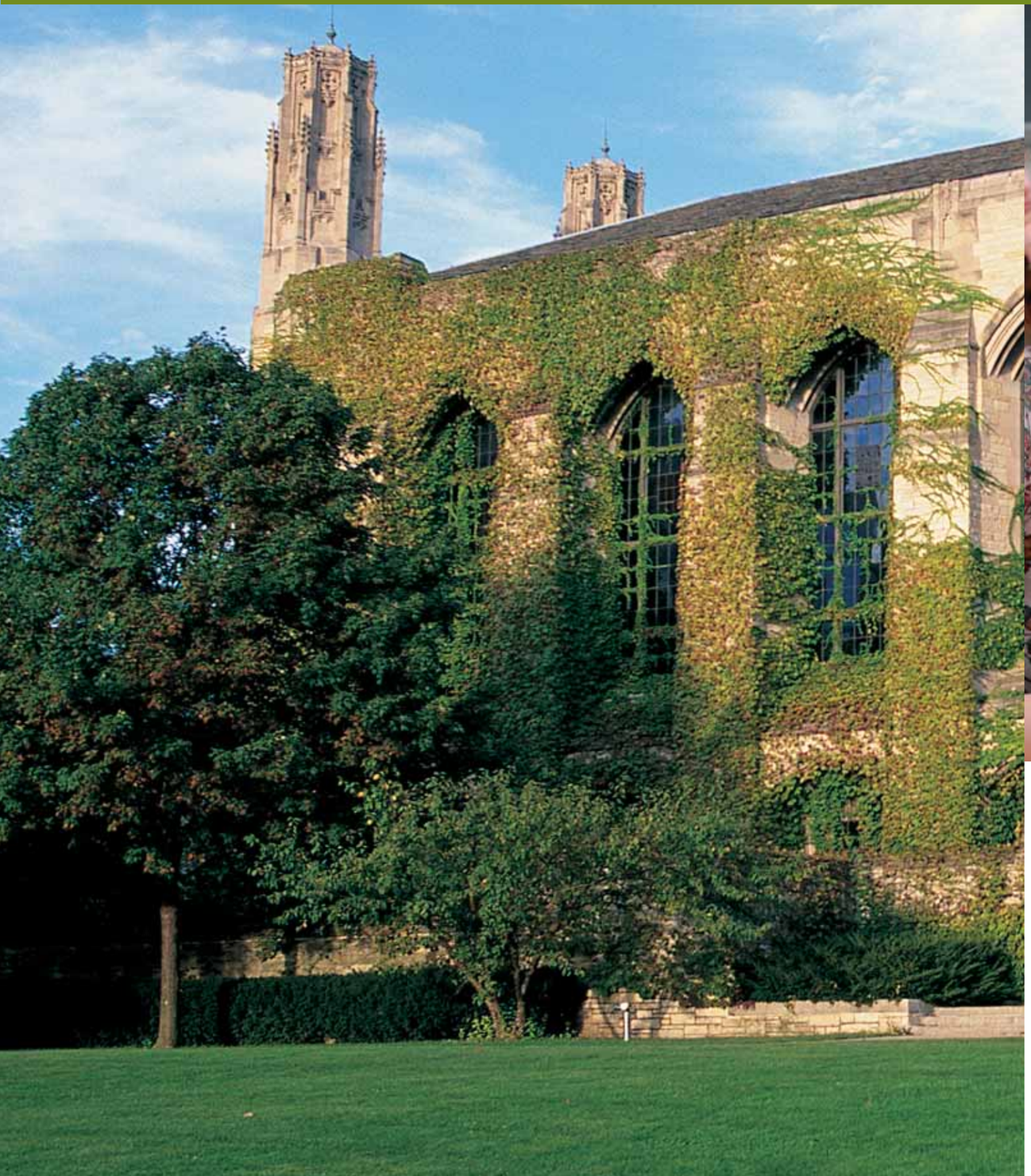
Our distinguished faculty have challenged and influenced the way academic and business leaders think. Faculty carefully balance their dedication to research with their commitment to teaching and mentoring students, recognizing that both activities contribute to the quality of education our students receive.

Through training and practice, our students will receive the theoretical and methodological skills necessary to explore their chosen field in management and tackle complex problems – ultimately contributing new knowledge to the academic profession and disseminating that knowledge to the next generation of scholars.

Working together, our faculty, students and I will provide you with the best doctoral education available. The following information will help you decide whether the Kellogg School of Management's doctoral program is right for you.

Sincerely,

Kathleen Hagerty
Senior Associate Dean: Faculty and Research
and Director of the Doctoral Program



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The PhD Program at Kellogg

The Kellogg School of Management, established in 1908 as Northwestern University's School of Commerce, is an educational leader and innovator. The Kellogg School awarded its first doctoral degrees in 1927. Its doctoral program is founded on intellectual rigor, the desire to develop useful frameworks and insights for the business environment, and a culture of collaboration. The principal objective of the Kellogg School's doctoral program is to train men and women for academic positions in universities where they will create and communicate new knowledge. Doctoral students are provided with the skills necessary to succeed as scholars: the ability to think critically, facility with rigorous research methods, knowledge of the relevant questions in their field and the motivation to continue learning throughout their career.

The Donald P. Jacobs Center in Evanston is home to the Kellogg School's faculty and doctoral students, as well as the Full-Time MBA Program.

The Kellogg School offers six programs of study:

- Accounting Information & Management
- Finance
- Management & Organizations
- Management & Organizations & Sociology – a joint program with the Sociology Department in the Weinberg College of Arts and Sciences
- Managerial Economics & Strategy – a joint program between the Departments of Managerial Economics & Decision Sciences and Management & Strategy
- Marketing

A general overview of each degree program is provided in the section on departmental programs beginning on page 8. More detailed information is found online at kellogg.northwestern.edu/doctoral/programs. Additionally, Northwestern offers a JD-PhD program. Applicants for the JD-PhD program apply separately to Northwestern's Law School and to one of the Kellogg School's doctoral programs.

Doctoral students also gain valuable knowledge and experience with the Kellogg School's top-ranked two-year Master of Business Administration (MBA) program, where they may take MBA classes and serve as teaching assistants, tutors and instructors.

