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[ kellogg.northwestern.edu/programs/russell-fellows ]

Northwestern University reserves the right to change without notice any statement on its website or in its publications concerning, but not limited to, rules, policies, tuition, fees, curricula and courses.

The policies and procedures listed are not all-inclusive and may be subject to change. For more information, please review the appropriate link at [kellogg.northwestern.edu/serial] or contact the Office of Student Affairs.

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ABOUT THIS MANUAL

This Policies and Procedures Manual is a resource to allow incoming and current students to manage their academic affairs at Northwestern University’s Kellogg School of Management, and to understand their rights and responsibilities while enrolled in the Russell Fellows Program. This book serves as a supplement to the Northwestern University Student Handbook (northwestern.edu/handbook). The Northwestern University Student Handbook describes the expectations for behavior and conduct in the Northwestern community and outlines the procedures to be followed when these expectations are not met. It includes the Student Code of Conduct and the Academic Integrity Policy as well as other rules, regulations and policies governing student life. As Northwestern University students, Kellogg students are expected to abide by the policies of the Student Handbook as well as those found in this Policies and Procedures Manual.

THE KELLOGG SCHOOL

The Kellogg School of Management at Northwestern University was founded in 1908 and is widely recognized as a global leader in graduate business education. The Chicago, Evanston and Miami campuses are home to renowned, research-focused faculty and to MBA students from around the globe. The Kellogg School includes the Russell Fellows Program (offering an MSMS); the Full-Time, Part-Time and Executive MBA Programs; and the nondegree Executive Education Program. The school has three dual-degree programs: the MMM, JD-MBA and MD-MBA. In addition, the Kellogg School of Management has alliances with business schools throughout Europe, Asia and North America.

THE RUSSELL FELLOWS PROGRAM

The Russell Fellows Program delivers a one-year, fast-paced academic program that begins in late July and runs through mid-May. Designed for students graduating from Northwestern, the management and business program complements and builds upon the university’s world-class curriculum. Russell Fellows develop an appreciation for collaboration in academic and real-world settings. They move through the 12-credit program as a group, taking their classes together.
All Russell Fellows complete the 12-credit program together. Students are expected to complete all coursework within four consecutive quarters. All fellows take the same nine, 1-credit, required courses. During the winter quarter they must choose at least three 1-credit electives.

**Required courses:**
- Accounting for Decision Making
- Business Analytics
- Business Strategy
- Finance I
- Global Initiatives in Management
- Leadership in Organizations
- Management Communications
- Marketing Management
- Operations Management

**Elective courses (choose 3 or 4):**
- Analytical Decision Modeling
- Finance II
- Negotiations
- Research Methods in Marketing

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**MANDATORY FIRST CLASS ATTENDANCE POLICY**

All MSMS courses have a mandatory first class attendance requirement. In unusual circumstances a student may petition the professor via email prior to the first class for permission to miss this session. The reason for the excused absence should meet one of the following conditions:

- Religious holiday
- Medical emergency
- Funeral attendance
- Natural disasters or other “acts of God”
A professor’s discretion shall prevail in the event of other extenuating circumstances not listed above.

In addition to required attendance at regularly scheduled classes, full attendance is required at Orientation during Summer Session I (July–August) and at the Professional Development Program during Summer Session II (September).

Students who miss more than 20 percent of the sessions for any class may be removed from the class roster. The course in question can be made up only in the following year, which will affect the date of graduation. If a student repeats a failed course, both grades will be recorded on the transcript.

GRADUATION

All students who will be completing the MSMS degree in the current school year are required to file an Application for Degree according to the deadline set forth by the Russell Fellows Office. Student transcripts must be reviewed and cleared for students to be allowed to graduate. Diplomas will be withheld if there are any outstanding holds on students’ accounts.

ACADEMIC ADVISING

The faculty teaching MSMS courses are available to discuss their students’ academic needs. For other issues, advising is available through the Russell Fellows Office. In addition, Kellogg department chairs are available to students by appointment. For more information regarding academic departments, including department chairs and contact information, see kellogg.northwestern.edu/faculty/academics.

