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 Evanston campus, located outside of Chicago, is home to a renowned, research-focused faculty and MBA students from around the globe. The Kellogg School includes the Full-Time, Part-Time and Executive MBA Programs and the non-degree Executive Education Program. The school offers three joint-degree programs: the JD-MBA, MD-MBA and MEM-MBA. Additionally, the Kellogg School of Management has alliances with business schools throughout Europe, Asia and North America.

**Kellogg Executive MBA Programs**

Executive MBA students complete two years of study in general management to earn an MBA degree. The program serves mid-career executives preparing for the next level, as well as senior executives who wish to enhance their skills and leadership effectiveness.

With campuses in Evanston and Miami, the Executive MBA Programs are designed for executives with substantial experience in management. The typical class has representatives from firms of various sizes — from Fortune 500 companies to small businesses — as well as from public and nonprofit organizations.

### Kellogg Executive MBA Program — Miami Campus

The Kellogg Executive MBA Program Miami Campus recognizes the growing importance of Miami as a commercial and financial center and gateway to Latin America. The program is designed for mid-career executives based in the southeastern United States and Latin America who aspire to senior leadership responsibilities within their organizations. The Kellogg Executive MBA Programs Miami Campus offers U.S.- and Latin American-based managers an opportunity to learn and share best business practices with each other and to develop lasting global relationships in a world-class business school.

Located outside of downtown Miami in Coral Gables, a short distance from Miami International Airport, classes meet once a month on average, following a traditional October through June academic calendar. Class meetings are a combination of long weekends (mid-day Thursday through mid-day Sunday) and two intensive Live-In weeks per academic year. Participants stay and attend class at the Kellogg School’s Miami-area campus at the Hyatt Regency Coral Gables.

### Joint Executive MBA Programs

The Kellogg School partners with institutions abroad that share its commitment to academic rigor and a global understanding of management. Kellogg partner institutions are leaders in business education in Asia, Europe, the Middle East and Canada.

Beginning in 1996, Kellogg established joint Executive MBA Programs with the Recanati Graduate School of Management at Tel Aviv University in Israel; WHU-Orto Beisheim Graduate School of Management in Frankfurt, Germany; the School of Business and Management at the Hong Kong University of Science and Technology in China; and the Schulich School of Management at York University in Toronto. These partnerships have allowed the school to build an international network of MBA students, all fluent in the common Kellogg language of academic excellence, team leadership and the power of diversity.

United States-based students derive many benefits from being part of this global network of premier business schools. Students from Kellogg partner schools come together at the James L. Allen Center to share an international live-in week with Kellogg Executive MBA students at the beginning of their second year. During this week, students together complete classes in negotiations and strategic crisis management, collaborating with their counterparts from around the world. Participants learn first-hand the multinational facets of business, while creating close, personal contacts with other members of the international community.

To further increase their understanding of global business issues, the Kellogg Executive MBA Programs offers students a unique opportunity to complete an elective course during a live-in week at one of the school’s partner institutions in Tel Aviv, Frankfurt, Hong Kong or Toronto.

### Residential Life

Kellogg has developed numerous executive programs that respond to the demands of management today. Nearly 4,000 executives and managers from several hundred organizations take part each year in these programs, held at the James L. Allen Center and Kellogg Executive MBA Programs Miami Campus classroom. The center has classrooms, seminar rooms, study areas with computer facilities, dining rooms, lounges, exercise facilities and sleeping accommodations for participants.

**Attire for Executive MBA Programs**

Students spend a great deal of time in class; comfortable, informal attire is generally the rule among Executive MBA participants.
Dining
Breakfast is included in the cost of an overnight stay and is provided on class days. Lunch is also provided on class days.

Evanston Campus
Allen Center Visitor Guidelines
The James L. Allen Center accommodates numerous groups; to avoid confusion, we ask that students follow a few guidelines. Many of our guests have private cocktail parties, coffees or other social gatherings. When students are at the Allen Center, please respect the privacy of other groups' catered events. The kitchen, executive program offices and supply cabinets are all off limits. If a student needs something not in view, please ask one of the executive program or dining room staff members. They are here to serve the students and appreciate this courtesy.

Phone, Mail and Fax
In an emergency, a family member or business associate may call the Executive MBA office directly so that we can convey the message to a student. During class weekends and Live-In Week, students may prefer to make and receive calls in their room; be aware, however, that outgoing calls from room phones are more expensive than those made from pay and credit card phones.