World-Renowned Research Faculty

Doctoral study is rooted in the research expertise of the Kellogg School's faculty, and the doctoral program has long been an integral part of the school's ongoing research mission. Our faculty includes trailblazing scholars whose research has redefined the study of management and contributed to fields such as marketing, finance, strategy, game theory, negotiations, operations management and accounting. Currently there are 127 tenure-track, research-based faculty, of whom 57 hold endowed chairs. The faculty's commitment to scholarly inquiry is evidenced by the school's many research centers, as well as by sustained scholarly output. Most Kellogg faculty serve in editorial positions at leading research journals.

Because of the close working relationship students have with faculty, applicants should make sure the Kellogg Doctoral Program is a good academic fit and that there is a core group of faculty within the program who are involved in research areas that are of interest to them. By identifying faculty, potential applicants will become familiar with the types of research faculty are undertaking at Kellogg and will be able to define their own research agenda as they prepare their application.

The following resources are available at kellogg.northwestern.edu/academics/faculty to assist applicants as they fine-tune their search for potential faculty advisers and research areas:

- Faculty Directory
- Faculty Experts Guide (faculty listed by subject)
- Faculty Editors (faculty editorial appointments)
- Publications (books by faculty, faculty publications, and Kellogg case collection)

Faculty-Student Collaboration

Each year, the Kellogg faculty offers between 35 and 40 doctoral seminars in which they share current knowledge and, more significantly to students, the process by which that knowledge was gained and the puzzles that remain. Other fields of study at Northwestern University, including economics, mathematics, psychology, political science and sociology, also provide training in the fundamental disciplines that underlie much of the research in business.

Dora Altschuler
Accounting Information & Management

A doctoral program in accounting provides me the opportunity to study information economics in an applied, real-world context. The accounting faculty at Kellogg offer students strong training in both the empirical and theoretical aspects of accounting research, in and outside the classroom. I feel that a PhD from Kellogg is a great starting point for a successful career in academia. Graduate school is an intense and challenging experience, and it's great to be able to share it with such a capable and fun group of students as the ones here at Kellogg.

With approximately 100 doctoral students and 127 faculty members, the faculty-student ratio at Kellogg promotes close working relationships. Doctoral students become involved in research early in their training and often collaborate with faculty on research and publication.

Students as Research Entrepreneurs

A researcher is an entrepreneur offering new ideas rather than products or services. Students must subject their research to rigorous testing and analysis to ensure its validity before it is published. The ability to communicate clearly, both in writing and in oral presentations, is important to this process. Students present their research in a seminar setting before their colleagues, faculty and other students, who raise questions and make comments that foster further study and examination.

Through research and theoretical discussions with their colleagues, doctoral students refine their ideas and develop methods and models to solve problems. By the time a student reaches the dissertation stage, he/she should have a thorough understanding of his/her field, the ability to identify opportunities for new frameworks and insights, and the technical ability to turn those opportunities into published research. These experiences prepare students for productive careers in research and teaching.

Academic Resources

Research Resources

Learning effective ways to use research resources for experimental and behavioral data collection, statistical data analysis and computational exercises is an integral part of the doctoral program. Kellogg offers a broad array of research resources, ranging from experimental facilities, servers for web surveys and high-end computational servers, as well as all necessary software. Doctoral students have access to software such as Gauss, MediaLab, Mathematica, Matlab, RATS, SAS, Scientific Workplace, SPSS and Stata. They also have access to datasets such as Standard & Poor's Compustat, Center for Research in Security Prices data, Datastream Research Services and SDC Platinum, among many other data sources. The University Library's Social Science Data Services unit manages institutional subscriptions to some of the most important data repositories in the world. Projects that demand a high-end computing environment can be carried out using the Kellogg School's UNIX server or the LINUX-based Social Science Computing Cluster. Doctoral students also can take advantage of the Kellogg School's Research Computing group, which offers consultative services in statistical and experimental methods, as well training in statistical and mathematical applications, and on the use of business research datasets. The Kellogg School's research facilities include two state of the art experimental and behavioral laboratories, equipped with audio-visual recording equipment, computer hardware and software. These labs are reserved for Kellogg faculty and students. The laboratories consists of two large rooms with workstations and adjoining rooms for small-group experiments, as well as a special room for recording, control and observation.

Information Technology Services

The Kellogg School continually invests in facilities and systems to meet the technological needs and interests of students. Each department at the Kellogg School allocates desktop computer hardware and software for the use of its doctoral students. All PhD carrels have network access to connect a laptop either through wireless networking or through a hardwire connection. Additionally, PhD students have the option of participating in the Kellogg Laptop Program, which is highly recommended for MBA students. Students receive hardware and software support from the school if they purchase the specified laptop computer preloaded with the software used at the Kellogg School. The model for the subsequent year is chosen each spring. The Kellogg School's computing labs are designed to provide students with specialized statistical and mathematical software applications and supplemental data resources such as a Bloomberg terminal. Classrooms are equipped with network connectivity and computer projection equipment. Kellogg faculty members integrate technology with the learning experience throughout the curriculum. To help students make effective use of the necessary computing applications and datasets available at Kellogg, the school hosts a technology training program for new doctoral students during orientation and provides ongoing training and technical support.

Simona Giorgi
Management & Organizations

The first question I had to ponder before applying to any doctoral program was, "Why a PhD in management and not a career as a consultant or an investment banker?" While it took me a while to get to this conclusion, the answer is very simple: the intellectual adventure. An intellectual adventure that starts with the program itself, and then evolves into a lifelong commitment to learning and personal growth. The choice about the right doctoral program then became simple: I chose the program that would help me build the toolkit of contents and methods to be able to pursue such an adventure. A PhD in management at the Kellogg School offers just that: top-notch researchers who are willing to nurture your own research interests and make you grow. The faculty and the students here at Kellogg encourage you to be yourself and to provide your own unique contribution to management science.

Research Centers

- » Accounting Research Center
- » Center for Biotechnology
- » Center for Financial Institutions & Markets
- » Center for Health Industry Market Economics
- » Center for Mathematical Studies in Economics & Mathematical Science
- » Center for Operations & Supply Chain Management
- » Center for Retail Management
- » Center for Research on Strategic Alliances
- » Center for Strategic Decision-Making
- » Center for Research in Technology & Innovation
- » Dispute Resolution Research Center
- » Ford Motor Company Center for Global Citizenship
- » General Motors Research Center for Strategy in Management
- » Guthrie Center for Real Estate Research
- » Heizer Center for Entrepreneurial Studies
- » International Business Research Center
- » Larry & Carol Levy Institute for Entrepreneurial Practice
- » Kellogg Team & Group Research Center
- » Zell Center for Risk Research

Kellogg doctoral students are given office space and access to computers. Students and faculty are housed together by department, which fosters a collegial environment and greater collaboration.

