

# THE KELLOGG FULL-TIME MBA PROGRAM DELIVERS A SINGULAR MANAGEMENT EDUCATION EXPERIENCE. HERE, THE DYNAMIC INTERPLAY OF THE STUDY OF MANAGEMENT WITH THE STUDY OF MARKETS EXPANDS YOUR CAREER POSSIBILITIES EXPONENTIALLY.

You will learn the science of management and the art of leadership. You will gain insights into the latest business theory and how to meet the challenges of putting theory into practice. You will develop analytical skills and the social acumen to inspire and influence others to get the work done. You will learn to lead by practicing leadership in an environment that encourages bold, unconventional thinking and the opportunity to try new things.

We offer all of this in a culture defined by our courageous and collaborative spirit. It is this attitude – our way of seeing the world – that sets us apart. It is why our graduates have been building better teams, organizations and communities for more than 100 years. It is how we inspire our students today to manage and lead with confidence and conviction. It is what we mean when we say, “*Think bravely.*”

**THIS IS THE POINT OF A KELLOGG EDUCATION.  
AT WHAT POINT DO YOU JOIN US?**



# PROFILE

## 2011 FULL-TIME MBA ENTRANTS

### APPLICANTS

5,461 ..... TOTAL  
 4,967 ..... 2Y + MMM

### ENROLLED STUDENTS

655 ..... TOTAL  
 484 ..... 2Y  
 86 ..... 1Y  
 60 ..... MMM  
 25 ..... JD-MBA

### GMAT DISTRIBUTION

≤640	650-690	700-740	750-800
5%	20%	54%	20%

### AVERAGE SCORES\*

TOEFL : 109 // GMAT : 713

### CLASS CHARACTERISTICS

# 47

COUNTRIES REPRESENTED

# 25-30 YRS

AGE RANGE\*\*

# 3-7 YRS

WORK EXPERIENCE RANGE\*\*

# 33%

FEMALE

# 36%

INTERNATIONAL CITIZENSHIP

# 22%

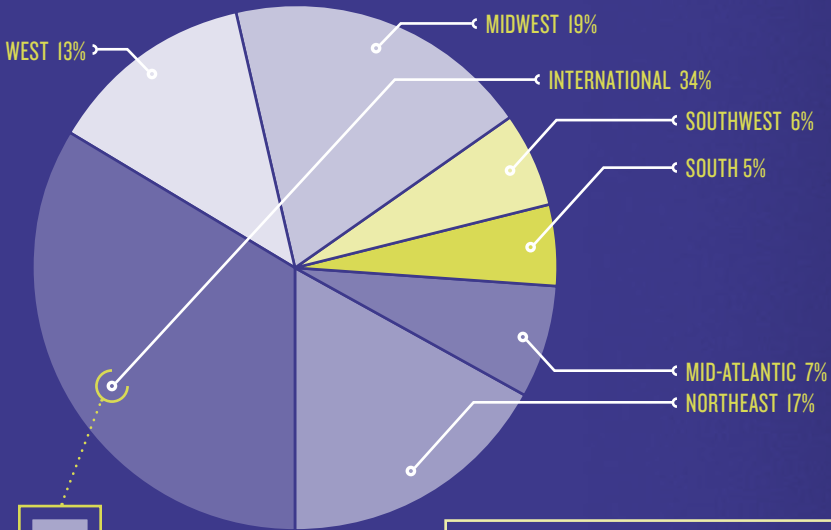
U.S. MINORITY

\*GMAT and TOEFL scores are just two of many factors considered in the admission decision process. The GRE will also be accepted this year.

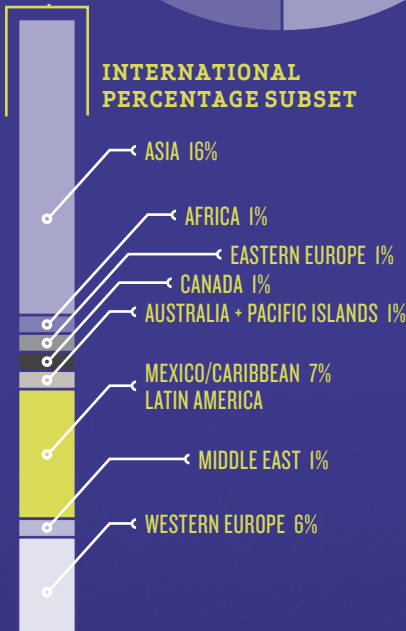
DATA REPRESENT ALL FULL-TIME MBA PROGRAM OPTIONS: 2-YEAR, 1-YEAR, MMM, JD-MBA

AS OF JUNE 30, 2011

**GEOGRAPHIC REPRESENTATION\***



**INTERNATIONAL PERCENTAGE SUBSET**



\*All percentages are rounded and may not equal 100%.