There is a fax machine at the front desk. Students will be charged a fee for sending faxes. The front desk will notify you of any faxes received. The Allen Center’s fax number is 847.491.4323.

Resource Room
Located on the second floor near the Executive MBA office, the participant resource room is equipped with computers, printers, and a copier. Additional computers and printers are located in the hallway outside of room 221.

Overnight Stays on the Evanston Campus
Allen Center accommodations are subject to availability. If students plan to arrive on Thursday for a Friday class or stay in addition to class days, they should reserve a room during the previous seven days. Students can make reservations by e-mailing: fdm@kellogg.northwestern.edu with your request. The special Executive MBA rate includes breakfast the next morning. To accommodate other groups, please plan to arrive after 3 p.m. and to vacate the room by 10 a.m.

If rooms at the Allen Center are not available the night before a session, several area hotels provide discount accommodations to those affiliated with Kellogg. The following hotels are near campus.

<table>
<thead>
<tr>
<th>Hotel Name</th>
<th>Phone Number</th>
<th>Address</th>
<th>Reservations</th>
<th>Special Rate Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotel Orrington</td>
<td>847.866.8700</td>
<td>1710 Orrington Ave.</td>
<td>888.677.4648</td>
<td>847.475.6400</td>
</tr>
<tr>
<td>Hilton Garden Inn</td>
<td>847.773.7700</td>
<td>1818 Maple Ave.</td>
<td>888.677.4648</td>
<td>1.800.HILTONS (445.8667)</td>
</tr>
<tr>
<td>Best Western University Plaza</td>
<td>847.491.6400</td>
<td>1501 Sherman Ave.</td>
<td>888.677.4648</td>
<td>1.877.STAYHGI (782.9444)</td>
</tr>
<tr>
<td>North Shore Skokie Hotel</td>
<td>847.679.7000</td>
<td>9599 Skokie Blvd.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Miami Campus
Students in the Kellogg Executive MBA program Miami Campus attend classes adjacent to the Hyatt Regency Coral Gables in a newly designed state-of-the-art classroom complete with private study areas. Students enjoy in-room Internet access and a variety of services helpful to the business traveler. Miami students can contact the program director at 305.442.7780 to make additional night reservations. Reservations are available at a discounted student rate for additional nights.

Miami International Airport, which connects travelers with cities around the world, is just four miles away.

Phone, Mail and Fax
Fax services are available through the Hyatt Regency Coral Gables for a nominal charge. The Hyatt fax number is 305.441.0520. Additionally, students on the Miami campus receive high-speed wireless internet access and parking provided with their tuition costs. Copy services are available in the Kellogg Executive MBA Program Miami Campus office.

THE KELLOGG COMMUNITY
Career Management
Career management services and workshops are available to all Executive MBA students to assist them in leveraging their MBA degrees and advancing their careers within their sponsoring organization. Self-sponsored, unemployed and sponsored Executive MBA students with employer approval are also eligible for external job search assistance.

It is our policy to provide job search career management services only to Kellogg Executive MBA students who fall into one of these three categories: fully self-sponsored; corporate-sponsored but have received their employer’s permission to seek career opportunities outside of the sponsoring firm; or students who have become unemployed or displaced during the course of the program.
Students are bound by the Kellogg Honor Code to utilize only those services for which they qualify and for which they have been approved. Regardless of sponsorship status, Executive MBA students will not be able to take part in the MBA on-campus recruiting process.

Social Events
Throughout the year, the Executive MBA staff and group representatives also plan extracurricular events for participants and their spouses and significant others, from tailgate parties and golf outings to picnics and group dinners. All the events are announced well in advance, and we encourage all students to attend and get to know each other better.

Partner's and Sponsor's Days
In recognition of the people whose support makes the Executive MBA experience possible, the EMBA office hosts annual Partner's and Sponsor's Days.

On Partner's Day, husbands, wives and significant others join students for lunch, attend classes, take a coffee break with students and then return to classes. The day ends with a reception. Classes are taught by Kellogg faculty. Spouses and companions who participate come away with a better understanding of what the Executive MBA experience entails.

Sponsor's dinners are held in the spring term each year. We invite sponsors or a person from one's company who was most responsible for a student enrolling in the program, to join the student for a meal, listen to a faculty speaker and then tour the Allen Center. It’s our way of thanking your sponsor.