Research Centers

A variety of research centers foster and support collaborative research among faculty members and graduate students in various disciplines. The centers sponsor workshops, seminars and visiting lectureships that attract distinguished scholars from around the world and promote interaction among Kellogg faculty, doctoral students and management practitioners. Advisory groups associated with the research centers feature leaders in relevant fields. See the sidebar for a representative list of research centers; more information is available at kellogg.northwestern.edu/academics/research.

Committee on Institutional Cooperation

Northwestern University is affiliated with the Traveling Scholar Program sponsored by the Committee on Institutional Cooperation, a consortium of the Big Ten universities and the University of Chicago. The program allows doctoral students to take classes at other schools for credit at Northwestern. Students who wish to participate in this program may obtain the appropriate forms and information on deadlines and specific conditions of enrollment through Northwestern's Graduate School: tgs.northwestern.edu.

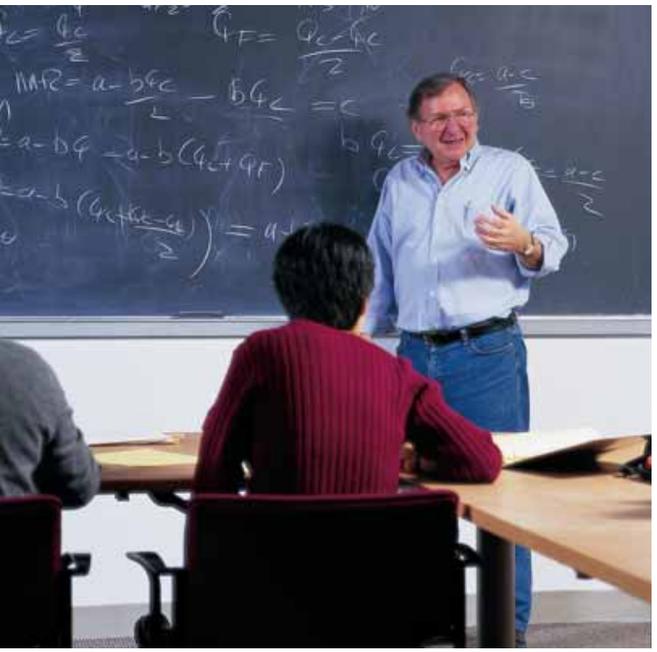
Requirements for the PhD Degree

Degree Requirements

The Doctoral Program at the Kellogg School of Management trains students to be innovative researchers with careers as professors. In preparation for the demands of academia, all doctoral students must meet a set of coursework requirements, pass a written qualifying examination and an oral examination (proposal), and complete a dissertation. Students must satisfy additional requirements, such as annual research presentations, teaching and research assistance, and other requirements determined by each program.

Each program administers the PhD degree requirements under the guidelines set by the Kellogg School of Management and The Graduate School at Northwestern University. Each program also determines the curriculum and monitors each student's progress toward the PhD degree. This brochure provides an overview of the doctoral program. Information on a specific program's requirements – including coursework, examinations, research papers and professional development – is available at kellogg.northwestern.edu/doctoral/programs.

Professor Morton Kamien makes a point during his PhD class.



Coursework Requirements

Coursework requirements include departmental PhD courses and seminars and any additional courses needed to develop competency for scholarly research. Those who have earned a graduate degree before entering Kellogg may be considered for transfer (residency) credit toward coursework requirements. Because the type of coursework and statistical or quantitative training varies among programs, applicants should refer to each program section for details on its curriculum. Most students complete their coursework in six quarters (roughly two years).

Residency Requirement

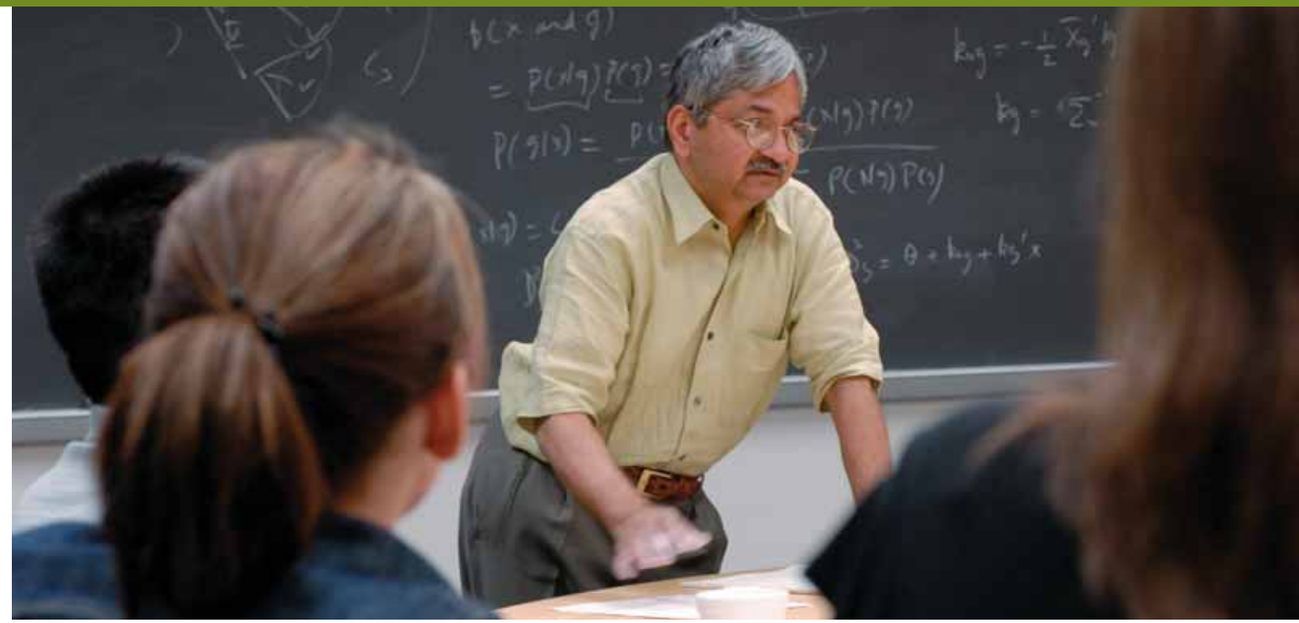
Doctoral students are expected to be on campus full time and involved in the research and teaching activities of the department throughout the year, including summer quarter, to qualify for continued funding. Students who will be away from campus for more than two weeks during an academic quarter need the approval of their PhD coordinator. Unexcused absences may result in the canceling of financial aid awards from Kellogg and/or Northwestern University.