**TUITION**

**TWO-YEAR MBA + MMM 1ST YEAR ONLY**

TUITION*	\$54,000
ROOM + BOARD	\$15,291
ANTICIPATED ADD'L EXPENSES**	\$11,938

**ONE-YEAR MBA**

TUITION*	\$72,000
ROOM + BOARD	\$20,388
ANTICIPATED ADD'L EXPENSES**	\$14,148

**JD-MBA 2ND YEAR ONLY**

TUITION*	\$72,400
ROOM + BOARD	\$19,500
ANTICIPATED ADD'L EXPENSES**	\$14,730

For the 2011-2012 academic year. Tuition costs vary from year to year.

Figure reflects anticipated costs for books/supplies, travel, personal, health insurance, computer equipment and various loan fees, and is subject to change.

\*\*Represents average 80%



# THE TRANSFORMATIVE POWER OF ORGANIZATIONS AND MARKETS

At Kellogg, we take a carefully balanced yet dynamic approach to management education, an approach that marries the study of organizations with the study of the processes – the dynamic push and pull – that drive consumer, business and financial markets forward.

Across our entire array of majors and courses, you will find academic excellence, experiential learning and an emphasis on working in teams toward ambitious goals. With virtually unlimited choice in your course of study, ***you have the flexibility to fit your academic program precisely to your learning objectives and career goals.***

Here, you will learn from faculty members who are not only recognized experts and researchers in economics, finance, management, psychology and marketing, but also seasoned practitioners and trusted advisors to corporate boards, industries and governments worldwide. The insights you gain today from engaging directly with them in the classroom and from on-the-ground learning experiences will prepare you to take on complex business challenges tomorrow.

You will also discover how the diversity of your classmates – their educations, career aspirations, cultures and life interests – enriches your learning with new perspectives and prepares you to lead with confidence anytime, anywhere.

**THIS IS HOW WE EQUIP TOMORROW'S LEADERS TO MAKE  
MEANINGFUL DIFFERENCES WHEREVER THEY GO. THIS IS  
HOW THEY LEARN TO THINK BRAVELY.**

# A STRONG MANAGERIAL FOUNDATION AND THE HARD SKILLS I WANTED

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“I KNOW HOW TO ASK THE RIGHT QUESTIONS, AND I HAVE THE CONFIDENCE AND TECHNICAL SKILLS TO LEAD EFFECTIVELY.”

Before grad school, I worked in pharmaceutical research and segued to sales and marketing. I knew I wanted to stay in sales, but needed a stronger marketing and managerial foundation.

Every school has a different value proposition, but I didn't find a lot of them that considered management to be the core issue. I decided I wanted a well-rounded education. Kellogg offered the best combination, including the hard skills I wanted.

I've learned about the science of collaboration and getting the right people together. The teams our professors create are so much better than working alone. ***You learn about balancing personalities, experience levels and strengths.*** Balance is truly what gets you results. Everyone's voice is heard.

I've been exposed to so many industries and professions. Finance became my favorite course, and I will pursue that. It's a very different focus for me, but I've been given the opportunity to explore all of my talents. I know what it takes to ask the right questions, and I have the confidence and technical skills to lead effectively.

I'm looking into emerging markets, too. I may return to Africa someday, but I'm learning now to build global partnerships. I'll leave here knowing what management means in other countries and how to effectively manage and motivate those cultures.

## FEYISAYO OSHINKANLU

**PROGRAM STATUS:**

2Y PROGRAM, CLASS OF 2012

**FOCUS:**

FINANCE, EMERGING MARKETS

BORN AND RAISED IN NIGERIA. LIVED IN  
U.S. FOR 15 YEARS







# THE KELLOGG EXPERIENCE

IMMERSIVE. THAT IS THE FULL-TIME MBA EXPERIENCE IN A SINGLE WORD. ANALYTICS, LEADERSHIP, BOLD THINKING, COLLABORATION AND SOCIAL INTERACTION BLEND TO CREATE THE UNIQUE KELLOGG CULTURE.

The full-time Kellogg experience takes place around the clock, over early-morning coffee and midnight pizza. It happens inside and outside the classroom. On campus, in the community and around the world. ***It all adds up to a transformative environment in which you can set the course for the rest of your professional and personal life.***

Most of your life as a full-time program student will revolve around the Donald P. Jacobs Center on Northwestern University's Evanston campus. It is a hub for the more than 120 clubs for full-time students and organizations that range from academic, professional and industry focused groups to sports, hobbies, the arts, and ethnic and cultural interests. It is where you will begin many of the relationships that will become a lifelong source of personal and professional support.