Northwestern Sporting Events
The Northwestern Wildcats football team plays home games at Ryan Field; admission is reduced with the student ID card. Students may purchase additional tickets at the game for family and friends at regular price. Tickets can be purchased at: 847.491. CATS or on Northwestern's Web site at nusports.cstv.com/tickets/nw-tickets.html.

Northwestern's men's and women's basketball teams play their home games at the Welsh-Ryan Arena in McGaw Memorial Hall. Individual tickets and season passes are available at the athletic ticket office at Ryan Field and at the Norris University Center.

NORTHWESTERN UNIVERSITY SERVICES

Student IDs
Northwestern IDs, called WildCARDs, will be issued to all students. The WildCARD allows use of the sports and aquatics center, discounts at participating shops, restaurants and hotels, library privileges and entrance to sporting events. The Executive MBA office provides one WildCARD. If students should need a replacement card, they must go to the WildCARD office at Norris Center to purchase a new card. For more information, please visit unitscs.northwestern.edu/WildCard.

Parking
Parking Office, 1819 Hinman Ave.
847.491.3319

If students plan on parking a car on campus, you will need a parking permit. Parking regulations are strictly enforced by the Department of Public Safety and fines for violations of the permit requirement are substantial. During Live-In Week, we will be happy to assist students in obtaining a permit. Executive MBA students are issued one hang tag which allows them to park in any “C” (commuter) parking lot on the Evanston campus. Please note that the parking lot in front of the Allen Center is limited to “F” permits only during regular business hours.

Students will be given a list of parking rules and regulations when they get their permit. Please read them. Note that cars are not to be backed into stalls and may park only in designated spaces. Though the program will provide a parking permit, students are responsible for any parking violation fines incurred on campus. Should a student drive a car without a permit, he or she can purchase a one-day visitor pass at the Allen Center front desk or at the parking office located at 1819 Hinman Avenue.

Public Safety
1819 Hinman Ave. 847.491.3254
Emergencies: (from campus phones) 4-5-6 847.491.3456
Safety Division: 847.491.3253

Emergency phones are located at strategic locations on campus. They are painted yellow and are marked with blue lights.

The Department of Public Safety is responsible for crime prevention, law enforcement, parking control, fire protection, general safety and emergency management. Campus police officers are on patrol 24 hours a day, seven days a week. All are police academy graduates with full law enforcement authority. Northwestern police officers will direct students and other members of the community to sources of assistance. The police division also provides a number of services directly, including crime prevention programs, speaking engagements, vehicle unlocks, some medical transports and the loan of battery jumper cables at 1819 Hinman Ave. and at the Norris University Center. Special or individual circumstances or concerns should be brought to the attention of the supervisor on duty at the Department of Public Safety.
Services for Students with Disabilities
Students who need assistance due to any disability should notify:
Services for Students with Disabilities Office
Room 40
601 University Place
Evanston, IL 60208
Phone: 847.467.5530
TTY: 847.467.5532
Fax: 847.467.5538
Email: ssd@northwestern.edu
www.northwestern.edu/disability

Students who have difficulty using University facilities (those who are mobility impaired, blind, etc.) should contact the disability services coordinator. A brochure, “Library Access for Users with Disabilities,” is available at the University Library. Further information is available at: library.northwestern.edu/policy/disabilities.html

University Library and Online Services
Northwestern University libraries are a rich and valuable resource for the Kellogg community. Library services are available to assist with research. The collections include more than three million books, journals, online services and other media in management, the social sciences and the humanities.

The student WildCARD serves as a library card; it is required to enter the library on weekends and after 5 p.m. during the week. Current library schedules are posted at: library.northwestern.edu/hours. The library information desk can be reached at 847.491.7658. Students may access the Northwestern Library’s extensive online services at nucat.library.northwestern.edu, using their NetID and password.

RECREATION

Evanston Campus

The Norris University Center
norris.northwestern.edu/hours.php

Store: 847.491.3990
Information desk: 847.491.2300

Norris, across the lagoon from the Allen Center, combines dining and recreational facilities with a variety of services. Cash stations are located inside the Norris Center and outside of the Sports & Aquatic Center. Please see the front desk for further assistance.