Annual Student Review

At the end of each academic year, each doctoral student submits an activity report that summarizes his or her activities for the year: coursework taken, status on research projects, teaching or research assistance provided, research presentations, professional development and any other field-specific requirements that he or she has met. After reviewing the activity report and consulting with the program's faculty, the student will meet with his or her academic advisor or PhD coordinator to discuss his or her progress in the program. The yearly review provides feedback on the student's progress to date as well as suggestions for meeting the next set of requirements or milestones for the coming year – advanced coursework, candidacy, dissertation research and the academic job market.

Teaching/Research Assistance

To become better integrated into the department's intellectual life, beginning in year two, students will be working alongside faculty on various teaching and research projects. Success as a faculty member requires development of the abilities to conduct innovative research and to be an effective instructor. These teaching and research appointments are like apprenticeships; students receive on-the-job training under the guidance of the faculty.



Professor Lakshman Krishnamurthi discusses different techniques available for data analysis in his doctoral class.

Qualifying Examination

A written qualifying (preliminary) examination in the major field is required. This exam is focused on the coursework taken in the student's major field of study and measures the student's knowledge of the field as a whole. The structure and timing of the exam is determined by each program. Students have two attempts to pass the exam. A successful performance on the exam will demonstrate the student's competency in the field and provide the foundation from which he or she begins the research that will form the basis of the dissertation. Passing the qualifying exam will advance doctoral students into candidacy.

Proposal

After completing most of the coursework and the written qualifying examination, a student takes an oral examination in which he or she proposes a dissertation topic or other substantive piece of research, discusses its significance to the development of knowledge and explains the research methods to be used and any preliminary results. Kellogg doctoral students must propose their dissertation by the end of the summer of their third year of study.

Dissertation and Final Examination

Each candidate must complete a dissertation demonstrating original and significant research and must pass a final oral examination on the dissertation. The calendar of The Graduate School sets the final dates for a student to submit the appropriate documents that will entitle him or her to receive the PhD degree in June or December. The calendar is posted on The Graduate School's Web site at tgs.northwestern.edu.

The Graduate School

At Northwestern University, The Graduate School supervises all work leading to the PhD. The rules and regulations of The Graduate School, to which all doctoral students are subject, are outlined on The Graduate School's Web site: tgs.northwestern.edu.

Programs

Kellogg faculty's accessibility to doctoral students is crucial as students pursue their research. Here Professor Katherine Phillips discusses a research project with Robert Lount, a PhD student.

Most doctoral classes, such as this one in Management & Organizations taught by Professor Jeanne Brett, are held within each department's seminar room. Class sizes are small and conducive to an easy exchange between professors and students.

The Kellogg School of Management at Northwestern University offers six programs of study at the PhD level. The interdisciplinary approach to doctoral study enables students to take classes and work with faculty across Kellogg and Northwestern. The Kellogg School's innovative curriculum furnishes students with the methodological and theoretical tools they need to move to the next level of doctoral education – formulating their own research agenda. Our faculty fosters a supportive and collaborative research culture that encourages students to think creatively and push the boundaries of current business research. More detailed information on each program is available at kellogg.northwestern.edu/doctoral/programs.

Accounting Information & Management

The Department of Accounting Information & Management (AIM) trains doctoral students to analyze contemporary accounting problems using the latest research techniques and to teach graduate-level courses effectively.

Although prior education or training in accounting is not required for admission, students are expected to have demonstrated interest in accounting issues before entering the program and must evidence the desire to make significant contributions to research in accounting. Doctoral students are expected to seek academic positions at leading research universities upon completion of their degree.

Faculty research interests range widely and include the study of the information content of accounting numbers, the causes and consequences of changes in firms' disclosure policies and practices, the impact of information intermediaries on financial markets, and the effects of changes in accounting methods on management behavior. One of the important strengths of the AIM PhD Program is that faculty research interests encompass both analytical (theoretical) and empirical/archival methods thus providing PhD students with the benefits of rigorous training in both research methodologies. A complete listing of the department's program of study and requirements is available at kellogg.northwestern.edu/accounting/doctoral.

Finance

The Finance Department is one of the leaders in research in financial economics. Current theoretical and empirical research in the Finance Department spans the areas of asset pricing, corporate finance, financial institutions, international finance, market microstructure, regulation and related economic theory and econometrics. Moreover, PhD candidates have the opportunity to interact with the broader research community at the Kellogg School and the adjacent Economics Department of Northwestern University.

The Finance Doctoral Program provides students with a rigorous background in finance – both theoretical and empirical – as well as economics, mathematics and statistics. These tools, plus opportunities for supervised independent research, enable students to make their own contributions to the understanding of financial markets and institutions. Doctoral students are trained to be future faculty members at leading research universities. A complete listing of the department's program of study and requirements is available at kellogg.northwestern.edu/finance/doctoral.

Management & Organizations

The Management & Organizations (MORS) faculty has long been considered one of the top research departments in the world. Its members are known both for the breadth of topics they pursue and for their in-depth, groundbreaking research on these topics. Specific areas of strength include: corporate governance, decision making, negotiations, networks and alliances, strategic adaptation and change, and team and group processes. The department's highly regarded PhD program produces the faculty of the future who are teaching at the best business schools around the world and producing research published in top journals. Doctoral students are expected to continue this tradition of scholarship.