The neighboring Evanston community and the vibrant Chicago metro area offer endless possibilities for entertainment, sports, culture and community service. As one of the world's great centers of commerce and industry, Chicago can serve as an excellent starting point for finding your ideal career after graduation.

With an eye toward that future, we encourage summer internships as a way to focus your career choices or to expand your field of vision. As you begin your career planning in earnest, our Career Management Center will work with you to hone your interests, explore your options, identify opportunities and find the ideal fit for your future.

THE KELLOGG MBA IS MORE THAN AN ACADEMIC PROGRAM. IT IS AN APPROACH TO LIFE THAT DEMANDS YOU LIVE UP TO YOUR HIGHEST EXPECTATIONS — AND GIVES YOU EVERYTHING YOU NEED TO RISE TO THE CHALLENGE.

THE KELLOGG CULTURE'S HUB

DONALD P. JACOBS CENTER

6 STORY COMPLEX

ON EVANSTON CAMPUS

17 CLASSROOMS

50+ GROUP STUDY ROOMS

CONFERENCE ROOMS

QUIET STUDY AREAS

STUDENT LOUNGE

JOSEPH + CAROLE LEVY ATRIUM

40%

OF KELLOGG STUDENTS ARE ACCOMPANIED BY A SPOUSE OR PARTNER

JOINT VENTURES

PROVIDES OPPORTUNITIES TO SIT IN ON KELLOGG CLASSES

ORGANIZES EVENTS FOR BOTH OF YOU

COORDINATES AN INFORMAL JOB NETWORK FOR SPOUSES AND PARTNERS

KELLOGG KIDS

PROVIDES IMPORTANT INFORMATION ABOUT SCHOOLS, BABYSITTERS, ACTIVITIES AND RESOURCES

PROFESSIONAL

ACADEMIC

INDUSTRY-  
FOCUSED

HOBBIES

ETHNIC  
& CULTURAL  
INTERESTS

SPORTS

THE ARTS

# 120+ STUDENT-LED CLUBS AND ORGANIZATIONS

## CHICAGO: A CENTER OF GLOBAL COMMERCE

PROMINENT ORGANIZATIONS HEADQUARTERED IN THE CHICAGO AREA:

ABBOTT LABORATORIES  
ALLSTATE  
AON  
BAXTER INTERNATIONAL  
BOEING  
BRUNSWICK  
CRATE & BARREL  
EXELON  
HEWITT ASSOCIATES  
HYATT  
KRAFT FOODS  
MCDONALD'S  
MOTOROLA  
NAVISTAR  
NAVTEQ  
ORBITZ  
SARA LEE  
SEARS  
TRIBUNE COMPANY  
UNITED AIRLINES  
WALGREENS  
WRIGLEY

## EVANSTON

Just a short ride by train from the center of Chicago, Evanston is a vibrant urban community of businesses, shops, restaurants, theaters, galleries, charming neighborhoods, parks, beaches and recreational facilities.

## CHICAGO

Bustling, world-renowned commercial, entertainment and cultural center of the Midwest, with endless opportunities for enriching cultural and social experiences.

10,000,000 PEOPLE: 3RD LARGEST CITY IN THE U.S.

THE ART INSTITUTE OF CHICAGO, FIELD MUSEUM AND MUSEUM OF SCIENCE AND INDUSTRY ARE RENOWNED FOR THEIR WORLD-CLASS COLLECTIONS

WORLD-FAMOUS BLUES CLUBS AND LIVE MUSIC VENUES

EXTRAORDINARY ARCHITECTURE & 570 CITY PARKS

24 MILES OF LAKEFRONT, 31 BEACHES, 17 HISTORIC LAGOONS, 86 POOLS, 90 PLAYGROUNDS, 90 GARDENS, 66 FITNESS CENTERS, 9 ICE SKATING RINKS, 10 MUSEUMS AND 2 CONSERVATORIES

CHICAGO BEARS, BULLS, SKY, CUBS, WHITE SOX, BLACKHAWKS AND FIRE

COMPREHENSIVE PUBLIC TRANSPORTATION SYSTEM, INCLUDING SERVICE TO AND FROM EVANSTON



# THE WORLD EXPECTS MUCH FROM A KELLOGG MBA

When you earn a Kellogg MBA, you join an elite network of professionals from one of the most *prestigious and highly respected business schools in the world*.