The Norris Center Store is open during the school year from 8:30 a.m. to 6:30 p.m. Monday through Thursday, until 5 p.m. on Friday, and 11 a.m. to 4 p.m. on Saturday, with additional hours at the beginning of each quarter and for Sunday events. The store carries academic and trade books, school supplies, magazines, foreign newspapers, greeting cards and Northwestern souvenirs and clothing. The Norris Information Desk provides current information about University and Chicago-area events.

Henry Crown Sports Pavilion and Dellora A. and Lester J. Norris Aquatics Center
The Crown Sports Pavilion and Norris Aquatics Center is a multipurpose sports complex on the lakefront north of the Allen Center, with seven racquetball courts, four multipurpose courts for tennis or basketball, and an Olympic-size swimming pool as well as conditioning rooms, an outdoor sun deck and a pro shop. Students with valid WildCARDs can use the facility. Building hours are subject to change, so phone the center at 847.491.4300.

Vandy Christie Tennis Center
Evanston, IL 60208-3610
847.491.3310

This facility is open for play on a first-come, first-served basis beginning in late spring, typically around mid May, depending on the weather. It closes for the season in early September. During tennis season when weather permits outdoor play, these courts are sometimes used by the Northwestern Men’s and Women’s Tennis teams. Varsity teams and camps have first priority in use of the courts.

Combe Tennis Center
Indoor tennis courts
847.491.4312

Beaches
Information: 847.491.4300.

To use the Northwestern beach, students must present a valid WildCARD. All others must purchase a beach pass, available at the beach entrance 9 a.m. to 6 p.m. daily or at the Sports and Aquatics Center 9 a.m. to 5 p.m., Monday through Friday. Lifeguards are on duty 9 a.m. to 6 a.m. daily. The City of Evanston also maintains beaches; call 847.866.2910 for more information.

Miami Campus

The Hyatt Regency Coral Gables fitness center features an outdoor heated pool, exercise cycles, stair climbers, Nautilus and locker rooms with saunas. Other recreational areas include a nearby jogging path, the 18-hole Biltmore golf course and Key Biscayne Beach. Students also receive an art guide and literature about additional attractions and community services.
TUITION AND FINANCIAL RESOURCES

Tuition Payment
Tuition includes housing and most meals during live-in weeks, weekly lunches, and all books and supplies. For the North American and Miami programs, tuition also covers housing and most meals for class weekends.

Tuition is generally paid in two installments, due prior to the beginning of each academic year. One invoice for each academic year's tuition will be generated. No additional invoices will be issued by the Executive MBA office.

Upon acceptance, a nonrefundable, nontransferable deposit of $5,000 is required to reserve a seat in the program. If a participant leaves the program for any reason after having been accepted and enrolled, no tuition refund will be made.

The financial aid office will work with candidates in need of alternate payment plans. Federal and alternative loans are also available. However, the Executive MBA office cannot make specific recommendations about which lender a student should borrow from. For the most current information, visit the tuition and financial aid site at kellogg.northwestern.edu/emp/intranet/tuition.

Company Sponsorship
Students are ultimately responsible for coordinating payments and timing with their company. If a company cannot adhere to the usual one payment per year schedule, the student should contact the Executive MBA office.

Account Delinquency
The Executive MBA office will work with students who encounter unforeseen circumstances that may delay a payment.

Laptop Computer
An optional one-time fee of approximately $1,350 can be added to the student's first year tuition invoice to cover the cost of a high-end, custom-configured laptop computer.

ACADEMIC ENRICHMENT

Study Groups
When students arrive on campus for their first Live-In Week, they receive their study group assignment. Diversity of skills, educational background, functional role and type of organization are factors in forming groups. For the Regional Program, although the geographic location of participants is a primary consideration in forming groups, diversity of skills is also a factor. We try to ensure that each study group is well-rounded. For this reason, Executive MBA students from the same company will be assigned to different study groups. If students wish to make a change of group, it is their responsibility to look for another group, request admittance to that group and then formally resign from the original group. Study group issues should be brought to the attention of the Associate Director of Student Affairs before alternate arrangements are pursued. Each study group develops its own schedule for meetings and chooses its own location. The North American and Miami groups meet on campus on class weekends. Study groups may augment their meetings by using online collaboration tools and conference calls between class sessions.

Tutorials
Tutorials are regularly offered for specific courses, particularly those involving quantitative skills such as statistics and accounting. Tutorials are held in either an in-person classroom setting on class weekends or in a secure and interactive on-line format on mid week evenings.

