EXECUTIVE MBA
BRAVE LEADERS
INSPIRE GROWTH
IN PEOPLE,
ORGANIZATIONS
& MARKETS

GET STARTED ON YOUR PATH
TO AN EXECUTIVE MBA TODAY
Leaders worldwide pinpoint growth as the hardest challenge they must confront, whether it’s pertaining to people, organizations or markets. More than half say it's their top concern and nearly three-quarters say it's more important than operational efficiency.

The world needs leaders who can meet the challenge of growth head-on; who can see possibilities that others can’t and take action with agility and courage.

**KELLOGG CAN HELP YOU MAXIMIZE YOUR IMPACT.**

As an executive-level professional, Kellogg can help you deepen your leadership so you can see new opportunities and seize them with confidence. Securing a spot in Kellogg’s top-tier Executive MBA Program is one of the best investments you can make in your future.

Here, in the company of the world’s most prominent leaders, you will develop new frameworks for solving problems and reach your leadership potential while broadening your global network.
At the highest level, being a Kellogg leader means questioning conventional thinking and challenging the status quo. It means making every team and every organization you touch better because you are there.

In very concrete terms, it means learning the architecture of collaboration and how to catalyze resources to lead positive change in organizations, communities and the world. It means understanding the demand side of markets to identify consumer wants and human needs and developing better products, services and solutions to meet them.

Being a Kellogg leader requires mastering the mindset and mechanisms of innovation, generating bold new ideas and making them happen. It also means developing a broader understanding of the public and private interface and knowing how to sustain organizations in a capitalistic economy firmly grounded in ethics and law.

This is what Kellogg believes. This is what we teach. This is what we practice. As we pioneer the evolution of management education, we address the ever-growing, complex challenges of the global marketplace.

As an alumna and dean, I invite those who share our passion and purpose to join our community.

Sally Blount ’92, Dean
YOU’RE READY TO REACH YOUR FULL POTENTIAL.
Kellogg accelerates the development of leaders who are primed to ignite growth.

Expansive global footprint
WHAT WE DELIVER: The largest integrated global network with the broadest array of global opportunities.
WHAT YOU GET: Access to the immersive Kellogg Executive MBA Global Network that includes five partner schools around the world.

Distinctive culture
WHAT WE DELIVER: A courageous and driven community of high-caliber executive peers and prominent alumni.
WHAT YOU GET: An opportunity to practice collaboration and risk-taking among peers who are as supportive as they are ambitious.

Unique thought leadership
WHAT WE DELIVER: Learning designed for the experienced professional, with a distinctive approach to business thought leadership that spans departments and integrates initiatives that cut across disciplines.
WHAT YOU GET: A balanced and dynamic skill set that you’ll immediately apply to your career. You’ll learn to tackle the toughest questions, solve complex problems and lead across all aspects of your organization.
At last count, more than 1,000 Kellogg graduates held chief executive officer roles in a wide variety of leading organizations.

One of those leaders is 7-Eleven, Inc. President and CEO Joseph DePinto ’99, who says his Kellogg education “reinforced my view about the power of teams and working together to solve complex business problems.”

DePinto says Kellogg’s balanced strengths across disciplines, particularly in finance and marketing, produced knowledge that endures. “Many of the principles taught,” he says, “I use every day.”

“Our vision is to be the best retailer of convenience. I lead by example and the Kellogg team-based approach informs my leadership style to this day.”

Joe DePinto ’99
President and CEO, 7-Eleven, Inc.

Executive MBA Program
EXECUTIVE MBA
GLOBAL NETWORK

Toronto, Canada
Schulich School of Business
Expertise: Financial Services • Information Technology

Kellogg School of Management
Evanston, IL & Miami, FL
Expertise: Global Leadership • General Management

Vallendar/Düsseldorf, Germany
WHU - Otto Beisheim School of Management
Expertise: European Business • Luxury Brand Management
To succeed in today’s marketplace, you need a global perspective that can be developed with the RIGHT ACCESS, CONNECTIONS AND EXPERIENCES.