The MORS PhD Program integrates psychological, sociological and economic perspectives on the study of organizations and their members. Faculty and students pursue research on the behavior of individuals, groups, organizations and groups of organizations with the goal of advancing theoretical understanding of these phenomena. The program of study emphasizes the interplay between theory development and empirical research. The program is designed to develop the content knowledge and methodological skills necessary to become a successful and productive scholar. Students are expected to engage in research projects throughout the course of graduate study and to complete a series of coursework requirements. A complete listing of the department's program of study and requirements is available at kellogg.northwestern.edu/mors/doctoral.

Management & Organizations & Sociology

The Doctoral Program in Management and Sociology combines the Kellogg School's MORS Department's expertise in business organizations with the Weinberg College of Arts and Sciences Sociology Department's strengths in economic, comparative-historical and cultural sociology. The joint program attracts students who want to study business organizations using a sociological perspective on markets, institutions, firms or stratification, or who wish to apply management and strategic theory to core problems in sociology such as social movements, the production of culture, entrepreneurship, social networks, gender and race inequality in organizations, globalization or other topics that bridge management, strategy and economic sociology.

The joint program's research and career advantages build on the possibilities that come with applying disciplinary training to the new intellectual space between management and sociological theory. The formal degree synthesizes competencies of both programs, creates formal connections that facilitate a student's access to faculty and department resources in a way that would be difficult through an informal sampling of courses; and furnishes students with an expanded choice of career and research options in professional schools and schools of arts and sciences. A complete listing of the department's program of study and requirements is available at kellogg.northwestern.edu/mors/doctoral/mors_soc.htm.

Managerial Economics & Strategy

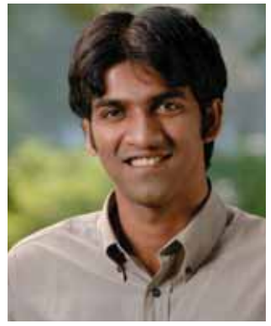
The PhD Program in Managerial Economics & Strategy (MECS), offered jointly by the Kellogg School departments of Managerial Economics & Decision Sciences (MEDS) and Management & Strategy (M&S), emphasizes the use of mathematical models and analytic reasoning to solve theoretical and empirical problems in economics and management. It should appeal to those interested in economic models of individual decision makers and firms and to students with an aptitude for analytical thinking, mathematical modeling and formal analysis. A distinctive feature of the program is its strong emphasis on methods and insights drawn from microeconomic theory, the theory of the firm and game theory. The program is small and highly selective. It prepares students for academic research careers in economics, economics-based strategy, operations management and formal political theory. Students typically find jobs in either economics departments or economics-based departments in business schools.

MEDS and M&S are widely recognized as two of the outstanding intellectual centers of their types in the world. The MEDS faculty consists of economic theorists, game and decision theorists, operations researchers and formal political theorists, whose broad research interests include the nature and impact of strategic behavior in competitive environments, dynamic economic models, the role of time and uncertainty in economic decision-making, the theory of auctions, and more. The M&S faculty consists of applied microeconomists whose broad research interests include industrial organization, the economics of organizations, the economics of healthcare, innovation and entrepreneurship, law and economics, pricing, and more. In addition to the faculty of our two departments, many faculty from the Northwestern University Department of Economics, particularly those in the areas of economic theory and industrial organization, are also actively involved in teaching and advising our doctoral students. More information on the Managerial Economics & Strategy program is available at kellogg.northwestern.edu/meds/doctoral (for MEDS) and kellogg.northwestern.edu/mgmtstrategy/doctoral (for M&S).

Marketing

The Marketing Department, renowned for its contributions to the field of marketing both with its groundbreaking research and doctoral student training, is regarded as one of the finest marketing programs in the world. The Marketing PhD Program is designed to develop the theoretical knowledge and methodological skills necessary for students to become successful, productive researchers. Faculty and students work closely together from the first year of the program to develop the skills necessary for scholarly success.

The hallmark of the Marketing PhD Program is that students acquire both a broad background across a variety of underlying disciplines and a commitment to a specific research specialty. To achieve this goal, the program is developed consistent with, and tailored to, each student's background and goals. In general, most students focus in one of two areas: consumer behavior or quantitative modeling. The training our students receive in consumer behavior is anchored in social psychology and decision making, while our quantitative modeling students focus on empirical and analytical modeling.



Mallesh M. Pai
Managerial Economics & Strategy

Many of the reasons I came to Managerial Economics and Strategy at Kellogg are obvious — it's a great program in a premier school in a phenomenal city with faculty and research opportunities on par with any other in the country or, for that matter, on the planet. Since arriving, I've found my decision validated. What's been most striking is the excellent atmosphere in the program. I've built great rapports with classmates, faculty and even MBA students. I've found that the course structure is rigorous, and yet flexible enough to accommodate specific research interests. There's been plenty of support to aid original research, and a remarkable mix of people who are conducive to interdisciplinary work.

Kellogg PhD graduates gather prior to the commencement ceremony.

Kellogg doctoral students play volleyball at the barbecue, which is held each June on the lakefront.

The course of study involves core marketing doctoral seminars as well as electives in psychology, sociology, decision sciences, organizational behavior, statistics, operations research and economics. In addition to these substantive courses, there are methodological courses in statistics and experimental design, which vary given the student's focus on quantitative modeling or consumer behavior. This course of study provides the foundation of methodological and substantive skills for students to begin building their research streams. A complete listing of the department's program of study and requirements is available at kellogg.northwestern.edu/marketing/doctoral.

JD-PhD Program

The JD-PhD Program is open to a small number of students who intend to pursue an academic career and whose research and teaching will be enriched by both the JD and PhD degrees. The program is designed to allow students to complete both degrees more efficiently than they would through consecutive degree programs. The course of study for the JD-PhD degree will be determined through consultation with the program directors at the Kellogg School and the Northwestern University School of Law. The timetable for the degree is approximately six to seven years of full-time study. The academic job placement will most likely be within a law school or business school.

Applicants should apply to both schools concurrently and follow each school's application submission procedures. When applying to Kellogg, applicants will choose from one of the Kellogg School's five doctoral programs and should note within their supporting materials that they want to be considered for the JD-PhD Program. Admittance requires acceptance by both the Kellogg School and the Law School. Financial aid is available and is coordinated by the two schools. More information on this program is available at kellogg.northwestern.edu/doctoral/programs/JD_PhD.htm (Kellogg School) or law.northwestern.edu/admissions (Law School).