Group Representative Luncheons
A representative chosen by each study group meets regularly with Executive MBA administration; these meetings provide an opportunity for students to give feedback about the program and to plan extracurricular activities. Study groups may choose one representative to serve the entire school year or may assign the position on a rotating basis. In either case, attendance at these luncheon meetings is expected. One “rep” is chosen as academic representative of the class. The academic rep acts as the liaison between the students and the faculty if issues arise. Classes often elect a treasurer, a Webmaster, and social and social service rep. These delegates are always welcome at the group rep meetings.

ACADEMIC STANDARDS

Degree Requirements
To receive the Master of Business Administration degree, students must have successfully completed all assigned Executive MBA courses within the following guidelines and procedures. For further details, please refer to the Northwestern University Handbook in the Executive MBA Office.
Grading

Grading System
One of the following grades will be given for each instructional unit:

- **HP** Pass with Distinction
- **P** Pass
- **LP** Low Pass (an informational grade used to indicate a need for review - shown on transcript as a P)
- **U** Unsatisfactory, or No Pass
- **Y** Incomplete

Grades are typically based on examinations, papers and exercises. In all cases, grading criteria and standards are determined by the instructor.

Incompletes
An Incomplete (Y) grade will be given if a student fails to complete all the course requirements within the time allotted by the instructor — typically, at the end of a course. Note, however, that the consent of the instructor, requested and received prior to the course requirement’s due date, is necessary for an Incomplete to be given. If a student requests and receives an Incomplete, that person must consult with the faculty member for an approved length of extension. The student must complete the course requirements no more than 10 weeks following the end of the term in which the Incomplete was received.

Failure to take a final exam at the scheduled time without prior permission is grounds for failure of the course.

No Pass
If a student fails to demonstrate proficiency in the subject matter according to standards deemed acceptable by the instructor, he or she will be given a grade of “U” (Unsatisfactory). A student will also earn an Unsatisfactory grade by failing to take a final exam, or by failing to turn in a final project or exam by the due date without prior approval from the faculty.

To earn credit in a course which was initially graded Unsatisfactory, a student will consult with the faculty to develop a plan either to retake the final exam after additional preparation and study or to retake the course. The highest grade attainable after an initial Unsatisfactory mark is Low Pass.

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

1. Students shall have up to 10 working days after written work has been graded and returned to them to submit it for re-grading. If the work is returned to students at the end of the term, they have 10 days in the next registered term to resubmit the work for re-grading. In contesting a grade, students should be informed that the entire work may be reviewed, not only the sections in question, and the final grade adjusted accordingly.

2. Submissions for re-grading must be made in writing, with the student outlining the specific areas of the work which s/he feels were incorrectly graded. All submissions should be signed and dated by the student.

3. Professors should re-grade the work that is being contested and return a written response to the student within 20 working days after the initial returning of the paper, explaining the results of the review and indicating whether the student’s grade has changed. Oral or written responses may be provided. Written confirmation of the decision should be submitted by the professors.

If a student remains dissatisfied with the grading process, s/he shall have up to five working days after receiving the re-graded work to submit it a second time for re-grading, as outlined in Step 2 above.

Professors should re-grade the work within five working 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.

Notification of Grades
Once received from the faculty, grades will be posted to student records via CAESAR (Computer Assisted Electronic Student Access Route). Students will receive email notification from the Executive MBA office when new grades are posted. In addition, you will receive paper grades in your mailbox in the Executive MBA office at the end of each term.

The link to the CAESAR Web site is northwestern.edu/caesar, and can also be found on the Executive MBA Student Intranet. If a student has received a grade of Low Pass or Unsatisfactory, she or he will be alerted by the director or associate director prior to returning to class. (A grade of Low Pass will not be reflected in the CAESAR grade reporting system.) We ask that students do not call to check grades. If a student requires a written grade report (for reimbursement, for example), s/he should send an e-mail request to the program registrar.

Class Attendance
Students are expected to attend all sessions of courses for which they are registered. Absence from class sessions can be cause for a reduced grade in a course. Excessive absence can be cause for failure in a class or requirement to retake a course to obtain credit. Half-unit courses require attendance at all sessions to obtain course credit.

When unable to attend, the student should notify the professor, the Executive MBA office, and their study group in advance. Students should review the course syllabus prior to the start of the term for specific policies enforced by the professor.