Much will be expected of you because of the qualities that have always distinguished Kellogg graduates: A grounded wisdom that combines the power of analytics and people. A courageous, collaborative spirit that mobilizes the power of the team. A pioneering vision that challenges convention and drives change across organizations, communities and industries. *Prepare here for success anywhere.*



# 4

## FULL-TIME MBA PROGRAMS TO CHOOSE FROM

Each option takes a distinctive approach to earning the Kellogg MBA. All focus on preparing leaders of diverse backgrounds and interests to make a positive difference in the world. Which program you choose to pursue will depend largely on what you've accomplished so far in your career and the direction you'd like your life and career to take in the years ahead.

A

### TWO-YEAR (2Y) MBA

Flexibility to explore a variety of interests and disciplines while you develop strong management and leadership skills. Beginning in September, students complete six academic quarters and a summer internship. A minimum of 24.5 credit hours are required with an average of four courses per quarter.

2.0

YEARS TO COMPLETE DEGREE

24.5

CREDIT HOURS REQUIRED

INTERNATIONAL STUDY OPTION: **YES**

B

### ONE-YEAR (1Y) MBA

A faster program for candidates with clear academic goals, professional experience and a desire to resume their careers quickly. This integrated experience begins in June and finishes in June of the following year. Applicants must have completed requisite coursework before enrolling and complete a minimum of 15.5 credit hours (1.5 in core courses and 14 in electives) over four quarters of registration.

1.0

YEAR TO COMPLETE DEGREE

15.5

CREDIT HOURS REQUIRED

INTERNATIONAL STUDY OPTION: **YES**

REGARDLESS OF YOUR CHOICE, YOU'RE GUARANTEED AN UNPARALLELED EDUCATION TAUGHT BY THE SAME WORLD-RENOWNED FACULTY, ENRICHED BY THE LASTING RELATIONSHIPS YOU WILL DEVELOP AND GROUNDED IN THE DISTINCTIVE CULTURE THAT IS KELLOGG'S ALONE.

C

### MMM

A dual-degree program. Students earn an MBA from Kellogg and a master of engineering management (MEM) from the McCormick School of Engineering and Applied Science. Students begin in September and complete a minimum of 24.5 credit hours over six academic quarters. This program educates leaders to create innovative customer experiences and solutions.

2.0 YEARS TO COMPLETE DEGREE

24.5 CREDIT HOURS REQUIRED

INTERNATIONAL STUDY OPTION: YES

D

### JD-MBA

An integrated three-year program including two full years of study at Northwestern University School of Law, three academic quarters at Kellogg and a summer internship in law or business. Students complete 16 managerial course units and 72 hours of law course work and earn juris doctor (JD) and MBA degrees. Students apply only to Kellogg; both schools review the application.

3.0 YEARS TO COMPLETE DEGREE

16.0 CREDIT HOURS REQUIRED FROM KELLOGG

72.0 CREDIT HOURS REQUIRED FROM NORTHWESTERN LAW

INTERNATIONAL STUDY OPTION: YES

# ANALYTICS AND CREATIVITY COMBINED

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“THAT FEELING OF ‘ANYTHING’S POSSIBLE’ IS WHY KELLOGG REALLY APPEALED TO ME. YOU ARRIVE ON CAMPUS AND CAN IMMEDIATELY CONTRIBUTE.”

I worked in investment banking, consumer products and Latin American capital markets. I didn’t want to stay in that world. I knew I had to expand my marketing expertise when I began looking forward to researching the companies, meeting with management teams and following product development from idea to shelf. My experience with a small startup opened my eyes to the vast marketing possibilities, especially the combination of analytics and creativity. ***Any idea I had, as long as I could prove the use of it, was not only viable, but do-able.***

That feeling of “anything’s possible” is why Kellogg really appealed to me. You arrive on campus and can immediately contribute. Professionally, co-workers noticed I was always hungry for something different. Even if the position or role was unclear, I went for it. While it was scary at times, it was invigorating to determine my path. I brought that same sense of adventure to the classroom and to my team projects. I improved my listening skills and stayed open to ideas.

I just finished a marketing research project. It was more analytical, but for this project, I actually got to use these research approaches and see them in action. I was applying data and solving real problems for real clients. That very moment, my perception became reality.



## TATIANA CORDOBA

**PROGRAM STATUS:**

2Y PROGRAM, CLASS OF 2012

**FOCUS:**

MARKETING

HISPANIC BUSINESS STUDENT  
ASSOCIATION, KELLOGG MARKETING  
CLUB, ENTREPRENEURSHIP WEEK, TOUR  
GUIDE, VOLLEYBALL CLUB, WOMEN'S  
BUSINESS ASSOCIATION, HIGH TECH CLUB.