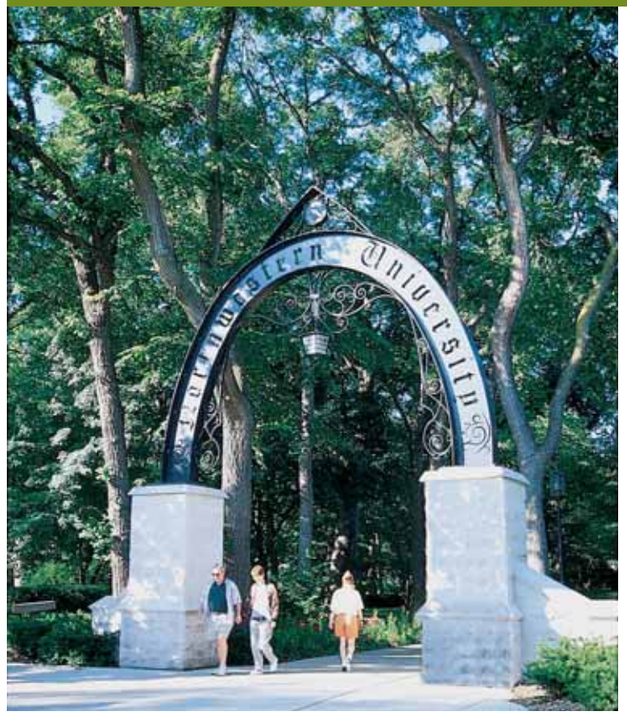
Academic Job Placements

In academia, it is common knowledge that the school that trains doctoral students will not be the school that initially hires them as professors. Kellogg graduates will spread their wings and build upon the educational experiences garnered at Kellogg, form new research relationships, and enrich the academic environments at their new schools.

The following is a list of recent placements by our doctoral graduates. A complete listing is available at: kellogg.northwestern.edu/doctoral/overview/job.htm

- Columbia University
- Emory University
- Hong Kong University of Science and Technology
- INSEAD
- London Business School
- Massachusetts Institute of Technology
- Queen's University
- Stanford University
- University of Chicago
- University of Michigan
- University of Notre Dame
- University of Texas, Austin
- University of Toronto

Community Resources



Location, Location, Location

Northwestern University, chartered in 1851, is one of the nation's major private research universities. The university has 7,700 undergraduate students and 5,800 graduate students on its Evanston and Chicago campuses. The Evanston campus covers 230 acres, stretching along a half-mile of Lake Michigan shoreline with views of downtown Chicago. Students enjoy access to a private beach, extensive sports and aquatic facilities, bike paths, playing fields and a sailing and windsurfing center.

A Distinct Community Bordering a World-Class City

The Kellogg School of Management combines the best of two worlds – the quiet residential charm of a small city and the vibrant culture of one of the world's largest economic centers. Located in Evanston, Illinois, a city of 74,000 people that is the state's sixth largest, the Kellogg School is just 12 miles from downtown Chicago and is easily accessible by public transportation.

State-of-the-Art Facilities

The Kellogg School of Management's full-time program is housed in the Donald P. Jacobs Center, a modern, six-story complex on Northwestern University's Evanston campus. The Jacobs Center has 17 classrooms, more than 50 group study rooms, conference rooms, a quiet study area, student lounges – one with a magnificent view of Deering Meadow – and all administrative, faculty and PhD student offices. Its centerpiece is the glass-topped atrium where students gather to study and socialize. The building is equipped with wireless Internet connections for students' laptop computers. In the atrium, Kafé Kellogg provides an assortment of foods for breakfast, lunch and dinner that caters to all tastes: American and international cuisine, vegetarian, etc.

Tonya Williams
Marketing

The scope and pace of change in our global community presents amazing opportunities for scholars pursuing new knowledge. My interests, inspired by academic research and my experience in corporate America, lie in the midst of a complex set of consumer issues that are best examined through a multidisciplinary lens. I am excited to be a part of the Kellogg Marketing Department. Both the faculty and the students represent diverse theoretical interests and methodological savvy, providing a rich environment for a scholar in training.

Evanston, the first in a string of North Shore Chicago suburbs, stretches along four miles of Lake Michigan. A truly "urban suburb," Evanston includes residential neighborhoods, business districts and recreational facilities. The city maintains 263 acres of parks, which include five Lake Michigan beaches, running and bike trails, an indoor ice rink and 24 tennis courts.

Most Kellogg School students prefer to make their homes in Evanston, which boasts its own thriving shops, restaurants, movie theaters and art galleries, while some commute to classes from nearby Chicago.

Metropolitan Chicago – Something for Everyone

The nation's third-largest city, Chicago is the birthplace of the skyscraper and home to dozens of cultural landmarks including the Sears Tower, John Hancock Observatory, Field Museum and Navy Pier. Metropolitan Chicago is home to nearly 8 million people who come from all over the world. That diversity is reflected in Chicago's multicultural neighborhoods.

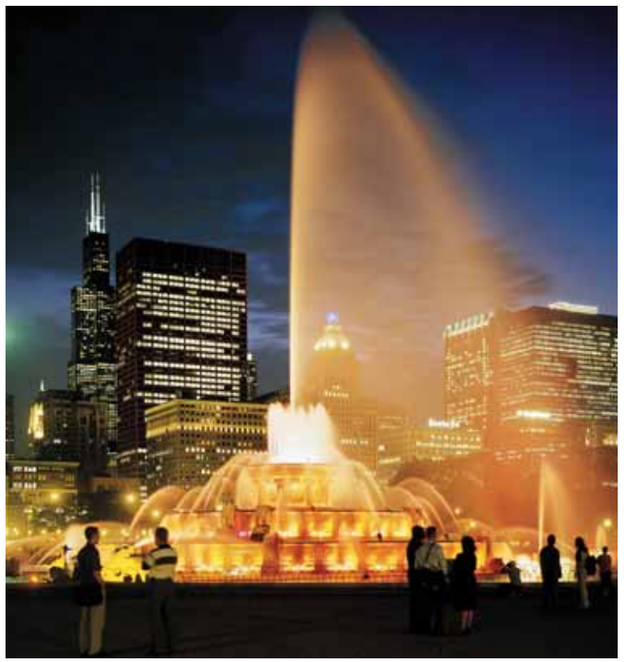
Chicago is a thriving economic powerhouse, the country's second-largest financial center and headquarters for some of the nation's largest banks, brokerage houses and consulting and commodity firms. It is the transportation hub of the United States, a business and industrial giant and a world-renowned center for medicine.