COURSE REGISTRATION

Students will be registered for their courses by the Russell Fellows Office. Registration holds on a student record can be removed only by the office that has placed the hold. Students should ensure that holds are resolved prior to the start of the new quarter; otherwise, students may not be able to take their classes.
DROPPING AND ADDING COURSES

Students may not withdraw from required classes unless they have petitioned and received approval from the director of the Russell Fellows Program. Withdrawals are approved only for extenuating medical or personal circumstances, in which case the dropped course may be retaken the following year.

Because there is only one section of each course each academic year, dropping a course will affect both a student’s ability to be awarded the MSMS and the date of his or her graduation. If a student is on a leave of absence (see Leaves of Absence, below), the course may be retaken consistent with the conditions of the leave.

Courses may be dropped up to the fourth week for 10-week courses and the second week for five-week courses. Classes dropped after the drop deadline will appear on the transcript with a grade of W (withdrawal).

Individual faculty may not approve course adds or drops outside of Registration Department policies and deadlines.

IMMUNIZATION REQUIREMENT

The Illinois College Student Immunization Act, 110 ILCS 20, requires universities to obtain and retain proof of immunizations for all persons enrolled half-time (2 credits) or more. Students who fail to submit the required documentation and fully comply with immunization requirements will be prohibited from future course registration and from Northwestern University student access until they provide the necessary documentation. Please read Immunization Requirements for Non-Healthcare Students, available at www.nuhs.northwestern.edu/evanston/immunization_reqs_nonhealth.aspx.

MAINTAINING FULL-TIME STATUS/COURSE LOAD

Students are required to take and complete the prescribed 12-credit program to maintain their status as a full-time student and to be eligible for graduation in June 2014. Financial assistance cannot be provided for students who elect to complete an additional quarter beyond program requirements.
GRADING

The grades A (excellent), B (good), C (fair), D (poor) and F (failing) indicate the quality of academic achievement for Kellogg students. A cumulative grade point average (GPA) of 2.0 in all courses attempted is the minimum required for degree conferment. The Pass/No Credit option is not permitted in the Russell Fellows Program.

A failure in a required course must be made up by repeating the course in the subsequent academic year, thereby disqualifying the student from graduating with his or her cohort. The academic department in which the course is offered will determine whether the student may register in the next course in a sequence prior to repeating the failed course. For all courses repeated, both grades will be recorded on the transcript.

If students take or are given an X (excused absence for exam) or Y (incomplete) grade, they must make up the work within the next registered quarter. If they fail to make up the X or Y grade after one quarter, their grade will automatically become an F unless the student receives a written extension with a specific date of completion from the professor.

FINAL EXAMS

All students must take in-class final exams as posted on the final exam schedule. Any request for an exception to this requirement must be made in writing to and approved by the professor.

STANDARDS OF PROGRESS

Russell Fellow students must demonstrate Satisfactory Academic Progress as follows:

1. By maintaining a cumulative GPA of 2.0 or higher on a 4.0 scale.

2. By completing the prescribed coursework each quarter, or, at the minimum, by completing two-thirds of courses attempted per academic quarter. Grades of D (poor), F (failing), W (withdrawal), X (excused absence for exam) and Y (incomplete) do not satisfy the requirements of the two-thirds completion rate.

3. By completing the program of study within a specified period. MSMS students must complete their program within the standard of four quarters. The Kellogg Financial Aid Office may allow students to receive federal financial aid for one additional quarter in order to complete their program requirements.
Students must have a GPA of at least 2.0 to continue enrollment after the fall quarter. At the end of each quarter following the fall quarter, a student whose cumulative GPA or average for the quarter is below 2.0 and/or who received an F in any required course will receive a letter of reminder to indicate academic deficiency and a copy of the Standards of Progress.

The director will review all cases of academic deficiency and will allow exceptions to the above rules for medical or other extraordinary circumstances. Any student whose academic standing has been subject to action may appear before the director to discuss his or her status.

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**REGRADING POLICY**

Any student who wishes to contest a grade given for work completed at Kellogg should adhere to the following procedure:

1. Students have up to 10 business days after written work has been graded and returned to them to submit it for regrading. If the work is returned to students at the end of the quarter, they have 10 business days from the beginning of the next registered quarter to resubmit the work for regrading. In contesting a grade, the entire work may be reviewed, not only the sections in question, and the final grade adjusted accordingly.