# 18 MAJOR AREAS OF STUDY

WITH 300 COURSE OPTIONS OFFERED DURING THE ACADEMIC YEAR

ACCOUNTING INFORMATION + MANAGEMENT 

ANALYTICAL FINANCE

DECISION SCIENCES 

ENTREPRENEURSHIP + INNOVATION

FINANCE 

HEALTH ENTERPRISE MANAGEMENT

HUMAN RESOURCES MANAGEMENT

INTERNATIONAL BUSINESS

MANAGEMENT + ORGANIZATIONS 

MANAGEMENT + STRATEGY 

MANAGERIAL ANALYTICS

MANAGERIAL ECONOMICS 

MARKETING 

MARKETING MANAGEMENT


MEDIA MANAGEMENT

OPERATIONS MANAGEMENT 

REAL ESTATE

SOCIAL ENTERPRISE AT KELLOGG (SEEK)

MOST POPULAR MAJORS OF KELLOGG FULL-TIME MBA STUDENTS ARE INDICATED IN **PURPLE**

THE CORE CURRICULUM FOR THE TWO-YEAR MBA PROGRAM CONSISTS OF NINE COURSES IN THE EIGHT AREAS INDICATED WITH 

# DISCIPLINE AND CHOICE. A SOLID CORE. MULTIPLE MAJORS.

## A STRONG FOUNDATION

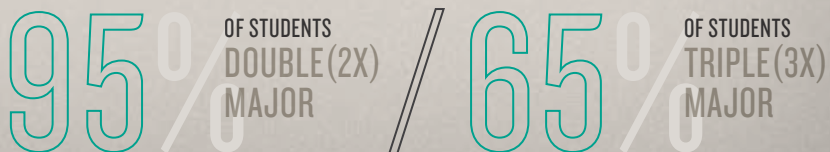
Kellogg students become firmly grounded in the fundamentals of effective management through completion of our MBA core curriculum. This solid foundation in the essential business disciplines prepares you to lead, manage and communicate effectively wherever your career takes you. Beyond the core, you will find extraordinary flexibility in the Kellogg curriculum.

## MAJOR FLEXIBILITY

From our extensive and evolving catalog of courses and majors, you can customize a program of study that aligns with your professional aspirations and career goals. Every department and professional program offers one or more academic majors.

Students often select majors that combine complementary academic disciplines and professional and interdisciplinary programs. For example, if you have an entrepreneurial spirit, you might major in Management & Strategy, Finance, and Entrepreneurship & Innovation. A fellow student interested in historic preservation trusts might focus on Marketing, Social Enterprise at Kellogg (SEEK), and Real Estate.

Because Kellogg believes that every moment spent on coursework should engage and challenge you, we encourage students to request a waiver of core courses that closely resemble academic work previously completed. Approximately half of our students waive at least one course, which enables them to choose a more advanced elective in the same area.





# ENGAGE FEARLESSLY. LEARN BY DOING.

## AN ENVIRONMENT THAT ENCOURAGES BOLD THINKING AND RISK TAKING.

Kellogg coursework and team projects challenge you to make critical connections between academic theory and real-world practice and then put your best thinking to the test. When you engage fearlessly in this supportive environment, you can learn as much from falling short of the ideal as you can from your unqualified successes.

At Kellogg, you will work closely with faculty members and fellow students – often in collaboration with alumni and corporate partners – to explore innovative management concepts and practices and how to apply them directly to critical business issues. Such teamwork exposes you to a wide range of ideas and cross-functional approaches to problem solving.

Working in teams, you also build the strong communication and interpersonal skills that are essential to effective leadership. These distinctive characteristics of the Kellogg MBA are why organizations consistently give our graduates high ratings on their ability to lead, inspire and influence others.

# LOCALLY GROUNDED. GLOBALLY ATTUNED.

Businesses thrive by organizing their resources in a way that is locally grounded but globally attuned. Kellogg prepares you to manage in a global economy by helping you develop a broader, more fully informed view of the world along multiple dimensions.

Living and studying on campus, you gain direct insights into the diverse cultures and national origins represented in the Kellogg community. Roughly one-third of our students come to Kellogg from outside North America. Approximately one in four Kellogg faculty members were born and educated abroad, and many others have studied or taught at universities outside the United States.

The International Business major is one of the school's most popular, and global issues are interwoven throughout the curriculum. Kellogg also sponsors exchange programs with 34 management schools around the world. Our global presence opens up even more opportunities for you to expand your global perspective.

**INTERNATIONAL BUSINESS MAJOR.** The Kellogg International Business major builds a deep understanding of the international dimensions of business operations and management in finance, marketing, organizations and management strategy.