Prominent organizations headquartered here include Abbott Laboratories, Accenture, Allstate, American Medical Association, Aon Corp., Baxter International, Boeing, Booz Allen Hamilton, BP, DiamondCluster International, Household International, Kraft Foods, Leo Burnett, McDonald's Corp., McKinsey, Motorola, Sears, Roebuck and Co., Tribune, United Airlines and Walgreen Co.

From arts and culture to sports to dining, Chicago offers something for every taste. The Art Institute of Chicago, Field Museum and Museum of Science and Industry are known for their world-class collections. Chicago is also famous for its blues clubs and extraordinary architecture. Sports fans flock to see Chicago Bulls basketball, Bears football, White Sox and Cubs baseball, Blackhawks ice hockey and Fire soccer games.

Outdoor enthusiasts enjoy swimming, running, biking, in-line skating and other sports in the many parks and beaches along Lake Michigan.

Dedicated in 1927 in the Beaux-Art tradition, historic Buckingham Fountain is a landmark in the city of Chicago and is the centerpiece to 29 miles of shoreline and expansive lakefront parks.



Transportation

Northwestern provides shuttle services between the Chicago and Evanston campuses for its students' convenience. The area's elevated train, or "El," has seven stops in Evanston, providing service to locations throughout the greater Chicago area. In Evanston, bus lines stop within four blocks of nearly every residence. Metra, another commuter rail line, is an additional option for commuting within the metropolitan area. Chicago is home to two airports, including O'Hare International Airport, one of the world's busiest. Many restaurants and stores are also within walking distance of campus

Housing and Family Services

On-Campus Graduate Housing at Northwestern

- Engelhart Hall – Accommodations range from twin-studio, shared apartments for single students to two-bedroom apartments for families. University apartments are furnished except for linens, kitchen utensils, dishes and silverware. Information on Engelhart is available at northwestern.edu/gradhousing.
- McManus Living and Learning Center – The Kellogg School of Management operates the McManus Living and Learning Center, a seven-story apartment complex with 208 living units consisting of one- and two-bedroom apartments as well as single and double studio apartments. A few double studio apartments are designed to accommodate families with up to two children. Housing here is primarily for the MBA students and tends to be near capacity each year; however, PhD students have been accommodated. Information on McManus is available online: kellogg.northwestern.edu/student/club/mcmanus.

Off-Campus Housing

Evanston is a university town, so there is a variety of housing options available to students depending on what they are looking for and where they want to live. Evanston is also close to Chicago for those who would prefer to live in the city. The Off-Campus Housing Office at Northwestern, with offices in Engelhart Hall, provides assistance in locating accommodations in privately owned apartments in Evanston and nearby communities. Most housing available for September occupancy is listed in early August, so a trip to Evanston at that time is advisable. For more information please visit northwestern.edu/offcampus.

Homestay Program for International Students

The Homestay Program is for international students looking for temporary housing when they arrive in the United States. This program is administered by the Community Council for International Students, and students are housed by a local individual or family for two to seven days before their permanent housing is available. Information is available on the International Office's Web site at northwestern.edu/international.

Additional Housing Resources

For additional housing options, students should consult the local newspapers, such as the *Chicago Tribune, Chicago Sun-Times, Evanston Review* and *Chicago Reader* for apartment rentals. Online versions of these publications are available.

Childcare Resources

For PhD students who are also parents, the Work Life, Child & Family Resources Office at Northwestern provides helpful information about childcare options and provider referral services in the Evanston and Chicago area. Tips for finding childcare, a listing of childcare programs, backup childcare resources, and financial assistance programs are provided online: northwestern.edu/hr/benefits/childcare.

Application Process and Financial Aid

Who Should Apply

The Kellogg School's PhD program is designed for candidates with outstanding intellectual abilities and a strong commitment to research. Applicants must hold a four-year bachelor's degree from an accredited institution before entering the doctoral program. A master's degree and work experience are not required for PhD admission. However, those entering with a graduate degree may be considered for transfer credit based upon previous coursework taken.

Applicants do not need to have educational training or work experience in business to apply to the PhD program. However, the interest and desire to pursue doctoral study at a business school should be evident within the statement of purpose, a component of the online application. Doctoral study at the Kellogg School is highly individualized, reflecting each student's unique background, abilities and research interests. Of the approximately 25 new doctoral students entering each year, more than half already have a master's degree. Previous graduate study may be in any field; backgrounds currently represented are economics, engineering, the humanities, mathematics, natural sciences, operations research, engineering, psychology and sociology. Undergraduate majors span an even broader array of disciplines.