2. Submissions for regrading must be made in writing, with the student outlining the specific areas of the work that he or she feels were incorrectly graded. All submissions should be signed and dated by the student.

3. Professors should regrade the work and return a written response to the student within 20 business days after the initial return of the paper, explaining the results of the review and indicating whether the student’s grade has changed. Off-campus faculty may be granted additional time by the senior associate dean or the Registrar’s Office.

4. If a student remains dissatisfied with the grading process, he or she will have up to five business days after receiving the regraded work to submit it a second time for regrading, as outlined in step 2 above.

5. Professors should regrade the work within five business days of receiving it, as outlined in step 3. This concludes the grading appeal process.

Professors’ judgments on second submissions of written work will be final. There are no provisions for student appeal to outside parties in resolving grading disputes. Grade changes are not allowed after a degree is conferred.
LEAVES OF ABSENCE

A student may be granted a leave of absence for extenuating personal or health reasons with approval from the director of the Russell Fellows Program. After receiving approval, the student must notify all relevant university offices, including financial aid, housing, student accounts and career management. Students on leave are required to notify the director of the Russell Fellows Program one full quarter prior to their return to Kellogg. Most leaves are one year or less; however, individual circumstances determine justification and duration.

Students returning from leaves of absence must follow the guidelines and academic requirements for the class with which they will graduate. Students in good standing have up to three years from the start date of their program to complete degree requirements.

EMPLOYMENT POLICY

Students are discouraged from pursuing outside employment while classes are in session, due to the rigorous nature of the Russell Fellows Program. Work and internship-related conflicts are not excuses for absences, extension requests or missed academic obligations. However, it is recognized that some students have ongoing work pursuits or needs. Such students are encouraged to seek the advice of the director of the Russell Fellows Program prior to committing to nonacademic pursuits during the school year.

HONORS AND DISTINCTIONS

Students whose final GPA falls within the top 10 percent of the graduating class will be awarded an MSMS degree with distinction. This honor will be noted on the diploma and the official transcript. In addition, these students will be nominated for induction into Beta Gamma Sigma, an international honor society for business students.

Students who earn a GPA of 3.75 or higher in any given quarter will qualify for the Dean’s List for that quarter.

FINANCIAL POLICIES AND PROCEDURES

Each student is responsible for his or her financial obligations to Northwestern University, even if financially sponsored in full or in part by a third party. Any questions about university financial procedures should be directed to the Office of Student Accounts, 555 Clark Street, Evanston, IL 60208, or call 847.491.5224.
Failure to read Northwestern University Financial Regulations does not excuse the student from compliance with rules and regulations therein stated.

Students whose university bills are overdue will not be able to register for classes, will not be given a diploma or transcript and will not have their enrollment or degree confirmed until all financial obligations are paid in full. A student whose account is overdue must pay a late payment penalty fee. The Northwestern director of student accounts may cancel the registration of a student whose bills are past due.

BILLING PROCEDURES

Billing is processed through Northwestern University Student Financial Services. Quarterly tuition is typically billed the month prior to the beginning of each quarter after registration has taken place. When each new bill is posted online, an email notice is sent to the student.

Student billing addresses (the home addresses listed on initial registration records) are maintained separately by Northwestern University through CAESAR. Students should enter address changes immediately to avoid missing key information.

A late-payment fee is assessed once each quarter on amounts remaining unpaid after the due date. A late fee caused by delayed financial aid may be canceled, providing the non-financial-aid balance is paid by the original due date.

Any questions about university financial regulations should be directed to the Office of Student Accounts, 555 Clark Street, Evanston, IL 60208, or call 847.491.5224.

WITHDRAWALS AND REFUNDS

The director of the Russell Fellows Program must be notified in writing and must approve a student’s request for withdrawal from a course or from the program. Simply ceasing to attend class does not constitute official withdrawal.

Tuition deposits are not refunded under any circumstances. Tuition is refunded if the student withdraws on or before the seventh day of classes. After the seventh day, the refund amount decreases according to the university schedule.