With two U.S. campuses and five partner institutions, the Kellogg Executive MBA Global Network is the largest, most immersive network of its kind with unparalleled access to a broad range of global opportunities. Unlike other executive MBA programs, Kellogg’s approach to global learning leverages the expertise of leading faculty at our partner schools. Experience complete immersion in global markets, connect with business leaders from around the world and develop the global expertise that ignites global leadership.
WHERE GLOBAL EXPERTISE IGNITES GLOBAL LEADERSHIP

1. **Learn from local experts**
   - Take global electives at all seven campuses in the Kellogg Executive MBA Global Network that are taught by experienced faculty with unparalleled expertise in their regions. Through study and immersion in these local markets, you will broaden your global leadership perspective, hone expertise in specific industries and develop a rich understanding of different markets. These weeklong trips typically include two electives as well as cultural experiences and are taken in your second year.

2. **Practice leadership on a global scale**
   - Experience the power of the global classroom during Global Network Week, which draws executive peers from the entire network to the Evanston, Illinois campus. Take *Negotiations* and *Strategic Crisis Management* courses with students from around the world. This highly interactive environment provides an opportunity to learn more about cultural norms and encourages close collaboration and meaningful conversation both in and out of the classroom.

3. **Engage in emerging markets**
   - Study developing economies on a deeper level, examining key trends and topical issues relevant to specific industries and countries. For instance, *Social Impact: Africa* examines the unique challenges of designing business models that create positive societal or environmental impact. Students work on a consulting project with a nonprofit organization, and travel to Africa to conduct field research and meet leading social impact organizations.
Minerva Capital Group Founder and CEO Jocelyn Cortez-Young ’07 understands what it takes to drive a market. Cortez-Young focuses on investments that serve a dual purpose: to activate social change in Latin America and to turn a profit.

While studying at Kellogg, Cortez-Young had ample opportunity to broaden her network and experience other cultures. Taking courses in the Kellogg Executive MBA Global Network allowed her to better understand some of the markets where she would later invest, as well as make connections with peers from across the world. After Kellogg, she left her position as a vice president at Citibank and drew upon her global experiences to launch Minerva Capital.

“No other business school offers the same immersive global opportunities. At Kellogg, I lived the principle of ‘think global, act local,’ and was able to tap into the network to connect professionally and personally.”
In the Executive MBA Program, you’ll be surrounded by high-caliber classmates with a diversity of experience and vast global expertise. You will learn with — and from — today’s global leaders, senior executives, entrepreneurs and experts, who will provide invaluable perspectives on universal challenges.

Collaboration is integral to who we are and what we do. As a student, you will see how a team-based approach to learning elevates your leadership development and enhances your professional skill set. It cultivates the type of leader who can inspire others to create value in the world.

CLASS PROFILE
You’ll find an engaging diversity of experience, culture and background to broaden your global perspective.

- Average Age: 38
- Female Students: 24%
- Minority Students: 22%
- International Students: 31%

Data from the Executive MBA Class of 2016. Learn more at kellogg/EMBAstats
PROFESSIONAL EXPERIENCE
Candidates are highly experienced senior leaders who bring a depth of knowledge and skill to the classroom.

14 YEARS AVERAGE WORK EXPERIENCE

GEOGRAPHIC REPRESENTATION
Kellogg Executive MBA students are drawn from every part of the world, creating a rich environment for global collaboration.

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>69%</td>
</tr>
<tr>
<td>EUROPE</td>
<td>6%</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>15%</td>
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<tr>
<td>AFRICA</td>
<td>1%</td>
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<tr>
<td>ASIA</td>
<td>8%</td>
</tr>
<tr>
<td>OCEANIA</td>
<td>1%</td>
</tr>
<tr>
<td>MIDWEST</td>
<td>69%</td>
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<tr>
<td>WEST</td>
<td>16%</td>
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<tr>
<td>SOUTH</td>
<td>8%</td>
</tr>
<tr>
<td>NORTHEAST</td>
<td>7%</td>
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</tbody>
</table>
Throughout your two years in the Executive MBA Program, you will work in a study group made up of five to six students with an intentional balance of skills and experiences. This will allow you to build deep relationships with peers and expand your connections in the Kellogg network while achieving your educational goals.