Attendance sign-in sheets may be used to document attendance. Signing in for another student is a breach of the Honor Code.
### Academic Integrity and the Kellogg Honor Principle

Pursuant to University statutes, in 1992 the faculty of the Kellogg School of Management established rules and regulations concerning the discipline of students in academic matters, based on the concept of student peer review. Delegation of such authority to the students does not preclude a student’s right of appeal to the provost and president of the University.

The complete Honor Code begins on page 16 of this handbook, and a copy of the procedures used to adjudicate violations of the code is available in the Executive MBA office.

All members of the Kellogg community, students, faculty and staff, have a duty to enforce this code, to report violations of it and to cooperate in the investigation and adjudication of alleged violations of this code.

It goes without saying that we do not anticipate violation of the Honor Code; however, all students registered in the school are bound by this code as part of the application process. All scholastic assignments are evaluated under the code; any work not otherwise attributed is assumed to be the student’s own work or, in the case of study group projects, the work of group members. Infractions of this code also include the unauthorized giving or receiving of information or any other act of collusion during an examination, as well as the giving of false testimony.

By enrolling in the Executive MBA Programs, students accept personal responsibility to uphold the Honor Code. In the event that a student is terminated from the program because of an infraction of the code, that person has the option of a written appeal.

### Honor Code Violations

A student who is guilty of dishonesty in academic work is subject to penalties — ranging from failure in a course to suspension or expulsion from the University. Students are not permitted to drop any course when a charge of academic dishonesty is pending. It is the responsibility of the faculty to review all cases of academic dishonesty, including the following:

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

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

- **Fabrication.** Presenting data in a piece of work that was not gathered in accordance with guidelines defining the appropriate methods for collecting or generating data and failing to include a substantially accurate account of the method by which the data was gathered or collected.

- **Aiding and abetting dishonesty.** Providing material or information to another person with knowledge that this material or information would be used improperly. Falsification of records and official documents. Altering documents affecting academic records; forging signature of authorization or falsifying information on an official academic document, grade report, or any other document designed to meet or exempt a student from a University regulation.

### Satisfactory Progress & Termination from the Degree Program

To maintain satisfactory progress, each Executive MBA student is required to achieve a minimum of a “Pass” status in accordance with their course schedule. The minimum full-time course load is dictated by the chosen program. For Regional Program, students are required to complete two courses per module. September North American requires four courses per term, January North American requires three courses per term and Kellogg Executive MBA Program Miami Campus operates on four courses per term.

Following dismissal and one year of non-attendance, students can appeal to be reinstated into the program. A student may submit a written appeal that is specific and documents any unusual or mitigating circumstances such as illness, family hardship or a death in the family. Students returning to the university after academic dismissal are eligible only for federal assistance during the first quarter of full-time study, when satisfactory academic progress is being reestablished. After completing a full-time quarter with no low passes, students are considered to be making satisfactory academic progress and become eligible for federal and institutional financial assistance in subsequent quarters.

Candidacy for the Master of Business Administration degree will be terminated under any of the following conditions:

1. Receipt of three initial one-unit course grades of “U” or the equivalent.
2. Failure of a second effort to pass any course for which one received a “U.”
3. Accumulation of five grades of “LP” (or a combination of three LPs and a “U”).
4. Accumulation of more than two incompletes at any given time.
5. Being found guilty of violating the Kellogg Honor Code.

### Classroom Etiquette

The Kellogg Code of Classroom Etiquette has been established to assist student and faculty alike to foster appreciation for a classroom 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 demonstrate classroom etiquette based on the following principles:

- **Punctuality.** Students are expected to arrive for class on time so that the professor may start and end the class according to schedule.
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 before class. Leaving and re-entering the class is not permitted except in the event of an emergency.

Disruptive Behavior
Students should demonstrate respect for the professor and fellow students during class. Students, therefore, should refrain from distracting behavior such as disruptive eating, using laptops to surf the Web, using instant messenger, checking email, PDAs and holding side conversations. Faculty may have a “laptop-down” policy. Those students using laptops for note-taking should be seated in the back row of the classroom.

Respect the Facilities
Students are expected to help maintain the appearance of the classroom. After class students should discard all trash. If students eat outside of dining areas (group rooms or lounge areas), they should clear dishes to bus tubs. In essence, the Code emphasizes respectful behavior in the classroom and building that contributes to the enhancement of the learning experience at Kellogg.

The Kellogg Honor Code
All students enrolled in a course offered by the Kellogg School of Management agree to abide by the Kellogg Honor Code.