If a student withdraws from more than half of his or her courses during a quarter in which federal loans have been disbursed, loan funds will be returned if 60% of the quarter has not elapsed. The student will be responsible for paying any resulting tuition balance using his or her own funds.
Information on applying for and receiving financial aid is available at kellogg.northwestern.edu/fin_aid. Financial aid is not available for those who choose to remain an additional quarter, except for students experiencing extenuating circumstances, which is reviewed on an appeal basis.

MAINTAINING SATISFACTORY ACADEMIC PROGRESS—MSMS

Federal regulations require all recipients of federal financial aid to maintain Satisfactory Academic Progress (SAP) in their program of study. For graduate students at Kellogg, this includes Federal Direct Stafford Loans—Unsubsidized, Federal Direct Graduate PLUS Loans and Perkins Loans. It is also the university’s expectation that students will make progress toward completion of the degree in which they are enrolled. These requirements apply to students for all quarters of enrollment within the academic year, including those quarters during which no federal financial aid was granted.

Full-time Kellogg students enrolled in the MSMS program must demonstrate Satisfactory Academic Progress in the following three ways:

- By maintaining a cumulative GPA of 2.0 or higher on a 4.0 scale for each quarter. The Satisfactory Academic Progress regulations require that students maintain this minimum cumulative GPA in order to remain eligible for federal financial aid.
- By completing the prescribed coursework each quarter, or, at the minimum, two-thirds of courses attempted per academic quarter. Grades of D (poor), F (failing), Y (incomplete), W (withdrawal) or X (excused absence for exam) do not satisfy the requirements.
- By completing their program of study within a specified period of time. MSMS students must complete their program within the standard four quarters. The Kellogg Financial Aid Office may allow students to receive federal financial aid for one additional quarter in order to complete their program requirements.

EVALUATION OF SATISFACTORY ACADEMIC PROGRESS

Evaluation of Satisfactory Academic Progress will completed at the end of each quarter by the Kellogg Office of Financial Aid when grades are posted for the MSMS program. This evaluation is conducted through a review of grades received, courses attempted, progress toward completing the program/graduate degree and GPA.

SAP WARNING—MSMS PROGRAM

If an MSMS student fails to meet the requirements for Satisfactory Academic Progress for any academic quarter, the student will be placed on SAP warning for one quarter. During the warning period, the student will still be eligible to receive federal financial aid, but the student must:
• Maintain and earn a cumulative GPA of 2.0 or higher.

• Complete the prescribed coursework each quarter, or, at the minimum, two-thirds of courses attempted per academic quarter. Grades of D (poor), F (failing), Y (incomplete), W (withdrawal) or X (excused absence for exam) do not satisfy the requirements.

• Be on track to complete the degree within their maximum time frame allowed.

Students will be notified via their Northwestern/Kellogg email accounts if they have been placed on SAP warning.

Please note that if a student does not enroll in the following quarter after an SAP warning is issued, the warning period will carry over to the next quarter of enrollment.

**SAP SUSPENSION**

Students who do not meet the terms of the SAP warning period for the MSMS program will be placed on SAP suspension. SAP suspension will designate that the student will not be eligible for federal financial aid. In order for a student on SAP suspension to reinstate his or her federal financial aid eligibility, the student must meet the following criteria:

• Complete 100% of the courses in which he or she has enrolled during the suspension quarter. Grades of D (poor), F (failing), Y (incomplete), W (withdrawal) or X (excused absence for exam) do not satisfy the requirements for completion. Receiving these grades will disqualify the student from receiving federal financial aid for the following quarter.

• Complete at least two classes according to the criteria above. Therefore, if a student enrolls in only one class for his or her first quarter of SAP suspension, the student must complete that course with a grade of C or higher and then complete 100% of all courses for which he or she enrolls in the subsequent quarter before the student can be reinstated.

• Any quarter in which a student does not enroll does not count toward Satisfactory Academic Progress. Therefore, the suspension period will go into effect in the next quarter of enrollment.

• Any courses that a student is enrolled in when the add/drop period ends will count toward his or her SAP calculation.