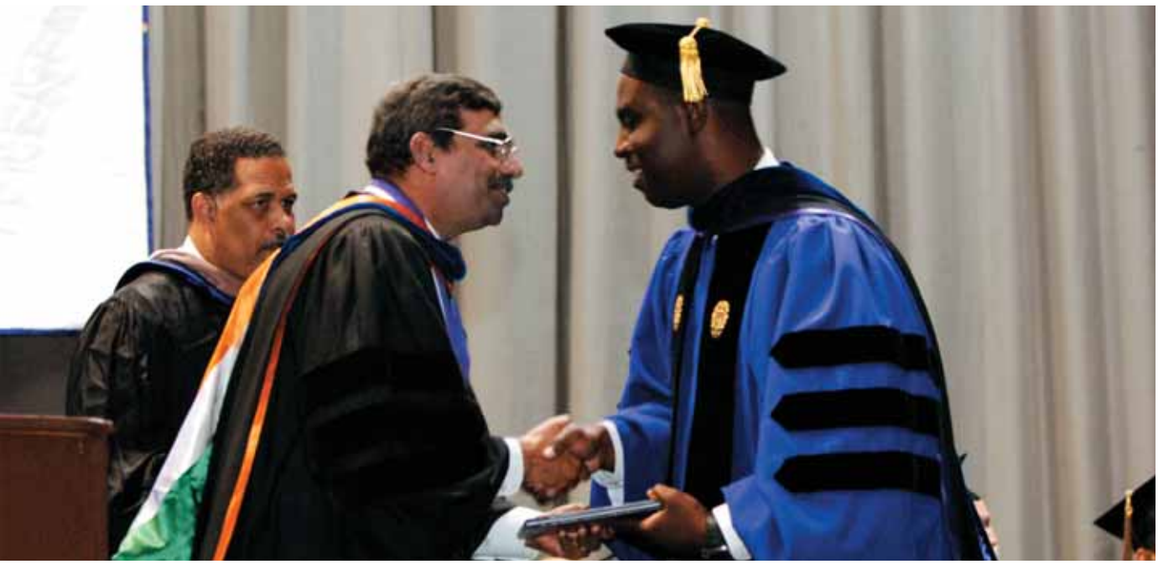
What Does It Take

The program is research-based, so it is the applicant's academic record and his or her potential to succeed in a doctoral program setting that will be closely examined. PhD study is a high level of scholarship; selection is based on evidence of outstanding intellectual ability, strong verbal and quantitative skills, mature interest in understanding the basic operations of the economy and of the individual organizations and institutions that constitute it, and a strong commitment to a career in research. Successful completion of the doctoral program typically requires four to five years of full-time study and intense dedication and self-discipline.

How to Apply

Entry is in the fall quarter only. The online application is made available in early October, and the application deadline is Dec. 31. Applicants apply through Northwestern's Graduate School for doctoral programs that are based at the Kellogg School of Management. The Graduate School permits applicants to apply to only one program. Therefore, the applicant should choose the program that best suits his or her overall research interests and general program of study.

Dean Dipak C. Jain congratulates Richard Hayes on the awarding of his doctoral degree in Management & Organizations during the Kellogg School's commencement ceremony. Behind them stands Associate Dean Vennie Lyons MBA '72.



Because application requirements, deadlines and procedures may be subject to change, applicants should visit the Kellogg School's Web site before applying for up-to-date information and the link to the online application form: kellogg.northwestern.edu/doctoral/apply.

Decision Process

Interviews are not part of the general application process. Due to the number of applications Kellogg receives each year, it isn't feasible for faculty to interview every applicant. Instead, each program initiates phone or campus interviews for only those candidates who are being strongly considered for admission or for candidates for whom additional information is needed. An applicant cannot request an interview.

The applicant's academic record is closely examined. Transcripts, test scores, letters of recommendation, résumé, and the statement of purpose will be reviewed by the admissions committee to determine the applicant's fit within the doctoral program and his or her potential for scholarly research. Each application will also be evaluated against the applications the Kellogg School received as a whole. The process is very competitive – more than 600 applications are received each year for an incoming class of approximately 25 students. All decisions are finalized in early March for admission in the coming fall.

Financial Aid

Financial aid is available to admitted students, including international students, in the form of tuition scholarships, fellowship stipends, and health insurance coverage for four years. Tuition scholarships are provided by The Graduate School. The Kellogg School furnishes fellowship stipends and health insurance payments, providing the students enroll in Northwestern's student health insurance plan.

Doctoral students who receive financial assistance during the first year of study and maintain a high level of scholastic promise and performance may expect to receive financial aid awards for the second, third and fourth years. Fifth-year funding is available for students in good academic standing who are making progress in the program and may consist of a combination of funds from the Dean's Office and each student's department. This funding may include teaching and research assistance and/or teaching for which the student will be paid. Tuition and health insurance coverage is also provided. The structure of the Kellogg School's financial aid package may be subject to change. Please visit our Web site for current information: kellogg.northwestern.edu/doctoral.

Applicants who wish to be considered for any type of financial aid should check the appropriate box on the online application form. No separate application for financial support is required by any department at the Kellogg School. To qualify for financial aid consideration, the application and supporting documents should be submitted by Dec. 31. Notification of the financial aid decision is generally made in March.

Diversity Education and Outreach

The Kellogg School of Management at Northwestern University is committed to providing a supportive and welcoming environment for doctoral students to focus on their academics and research. Students spend four to five years completing the requirements for their PhD degree; consequently, they become an integral part of the academic, research and social culture

David Dicks
Finance

My experience at Kellogg could only be described as wonderful. The program is challenging, and the faculty expect great things from you. Further, the professors here are very helpful and are willing to discuss ideas with you if it is in their area. This direction is very helpful in starting your career.

Kellogg has a very solid schedule of seminars, which bring in outside speakers presenting their research. Also, the bag lunches provide a platform to share ideas with the department. Together, these forums provided a valuable way of keeping up with current research.

When I arrived, I thought I would like to work in asset pricing. After my first year, however, I discovered that I was more interested in corporate finance. Besides the faculty in Finance, the Managerial Economics department has been a great resource to me in my studies.

at Kellogg. The Kellogg School and the university have many resources dedicated to ensuring that students from all backgrounds have an unparalleled academic experience throughout their doctoral program. Currently 26 countries are represented among the PhD student body.

» The Office of Student Life and Multicultural Affairs, housed at Northwestern's Graduate School, is a resource for prospective applicants and current graduate students. The office's Web site includes links regarding admission, student life, student associations and clubs, funding opportunities and professional development: tgs.northwestern.edu/studentlife.

» Northwestern University's Student Affairs Office provides additional resources concerning student life and culture that highlights various clubs and student organizations on campus: northwestern.edu/studentaffairs.

» The Office of Services for Students with Disabilities supports students with disabilities: northwestern.edu/disability.

» The International Office was established to advise students on their non-immigrant legal status in the United States and to promote mutual understanding, respect and friendship across the broad spectrum of cultural backgrounds and values represented by all members of the Northwestern community. Their Web site has a wealth of information for new and current students concerning visas, employment authorization, travel policies and social events: northwestern.edu/international.

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For advice or assistance regarding this policy, see northwestern.edu/eeo.

Important Dates & Deadlines

» Admission is offered during the fall quarter only

» Online application form available in October for the next fall: kellogg.northwestern.edu/doctoral/apply

» Application Deadline: Dec. 31 for the next fall

» Academic Calendar: registrar.northwestern.edu/calendar

Questions?

» E-mail: kellogg-phd@northwestern.edu

» Web: kellogg.northwestern.edu/doctoral

» Phone: 847.491.2832

» Fax: 847.467.6717

OFFICE OF DOCTORAL STUDIES

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