**GLOBAL INITIATIVES IN MANAGEMENT.** In this intensive global business leadership course, teams of classmates with a faculty advisor create and engage in a challenging 10-week curriculum that culminates in a two-week international field experience. Participation builds valuable leadership skills and a keener awareness of the global business environment.

**STUDENT EXCHANGE PROGRAMS.** Exchange programs with other international institutions immerse students in the language and culture while they explore regional business issues and practices. Exchange programs for full-time students usually happen during the second quarter of the second year.

**STUDENT ORGANIZATIONS.** Many of the Kellogg School's student-run clubs have an international focus: Africa Business Club, Asian Management Association, Canada Club, Chinese Business Club, European Business Club, Hispanic Business Student Association, India Business Club, Korean Business Club, Latin American, Hispanic and Iberian Management Association and Middle East and North Africa Club.

**KELLOGG INNOVATION NETWORK.** The KIN Global Summit engages business executives, government officials and leading scholars in active dialogue to develop solutions for critical global issues. Kellogg students who take the opportunity to work on research projects related to these challenges are invited not only to present their research projects, but also to attend KIN Global as full delegates.

## ACT, REFLECT AND LEARN FROM THE EXPERIENCE

Throughout the Kellogg Full-Time MBA Program – within the curriculum and well beyond – you will encounter life- and career-changing opportunities that enable and encourage you to act, reflect and learn from on-the-ground and in-the-field experience.

Intensive academic experiences such as the innovative, highly specialized Asset Management Practicum, in which students manage an actual portfolio, provide exposure to cutting-edge practices and direct connections to alumni professionals in the field.

For a distinctly different experiential challenge, the Medical Innovation Lab course teams Kellogg students with peers from Northwestern's medicine, law and engineering schools to develop – and often bring to market – innovative biotechnology products. Other experiential learning courses explore wide-ranging issues and interests.

Beyond the curriculum, but inextricably tied to it, events and conferences organized by students attract renowned speakers and participants who engage directly with students on critical topics and emerging trends. Student teams collaborate to compete in programs like the annual Kellogg Cup business plan competitions. Students also take on pro bono consulting assignments with local nonprofits to hone leadership skills in socially responsible endeavors.

# CAREER DEVELOPMENT

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## FINDING A JOB IS JUST THE BEGINNING.

Kellogg's Career Management Center (CMC) has a personal stake in your future. Recognized for providing exceptional services to students and alumni – and the recruiting companies that hire them – the CMC offers a wealth of resources and customized support at every stage of your career. Whether you're looking for a new job, a new direction, a long-term plan or a rich library of information, the CMC is here to help.

In addition to providing a full range of services, CMC administrators work directly with you and often involve faculty members and alumni to expand prospecting and networking opportunities. You can share leads, opportunities and resources with other students who have similar interests. The global network of more than 53,000 Kellogg alumni helps you cast a wide net worldwide – especially valuable if you're changing careers or searching for international opportunities.

The CMC employs a dedicated, highly specialized librarian to guide students through the intricacies of researching careers and job opportunities. A career information expert, the librarian conducts research on behalf of students, acquires career management tools and technology, and provides training on how to make the most of these resources.

Many of the benefits you enjoy as a student will continue after graduation, including free lifelong professional career counseling and career management services, self-assessment tools, résumé review, job-search strategies, negotiations and a job opportunities database for our degree program graduates.

## SEIZING OPPORTUNITIES AND OPENING DOORS

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**CAREER MANAGEMENT CENTER WEBSITE:** Secure access to extensive career development, job-search strategy information and other online career resources to make sure you get the help you need quickly.

**CAREER COACHING:** Unlimited access to one-on-one career coaching.

**KELLOGG CAREER NETWORK (KCN):** Password-protected online job board with more than 3,000 job listings submitted by top MBA employers ranging from startups to Fortune 500 companies and geared strictly for job seekers with an MBA.

**KELLOGG ALUMNI NETWORK:** Valuable career-building resources that open doors worldwide, including a password-protected online database of alumni information. Use this resource to connect with alumni for class projects, informational interviews, invitations to student club events and mentorship.

**KELLOGG ON LINKEDIN.COM:** Exclusive Kellogg School group serving the entire Kellogg community, including class-specific and other affinity groups — the ideal way to network, find job leads, announce your career news and follow your peers' progress.

**KELLOGG LIBRARY RESOURCES:** The CMC's dedicated career management librarian provides individual support for all aspects of career and job placement research, including print and online information on industries, companies, contacts and new developments.

**JOB LISTINGS WITH OTHER TOP MBA SCHOOLS:** Through reciprocity agreements with select MBA schools in the United States and abroad, Kellogg students can access certain career services at our partner schools.