• Maintain and achieve a cumulative GPA of 2.0 or higher.

When a student meets all requirements for reinstatement of financial aid after a suspension, it will be the student’s responsibility to contact the Office of Financial Aid to request an SAP review for reinstatement of federal financial aid. If the Office of Financial Aid determines that a student is now in compliance with SAP requirements, federal financial aid will be reinstated the following quarter.
APPEALS

If a student fails to meet the SAP requirements as stated above due to extenuating circumstances such as a family member’s death, or illness (of the student or an immediate family member), the student may submit a written and signed appeal to the Kellogg Office of Financial Aid. The signed appeal request must be received by the Office of Financial Aid within 15 days of receipt of the notice of SAP suspension.

The written appeal should explain any relevant extraordinary circumstances, address the reason(s) for failing to meet the minimum academic requirements and offer some solution to the problems that have affected prior academic performance. Supporting documentation, such as statements from academic advisers, professors, healthcare providers, etc., may also be requested. The appeal will be reviewed by an SAP Committee chaired by the assistant dean, director of admissions and Financial Aid. All decisions made by the SAP Committee are final. The student will be notified if his or her appeal has been granted or denied via an email to the student’s Kellogg email account.

If an appeal is granted, the student will be placed in one of two categories:

1. **SAP Probation:** If a student is placed on SAP probation after an appeal, the student will be eligible for federal financial aid during one additional payment period. During the probationary period, the student must meet all SAP requirements. If the student fails to meet SAP requirements during his or her probationary period, his or her aid will be suspended without the ability to appeal. In order to reinstate federal financial aid eligibility after the SAP suspension, students must meet the aforementioned criteria for reinstatement without the use of federal financial aid.

2. **SAP Academic Plan:** Students may be placed on an academic plan upon submission of a successful appeal. If it is mathematically impossible for a student to resolve all deficiencies during the academic year and the student’s reason for appeal is appropriate according to federal regulations, the student may be placed on an academic plan with the end goal being to resolve all deficiencies. An academic plan varies in length and is determined by the SAP Committee. Progress will be reviewed at the end of each quarter and if the student is meeting the terms of the plan, financial aid eligibility will be maintained.

**SPECIAL CONSIDERATIONS FOR FIRST-TIME FINANCIAL AID APPLICANTS**

Current students who apply for financial aid are required to meet the Satisfactory Academic Progress requirements. Currently enrolled students who have not received federal financial aid for their previous quarters of enrollment and are considered to be First-Time Financial Aid Applicants must ensure that their previous coursework meets the SAP requirements. If it does not, First-Time Financial Aid Applicants will need to complete an SAP appeal for First-Time Financial Aid Applicants. The appeal should address the following:

- Describe a specific reason, event or circumstance that prevented one from meeting the SAP requirements.
- Provide a specific plan/corrective action to improve academic progress.
With any questions regarding the SAP policy for the Kellogg full-time programs, please do not hesitate to contact the Kellogg Office of Financial Aid at 847.491.3308 or finaid@kellogg.northwestern.edu.

CLASSROOM AND FACILITIES USE

Classes will be held at 555 Clark Street on the Evanston campus. A student lounge, four well-equipped study group rooms and copiers are also available for Russell Fellows at the 555 Clark Street location. More information about the equipment and the process for reserving study group rooms will be provided at orientation. Students may not bring alcohol into the 555 Clark Street facility.

RUSSELL FELLOWS LISTSERV USE

Russell Fellows will have their own listserv for emailing among themselves. It can be used to communicate events, set up meetings, conduct surveys, send reminders and convey other information that pertains to the entire Russell Fellows Program. If you have questions about using the listserv, please contact the director of the Russell Fellows Program.

UNIVERSITY HEARING AND APPEALS SYSTEM (UHAS)

The University Hearing and Appeals System is Northwestern University's formal campus judicial process for conduct violation. The Northwestern University Student Handbook (northwestern.edu/handbook) describes the system in detail.