The Kellogg Honor Code governs student conduct pertaining to all academic, placement, and extracurricular activities associated with the Kellogg School of Management.

Each student agrees:

1. Not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during completion of academic requirements.
2. To truthfully represent fact and self at all times.
3. To respect the property and personal rights of all members of the Kellogg community.
4. To uphold the Kellogg Honor Code by reporting all material violations and by fully cooperating with any Honor Code proceedings.

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 these qualities so that each student can fully develop his or her potential. Upon admission, each student makes an agreement with fellow students to abide by the Kellogg Honor Code. Students who violate the code violate his or her potential. Upon admission, each student makes an agreement with fellow students to abide by the Kellogg Honor Code. Students who violate the code violate his or her potential. Upon admission, each student makes an agreement with fellow students to abide by the Kellogg Honor Code. Students who violate the code violate his or her potential.

The intent of the Kellogg Honor Code is to express the ethical standards of the Kellogg community. It does not attempt to be a list of rules and sanctions.

HONOR CODE PROCEDURES (DOMESTIC EMBA)

The Executive MBA Program (EMBA) Honor Code Chair and Vice Chair
The Executive MBA Programs Honor Code Chair and Vice Chair, selected from among students subject to the Honor Code, are responsible for promoting the values of the Kellogg Honor code and for administering Executive MBA Programs Honor Code proceedings. They are responsible for ensuring that the Honor Code remains an important aspect of the Kellogg environment.

The selection will take place at the beginning of the academic year (fall quarter) or when a new Chair/Vice Chair is needed. The Chair and Vice Chair will come from the current Executive MBA Programs Academic Reps. The Chair of the Honor Code committee will be selected from amongst the second year academic reps. The Vice Chair will be selected from amongst the first year student body.

If the Assistant Dean for the Executive MBA Programs determines that in a particular case the Chair is unable to perform his or her duties, the Assistant Dean will excuse the Chair from the case and all responsibilities of the Chair will be assumed by the Vice Chair.

The Executive MBA Program (EMBA) Honor Code Committee
The Honor Code Committee is responsible for interpreting the Honor Code. This responsibility includes interpreting possible violations of the Honor Code and assessing the materiality of possible violations. Interpretations are the opinions of the Committee only and will not prejudice the investigation or the hearing of suspected violations of the Honor Code. Final determination of violations may be made only by a Hearing Panel.

The Honor Code Committee will include the Chair and the academic representatives from each domestic Executive MBA Programs class.

If the Assistant Dean for Executive MBA Programs determines that in a particular case a member of the honor code Committee is unable to perform his or her duties, the Assistant Dean will excuse the member and his or her responsibilities will be assumed by another student appointed jointly by the Chair and the group representatives of that particular class.
1. Reporting Suspected Violations

Reports of suspected violations of the Honor Code should be presented promptly to either a member of the Honor Code Committee or the Assistant Dean for Executive MBA Programs. As soon as possible, the recipient of the charge will notify the Chair, the Assistant Dean for EMBA, and the Associate Dean for Academic Affairs.

2. Notification

The Assistant Dean will notify the charged person of the charge and inform him or her that an investigation is being undertaken. In addition, the Assistant Dean and Chair will provide him or her a copy of the Honor Code and answer questions about the investigation and hearing procedures.

3. Investigation

The Vice Chair, under the supervision of the Chair and the Assistant Dean for Executive MBA Programs will conduct an investigation of the suspected violation, which may include interviews with persons believed to have information relevant to the incident. Random members of the ExMA (Executive Management Association – consisting of the combined Group Reps) may assist the Vice Chair in the investigation.

Upon completion of the investigation, the Vice Chair will report the investigation's findings to the Honor Code Committee and the Assistant Dean. The Committee will determine by majority vote whether a hearing is warranted. The Committee's decision will be based on the results of the investigation, the letter and spirit of the Honor Code, and the materiality of the suspected violation. The Assistant Dean, along with the Associate Dean for Academics and a faculty member will serve in an advisory capacity to the Committee. If the Committee determines there are not sufficient grounds to warrant a hearing, the Chair will so notify the charged person and the person who filed the charge. No further investigation will be made.

If the Assistant Dean for Executive MBA Programs determines that in a particular case the Vice Chair for the Honor Code is unable to perform his or her duties, the Assistant Dean will excuse that person from the case and all responsibilities of the excused person will be assumed by another officer of the ExMA selected by the Assistant Dean.