**CAREER DEVELOPMENT WORKSHOPS:** Workshops for students and alumni range from strategic planning and goal setting, to tactical execution of résumés and cover letters, to practical skills such as interviewing and business etiquette.

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# DON'T TAKE OUR WORD FOR IT.

The best way to decide if Kellogg is right for you is to visit campus in person. Expect to be inspired by the creativity, scholarship, teamwork and fellowship that define Kellogg. Try to schedule your visit when classes are in session so you can see firsthand the dynamic nature of the academic experience.

During your visit, you can meet and interact one-on-one with future fellow students over lunch, in casual chats or during a student-led campus tour. You can join in an interactive information session led by an admissions officer.

To make sure that you get the most out of your stay, visit our website for campus visit schedules and other important details at [kellogg.northwestern.edu/Programs/FullTimeMBA/Admissions\\_Events/On\\_Campus\\_Events](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Admissions_Events/On_Campus_Events).

To see the complete academic calendar for 2011–2012, visit [kellogg.northwestern.edu/Academic\\_Calendar](http://kellogg.northwestern.edu/Academic_Calendar).

## WANT TO CONNECT SOONER? BEGIN YOUR VIRTUAL VISIT RIGHT NOW.

**ASK A STUDENT** Connect with student leaders eager to answer your questions: [kellogg.northwestern.edu/Programs/FullTimeMBA/TakeAction/Ask\\_A\\_Student](http://kellogg.northwestern.edu/Programs/FullTimeMBA/TakeAction/Ask_A_Student)

**ADMISSION EVENTS** Learn more about Kellogg from admission officers, alumni and students at events worldwide. Also, view online presentations: [kellogg.northwestern.edu/Home/Programs/FullTimeMBA/Admissions\\_Events](http://kellogg.northwestern.edu/Home/Programs/FullTimeMBA/Admissions_Events)

**EMAIL** Please email questions about admissions and the application process to the Office of Admissions: [MBAadmissions@kellogg.northwestern.edu](mailto:MBAadmissions@kellogg.northwestern.edu)

**ADMISSIONS BLOG** Gain insight into the admissions process and activities: [kellogg.northwestern.edu/Programs/FullTimeMBA/Applying/Admissions\\_Blog](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Applying/Admissions_Blog)

**KELLOGG CONNECT** Sign up for a Kellogg Connection account, a personalized online portal about the Full-Time MBA Program: [kellogg.northwestern.edu/Programs/FullTimeMBA/Takeaction/IntroduceYourself](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Takeaction/IntroduceYourself)

# APPLICATION

THE ADMISSIONS COMMITTEE EVALUATES EACH CANDIDATE'S ACADEMIC ABILITY, CAREER PROGRESS, CAREER GOALS, EVIDENCE OF LEADERSHIP, EXTRACURRICULAR ACTIVITIES, INTERPERSONAL SKILLS AND CHARACTER. INDIVIDUALS HOLDING A BACHELOR'S DEGREE OR ITS EQUIVALENT FROM AN ACCREDITED COLLEGE OR UNIVERSITY ARE ELIGIBLE FOR CONSIDERATION. APPLICANTS ARE STRONGLY ENCOURAGED TO HAVE AT LEAST TWO YEARS OF FULL-TIME WORK EXPERIENCE UPON MATRICULATION.

**PART I** // Part I of the application requires candidates to fill out a data form, request an on-campus or off-campus interview and upload a résumé. The data form consists of biographical information, educational experience, academic honors, extracurricular activities, work history and self-reported GMAT/GRE and TOEFL scores.

**INTERVIEW** // Part I requires all applicants to request an on-campus or off-campus interview. Interviews can be conducted before submitting your essays. All interviews are conducted based on the résumé only. On-campus interviews may be scheduled after submission of Part I by calling the Office of Admissions at 847.491.3308. Off-campus interview assignments will be emailed within eight weeks of submitting Part I. An off-campus interview waiver may be granted for specific reasons, including high demand or remote locations. However, the Office of Admissions may contact candidates who receive a waiver for a phone interview when such an interview would be material for rendering a final decision.

**PART II** // Part II of the application consists of four essays, a scanned copy of all academic transcripts, two letters of recommendation, a scanned copy of your GMAT/GRE score and a scanned copy of your TOEFL score, if applicable. Part II should be submitted by the deadline that corresponds to the round in which you apply.

**ESSAYS** // Candidates are required to complete three long essays and one short essay. Re-applicants are required to complete an additional essay and have the option of completing the short essay. Essays provide an opportunity for the candidates to address their backgrounds, including work experience, career goals, personal characteristics and reasons for applying to Kellogg.