SERVICES FOR STUDENTS WITH DISABILITIES

Students who need assistance due to any disability must first apply to the Services for Students with Disabilities Office, 601 University Place, Room 21, Evanston, IL 60208, 847.467.5530 or TTY.847.467.5533, email ssd@northwestern.edu or visit northwestern.edu/disability. The SSD office will provide documentation for faculty and the Office of Student Affairs that will be used to secure appropriate accommodation. See the Northwestern University Student Handbook (northwestern.edu/handbook) for university policy regarding and grievance procedures for students with disabilities.
POLICY ON DRUGS AND ALCOHOL

All on-campus events at which alcohol is served and all off-campus events of any kind must be preapproved by the Russell Fellows Office. All contracts must also be reviewed by the Kellogg administration and/or the Northwestern University Office of General Counsel.

Substance abuse is not acceptable and is not an excuse for unacceptable behavior. The university policy on drugs and alcohol is described in the Northwestern University Student Handbook. Students in need of assistance should contact Counseling and Psychological services at 847.491.2151 or northwestern.edu/counseling.

ON-CAMPUS PUBLIC SPACES

All on-campus events involving alcohol must be approved in advance by the Russell Fellows Office. During these events, only beer and wine may be served, and alternative (nonalcoholic) beverages as well as food must be provided. Carding of attendees is required, and licensed bartenders must be hired to serve all alcoholic beverages.

OFF-CAMPUS EVENTS

School-funded or -administered off-campus events must be approved in advance by the Russell Fellows Office. Alcoholic beverages may only include beer and wine, if alcoholic beverages are part of the programming. Alcohol will be served only by licensed bartenders. Alternative (nonalcoholic) beverages must be provided as well as substantial amounts of food.

Alcohol may not be the focus of advertising nor of the event, and all advertising must be approved by the Russell Fellows Office.

UNIVERSITY POLICY ON SEXUAL HARASSMENT

Northwestern University is committed to maintaining an environment free of discrimination and all forms of coercion that impede the academic freedom or diminish the dignity of any member of the university community. The university emphasizes this policy specifically as it pertains to the prevention of sexual harassment and to the obligations of students, faculty, administrators and staff.

It is the policy of Northwestern University that no member of the Northwestern community—including students, faculty, administrators or staff—may sexually harass any other member of the community. Sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute harassment when:

- Submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual’s employment or education; or
• Submission to or rejection of such conduct is used or threatened to be used as the basis for academic or employment decisions affecting that individual; or
• Such conduct has the purpose or effect of substantially interfering with an individual’s academic or professional performance or creating what a reasonable person would sense as an intimidating, hostile or offensive employment, educational or living environment.

Any concerns may be reported to the director of the Russell Fellows Program or to the Northwestern Sexual Harassment Prevention Office at sexual-harassment@northwestern.edu.

SEXUAL ASSAULT HEARING AND APPEALS SYSTEM

The Northwestern University Student Handbook describes the policy on sexual assault hearings. Contact the director of the Russell Fellows Program for more information.

HAZING

Northwestern University forbids hazing and all other activities that interfere with the personal liberty of an individual. The university defines hazing as any action taken or situation created, whether on or off university premises, to produce mental or physical discomfort, embarrassment, harassment or ridicule for the purpose of initiation into, affiliation with, or admission to, or as a condition for continued membership in, a group, team, club or other organization. Such activities and situations may include, but are not limited to, the following:

• Paddling in any form;
• Creation of excessive fatigue;
• Physical and psychological shocks;
• Quests, treasure hunts, scavenger hunts, road trips or any other such activities carried on outside the confines of the university;
• Wearing apparel that is conspicuous and not normally in good taste;
• Engaging in stunts and buffoonery;
• Requiring sleepovers or morally degrading or humiliating games and activities;
• Late work sessions or activities that interfere with scholastic activities and/or normal sleeping hours;
• Forced consumption of alcohol;
• Falsely leading an individual or individuals to believe that they will be inducted/initiated by participating in particular activities;
• Removing public or private property; and
• Forcing individuals to participate in activities that are not consistent with the university’s mission, rules, regulations and policies, or federal, state or local law.

Acceptance of an activity on the part of a new member or individual does not justify participation in or sponsorship of the activity. Any violation of this policy should be reported to the director of the Russell Fellows Program or the Office of Judicial affairs.