**THE IMPACT OF A TEAM-ORIENTED APPROACH**

“Each of my teammates has pushed me to be a better leader.”

Elspeith Campbell Moffatt ’18
Program Administrator, Community Services Group

“Some of us are better at finance, while others are stronger in marketing. That diversity has helped us succeed.”

Paras Vikram Shah ’18
Director, Hubot Chemical Company
“I learn from my study group just as much as I learn from the professors.”

Dylan M. Ross ’18
Regional Vice President, McKesson Corporation

“We can go to one another for support. Paras and I went from focusing solely on our regular course work and careers to branching out and starting new ventures.”

Enna Weng ’18
Vice President, Wells Fargo Securities

“Our team is grounded in the power of motivation, the power of courage and the power of trust.”

Travis Patrick Tubbs ’18
National Sales Director, Jenn-Air, Whirlpool Corporation
A powerful and responsive network

Join a robust network of high-impact, low-ego leaders across the globe.

Our alumni hold top positions at some of the world’s most respected organizations. Put that power to work for you from the start. Despite their busy lives, Kellogg alumni are renowned for their willingness to help students and fellow alumni by generously sharing their wisdom, experience and connections.
ALUMNI ACROSS 120+ COUNTRIES

60,000+

ALUMNI ACROSS 120+ COUNTRIES

CINDI BIGELOW ’86
CEO, BIGELOW TEA

GARY BRIGGS ’89
CMO, FACEBOOK

ROSLYN M. BROCK ’99
CHAIRMAN OF THE BOARD, NAACP

STEVE HAFFNER ’97
CO-FOUNDER AND CEO, KAYAK

CESARE MAINARDI ’86
CEO, STRATEGY&

GORDON SEGAL ’60
CO-FOUNDER, CRATE AND BARREL

JENNY LEE ’01
MANAGING PARTNER, GGV CAPITAL

DIANA NELSON ’89
CHAIR, BOARD OF DIRECTORS, CARLSON HOTELS, INC.

THOMAS WILSON ’80
CHAIRMAN AND CEO, ALLSTATE CORP.

IVAN MENEZES ’85
CEO, DIAGEO

PROMOD HAQUE ’83
SENIOR MANAGING PARTNER, NORWEST VENTURE PARTNERS

DAVID CHEN ’84
CEO AND FOUNDER, EQUILIBRIUM CAPITAL GROUP

BUCHANAN CHEUNG ’78
GROUP CHIEF EXECUTIVE OFFICER, NEXT DIGITAL LIMITED

BON FRENCH ’76
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DIANA NELSON ’89
CHAIR, BOARD OF DIRECTORS, CARLSON HOTELS, INC.
BALANCED AND DYNAMIC SKILL SET
As a seasoned executive, you need an MBA program that builds on your functional expertise.

At Kellogg, you will build a balanced and dynamic skill set that will prepare you to lead confidently in a complex world.

The Executive MBA Program is designed for experienced professionals, strengthening your acumen across all areas of an organization so that you can be a more strategic thinker and a better leader.
From the moment you begin the Kellogg Executive MBA Program, you’ll immerse yourself in study that addresses the complex problems facing leaders today. Taught by Kellogg faculty and customized for the executive level, our curriculum will strengthen your business foundation and help you lead an organization more confidently.

22-24 core classes / Taken with your cohort and study groups
In your second year of study, you will hone management techniques and apply strategies to larger challenges. Customize your experience by choosing electives that fit your career goals, or discover new interests. You’ll complete your experience with Growth Strategy Practicum, a capstone course that synthesizes class lessons from across the program.

**GLOBAL NETWORK WEEK**
Expand your horizons and learn in a truly international setting during Global Network Week, held on the Evanston, Illinois campus.

**ELECTIVES**
Choose from more than 40 elective courses. These intensive courses cover a rich array of topics, markets and industries. Students will take electives domestically and internationally at the global network schools.

**GLOBAL ELECTIVES**
Study in local markets and sharpen your global acuity. All students are required to travel outside the United States for at least one elective. Accommodations are covered as part of your tuition for one overseas trip.