**TRANSCRIPT** // In Part II of the application, copies of transcripts may be scanned or uploaded in an electronic format. Accepted candidates who decide to enroll must provide official transcripts from all colleges, universities and professional schools attended. Transcripts from study abroad programs are not required. Transcripts must be written in English or accompanied by an official translated copy. JD-MBA applicants must submit separate copies of their transcripts to the Northwestern Law and to the Kellogg School before matriculating.

**LETTERS OF RECOMMENDATION //** Two completed letters of recommendation forms are required for admission. We would like to see one of these letters written by your current supervisor or manager. The second letter of recommendation should be from someone who can evaluate your professional performance and managerial and leadership potential. Please note that the application is not considered complete until Kellogg has received both recommendations. Additional letters of support are neither required nor encouraged.

**GMAT/GRE //** All applicants are required to submit a valid GMAT or GRE score. Either test must have been taken within the last five years. For applicants to the JD-MBA program, we accept only the GMAT.

**TOEFL //** Proficiency in reading, writing and speaking English is required of all Kellogg students. A valid score for the TOEFL is required for all non-U.S. citizens and non-U.S. permanent residents with a degree from an undergraduate or graduate university where English was not the language of instruction. The TOEFL will be waived for those who attended an undergraduate or graduate school where English was the only language of instruction.

**APPLICATION FEE //** Candidates are required to pay a non-refundable application fee of \$250 and should remit payment electronically with the application.

**FINANCIAL AID //** Educational loans and scholarships are available to all students. Eligibility for most scholarships is based on financial need, merit and availability of funds. Grant awards are offered in combination with low-interest educational loans to U.S. citizens and permanent residents. Several educational loan programs are available to Kellogg students: the Federal Direct Stafford Loan (both subsidized and unsubsidized), the Perkins Loan, the Federal Direct Graduate Loan and the Northwestern Loan. Most loan awards are based on financial need.

**MORE INFORMATION //** For more detailed explanations about the application, application elements and application deadlines, please visit our website at [kellogg.northwestern.edu/Programs/FullTimeMBA/Applying](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Applying). Please note that candidates will be considered for only one option (Two-Year, One-Year, MMM or JD-MBA) in any given year.

**READY TO APPLY?**

**[KELLOGG.NORTHWESTERN.EDU/PROGRAMS/FULLTIMEMBA/APPLYING](http://kellogg.northwestern.edu/programs/fulltimemba/applying)**

# APPLICATION DEADLINES AND ADMISSIONS CALENDAR

Your path to acceptance into the Kellogg Full-Time MBA Program can begin today. Please review the admissions calendar below to ensure that your application and all supporting materials are completed and submitted by the appropriate deadlines.

	ROUND 1	ROUND 2	ROUND 3
<b>APPLICATION PART I</b>	Part I must be submitted to request an off-campus interview OR to schedule an on-campus interview with the Kellogg Admissions Office. Please note the different interview deadlines.		
<b>OFF-CAMPUS INTERVIEW REQUEST DEADLINES</b>	Select the <b>OFF-CAMPUS INTERVIEW REQUEST BOX</b> and submit Part		
	Sept. 22, 2011	Dec. 14, 2011	March 22, 2012
	Please allow up to eight weeks after submitting Part I to receive either an interview assignment in your local area or an interview waiver in areas of high demand.		
<b>ON-CAMPUS INTERVIEW REQUEST DEADLINES</b>	Select the <b>ON-CAMPUS INTERVIEW REQUEST BOX</b> and submit Part		
	Oct. 18, 2011	Jan. 10, 2012	April 5, 2012
	<b>THEN</b> Contact the Kellogg Admissions Office to schedule and complete your interview by		
	Dec. 3, 2011	March 3, 2012	April 27, 2012
	Please allow two business days after submitting Part I to schedule your interview. Chicago-area MBA applicants must request an off-campus interview unless applying to the JD-MBA Program.		
<b>APPLICATION PART II</b> DUE BY 11:59 PM CST	Oct. 18, 2011	Jan. 10, 2012	April 5, 2012
<b>DECISION RENDERED BY</b>	Dec. 19, 2011	March 26, 2012	May 14, 2012
<b>TUITION DEPOSIT (\$2,000) RECEIVED BY</b>	March 6, 2012	May 1, 2012	June 4, 2012

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This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual's academic or work performance or creating what a reasonable person would sense is an intimidating, hostile or offensive environment.

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For advice or assistance regarding this policy, see [northwestern.edu/hr/eoo](http://northwestern.edu/hr/eoo).

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Photography by Jeff Sciortino.