Hazing activities may also violate the Illinois Hazing Act, 720 ILCS 120/0.01 et seq. For advice or assistance regarding this policy, see northwestern.edu/hr/eeo.

BASIC STANDARDS OF ACADEMIC INTEGRITY

Registration at Northwestern requires adherence to the university’s standards of academic integrity. These standards may be intuitively understood, and cannot in any case be listed exhaustively. The following types of behavior are examples of what is unacceptable:

1. **Cheating:** Using unauthorized notes, study aids or information on an examination; altering a graded work after it has been returned, then submitting the work for regrading; allowing another person to do one’s work and submitting that work under one’s own name; submitting identical or similar papers for credit in more than one course without prior permission from the course instructors.

2. **Plagiarism:** Submitting material that in part or whole is not entirely one’s own work without attributing those same portions to their correct source.

The full policy is available in the Northwestern University Student Handbook.

KELLOGG HONOR CODE

The students of the Kellogg School of Management regard honesty and integrity as qualities essential to the practice and profession of management.

The purpose of the Kellogg Honor Code is to promote our values of integrity, professionalism and respect for others so that each student can fully develop intellectually and professionally within our community. The code governs student conduct pertaining to all academic, placement and co-curricular activities associated with Kellogg, be they on or off campus. The intent of the Kellogg Honor Code is to express ethical guidelines for the Kellogg community. It does not attempt to be a comprehensive list of rules and sanctions.

In accordance with this code, each student:

1. Treats each member of the Kellogg community with respect.
2. Acts honestly and does not seek an unfair advantage over other students, including, but not limited to, providing or receiving unauthorized aid on academic assignments, working with others on assignments intended to be completed individually, sharing confidential information about academic assignments and plagiarizing.

3. Represents oneself truthfully at all times.

4. Acts with personal integrity and good judgment while participating in all school-related activities and events, on and off campus.

5. Respects and responsibly uses individual, school and community facilities and resources.

6. Is mindful of the interests of the Kellogg and Northwestern community.

The Kellogg Honor Code is student-led and is based on the concept of community self-government. The efficacy of such a student-administered honor code is dependent upon the Kellogg community’s dedication to the ideals reflected by the code. An inherent feature of the Kellogg Honor Code is the obligation of each member of the Kellogg community to report all suspected violations and fully cooperate with any honor code proceedings.

A detailed description of the honor code and process will be provided in August 2013.

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KELLOGG CODE OF CLASSROOM ETIQUETTE

The Kellogg Code of Classroom Etiquette has been established to assist student and faculty alike to foster appreciation for a classroom and community environment that enhances the learning experience for all students. Attention to the code will add value to the course by creating a more meaningful and constructive discussion.

Students, therefore, are expected to adhere to the common standards of classroom etiquette based on the following principles:

1. **Attendance:** Students are expected to attend every class throughout the quarter. When unable to attend, the student should notify the professor in advance. Attendance is compulsory at the first class session. Failure to attend may result in exclusion from the class. Class attendance is not excused for activities such as recruiting, conferences or case and business plan competitions.

2. **Punctuality:** Students are expected to arrive for class on time so that the professor may start and end the class according to the schedule. Students more than five minutes late are subject to guidelines established by the professor.

3. **Responsible learning:** Students are expected to be prepared and committed to an optimal learning experience, including participating as required.

4. **Exiting and entering:** Students are expected to remain in the classroom for the duration of the class. If a student must depart early due to unavoidable circumstances, the
student should inform the instructor prior to class. Leaving and re-entering the class is not permitted except in the event of an emergency.

5. **Disruptive behavior:** Students should demonstrate respect for the professor and fellow students during the class period. Students should therefore refrain from distracting behavior such as disruptive eating, side conversations, surfing the Web or checking email messages. Laptops must be closed for all speakers and guests.

6. **Respect for the classroom:** Students are expected to help maintain the appearance of the classroom. After class, students should discard all their trash.

In essence, the Kellogg Code of Classroom Etiquette emphasizes respectful classroom behavior that contributes to the enhancement of the learning experience at Kellogg.

Students are also expected to review the course syllabus for the professor’s specific class policies.