**GROWTH STRATEGY PRACTICUM**
Integrate learnings from the past two years in a hands-on business problem. In class, you’ll hear from CEOs while working in teams to build growth strategies for real businesses.
TechVenture India lets students experience an emerging market firsthand.

As Professor Mohan Sawhney notes, “Knowing what’s happening in India is vital for any MBA student.” That’s the concept driving one of the Executive MBA Program’s cutting-edge courses, TechVenture India, taught by Professor Sawhney. Through in-field research, guest talks and lectures, students will study the intersection between technology and emerging markets, using India as a case study for global market issues.

Professor Sawhney and Kevin Rasch ’15, one of the course participants, share their perspectives and main takeaways from the course.

<table>
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<tr>
<th>MOHAN SAWHNEY</th>
<th>KEVIN RASCH ’15</th>
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<tbody>
<tr>
<td>McCormick Tribune Professor of Technology; Director, Center for Research in Technology &amp; Innovation at Kellogg</td>
<td>Vice President and Assistant General Counsel, MassMutual Financial Group</td>
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**Why India?**
India is home to 1.25 billion people. It is the most important emerging market in the world for technology companies. India has become a hotbed for entrepreneurial activity and is at an inflection point in its adoption of technology products.

**The goals of the course are to provide students with an in-depth understanding of key technology developments in the world of “SMAC” (Social, Mobile, Analytics and Cloud) and give them firsthand exposure to companies bringing these technologies to emerging markets.**

**Why India?**
The Indian economy is one of the 10 largest in the world and the third largest by purchasing power. India is a coiled spring ready to catapult forward. I wanted to understand that dynamic better.

**What were your goals?**
The goals of the course are to provide students with an in-depth understanding of key technology developments in the world of “SMAC” (Social, Mobile, Analytics and Cloud) and give them firsthand exposure to companies bringing these technologies to emerging markets.

**What were your goals?**
I've seen unexpected services like legal research outsourced to Indian companies who use technology to become more efficient. I wanted to know: Why is India so well-positioned for the technology sector and what implication does that have for U.S. commerce?

**What did you learn?**
We learned that a number of technology and e-commerce startups are adapting U.S.-based models to India. We were also surprised by the rate of adoption of mobile in India. Reliance Jio, for instance, acquired 100 million mobile subscribers in its first 170 days. The sheer scale of the Indian market is mind-boggling.

**What did you learn?**
My experience made me realize how vulnerable all industries, including financial services and life insurance, are to disruptive technology. I’ve learned to look beyond Silicon Valley for the next investment or acquisition.
ENGAGE WITH LEADING MANAGEMENT EXPERTS

Dynamic, accessible and passionate about teaching and learning, Kellogg faculty respect the rich experience you and your top-caliber executive peers bring to the classroom.

MARKETING
Academic Trustee, Marketing Science Institute; Area Editor, Journal of Marketing; Author, Strategic Marketing Management

ALEXANDER CHERNEV

ENTREPRENEURSHIP
Board member, digital startup incubator 1871; Executive Director, Kellogg Innovation and Entrepreneurship Initiative (KIEI)

LINDA DARRAGH

STRATEGY
Former Chairman and CEO, Baxter International Inc.; Executive Partner, private equity firm Madison Dearborn Partners

HARRY KRAEMER

MANAGEMENT AND ORGANIZATIONS
Negotiations expert; Author of The Mind and Heart of the Negotiator

LEIGH THOMPSON

FINANCE
Consultant to the World Bank, International Monetary Fund and Federal Reserve System

SERGIO REBELO
Joel Kingsbury ’15 was enjoying a successful marketing career at a Fortune 500 technology company. But he knew that to grow into executive-level leadership, he needed the cross-functional knowledge and experience an MBA from Kellogg would provide.

Kingsbury joined the Kellogg Executive MBA Program in 2013, when he was global marketing lead for Motorola. By the time he graduated in 2015, he had gained the skills and experiences necessary to be promoted to his current role heading Motorola’s North America division.

“It’s incredible to see the confidence that Kellogg gave me, transitioning into this new role. I got to put into practice exactly what I learned.”
AT WORK
Analyzes net present value for resource allocation

AT WORK
Evaluates future job opportunities to meet his individual criteria

AT WORK
Promoted to lead North America division

AT KELLOGG
Takes core courses Managerial Finance and Managerial Economics

AT KELLOGG
One-on-one sessions with Career Management Center

GRADUATES FROM KELLOGG
Joel Kingsbury ’15
Senior Marketing Director, North America Marketing, Motorola

Executive MBA Program
YOUR CAREER AND LEADERSHIP JOURNEY

At this point in your career, you’ve reached a certain level of success. **BUT CAN YOU CONFIDENTLY LEAD WITH VISION AND PURPOSE?**

Our career and leadership coaching delivers comprehensive, individualized programming designed to help you define and pursue your career aspirations. You’ll gain deeper insights into your talents and leadership style, and learn to take full advantage of your professional strengths to seize new opportunities for yourself and your organization.

**THE CAREER BENEFITS OF A KELLOGG MBA LAST A LIFETIME**

- One-on-one career coaching for life through the Career Management Center
- Ability to audit electives on the Evanston and Miami campuses
- Exclusive access to networking and thought leadership events
- Alumni job boards
- Career workshops and webinars
- Classes and workshops on key leadership topics where executive speakers share their perspectives firsthand
Today it’s common to see fresh fruit on McDonald’s menu, but that wasn’t the case before Vicky Free ‘04 made it happen.

Free was midway through the Kellogg Executive MBA Program when, as a marketing executive for McDonald’s, she was put in charge of launching the company’s first-ever product featuring fresh fruit.

She found that her operations and supply chain courses immediately paid off in leading the initiative — from working with the supply chain team to identify sources for fruit, to packaging and supply chain flow. Her ability to leverage insights across business disciplines positioned her to take on greater leadership opportunities, including her current role as CMO at BET Networks.

“Kellogg has a highly interactive and integrative curriculum that helped me become the leader I am today. You have to be able to quickly fit into whatever role you’re playing, know your strengths and coach others to achieve the desired outcome. I came out of Kellogg understanding how to do that.”

EXPANDING THE LEADERSHIP MINDSET

Vicky Free ‘04
Executive Vice President and Chief Marketing Officer, BET Networks
Executive MBA Program
Earn your MBA in a format that aligns with your work schedule and geographic location. Whether you choose the Evanston or Miami campus, you benefit from the same stellar faculty, curriculum and network that define the Kellogg experience.

**OPTIONS TO SUIT YOUR LIFESTYLE**

**BIMONTHLY IN EVANSTON, IL**

Just 30 minutes from downtown Chicago, Evanston students live and learn at the James L. Allen Center, a center that supports the educational needs of executive students while providing hotel amenities. Here, you'll have space to work on group assignments, make lasting connections with your peers and enjoy the tranquil Northwestern campus. Students study Friday through Saturday and the occasional Sunday.

January or September start / Live-In Weeks: 4 / 2 years to complete
MONTHLY IN MIAMI, FL

The Miami campus combines the resources of a world-class business school with the convenience of its Coral Gables, FL location, which serves as a gateway to Latin American markets. Students learn in a space modeled after the James L. Allen Center in Evanston, with amenities such as tiered classrooms, study group rooms, on-campus snacks and beverages and more. While here, you'll stay in the comfort of a five-star hotel within steps of the campus.

January or September start / Live-In Weeks: 3 / 2 years to complete
A Kellogg MBA is one of the best investments you can make in your future. Get started today to find out if Kellogg is the right fit for you.

Visit kellogg.northwestern.edu/emba to:
- Request a résumé review
- Visit a class
- Attend an event
- Start your application

Or contact emba-admissions@kellogg.northwestern.edu to connect with an admissions officer.
Northwestern University is an equal opportunity, affirmative action educator and employer.

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Harassment, whether verbal, physical or visual, that is based on any of these characteristics is a form of discrimination. 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.

While Northwestern University is committed to the principles of free inquiry and free expression, the discrimination and harassment identified in this policy are neither legally protected expression nor the proper exercise of academic freedom.

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

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08-17/2000/KSM-KM
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