4. Admission of guilt

At the sole option of the charged person, he or she may admit guilt to the alleged Honor Code violation and waive his or her right to a hearing. In such an event, a Hearing Panel will be convened, as described below, to recommend a sanction.

5. Confidentiality

All parties involved will keep charges, and all subsequent steps pertaining thereto, confidential. The charged person, however, may choose to waive his or her right to confidentiality at any time during the investigation or hearing.

Hearing Procedures

1. Notification and Preparation

Within two days of deciding to hold a hearing, the Chair will provide written notification by registered mail to the local address of the charged person. The notification will include the date of the notice; the name of the charged person; the name of the charging person; a description of the suspected violation; the date, time, and place of the hearing; the names of persons appearing as witnesses; and contact information for the Chair.

The charged person will be encouraged to obtain an advisor to assist him or her in preparing for the hearing. The Chair and the Assistant Dean for EMBA will be available to discuss hearing procedures, but may not serve as an adviser to the charged person.

All information to be presented in the hearing will be made available to the charged person by the Vice Chair at least two weeks prior to the hearing. The charged person will be allowed to conduct his or her own investigation of the circumstances surrounding the reported violation. The charged person will be allowed to interview any persons believed to have information relevant to the incident. Any interviews involving persons expected to provide evidence against the charged person during the hearing must be conducted in the presence of at least one member of the Honor Code Committee. The Chair will not convene the hearing until the charged person has had a reasonable amount of time to complete his or her investigation.

2. Hearing Panel

For each hearing, the Chair and the Assistant Dean for Executive MBA Programs will create a Hearing Panel. The purpose of the Panel is to provide the Dean of the Kellogg School with a determination as to the veracity of the charge and a recommended sanction, if any. The panel will include the Chair, six student members (one from each EMBA class) and two faculty members. One of the student members will be chosen by the Chair to be the secretary of the Panel. The secretary will take minutes of the Panel's meetings and prepare the Panel's decision.

3. Appointing Panel Members

The office of the Assistant Dean for Executive MBA Programs will prepare a random listing of all students enrolled in the Executive MBA Programs, by class. The first six students will be selected in the order that their names appear on the list (ideally, one per current EMBA class). Students will serve for only one
hearing. All students have a duty to serve on a Panel when selected, but the
Chair and the Assistant Dean will excuse a student if he or she has cause for not
serving.

The Associate Dean for Academic Affairs will appoint the faculty members for
each hearing.

The names of the Panel's members shall be provided to the charged person,
who may challenge for cause. Challenges must be made in writing and delivered
promptly to the Chair. Those challenged may be removed by decision of the
Chair and the Assistant Dean for Executive MBA Programs. Challenged Panel
members will be replaced. The charged person has a right to challenge replace-
ments for cause.

4. The Hearing

The hearing will be held in a place and time that will protect the confidentiality
of the matter and be convenient to all parties involved. The hearing will not be
held on a class day. The hearing will be closed.

The Chair will direct the hearing. The hearing will not be conducted accord-
ing to strict rules of evidence or the procedures used in a court of law. The Vice
Chair will present to the Panel the findings of the investigation and may ask
persons to give testimony in the case.

The charged person will be given the opportunity to respond to the charges with
information, physical evidence, the testimony of witnesses, and questions of the
witnesses called by the Vice Chair.

Charged persons are not permitted a spokesperson at the hearing, but an adviser
will be permitted to attend the hearing.

Panel members may question evidence and testimony presented by both the
Vice Chair and the charged person.

5. Decisions

At the conclusion of the hearing, the Panel members and the Assistant Dean
for Executive MBA Programs will meet privately to discuss the hearing. There-
after, the six student Panel members will convene in private and vote to deter-
mine whether the charged person is or is not guilty of violating the Honor Code.
If the student is found guilty, the Panel will also recommend a sanction. The
Chair, the faculty Panel members and the Assistant Dean for Executive MBA
Programs will not vote.

For a decision of guilty to be rendered, at least four of the voting Panel members
must conclude that the material presented during the hearing supports such a
decision on the grounds of clear and convincing evidence.

The sanction must be agreed to by a majority of the Panel members. Sanctions
may include, but are not limited to, the following: loss of rights and privileges
for a specified period; required service; reduced or failing grade; probation; sus-
pension for a definite or indefinite period; and expulsion. Any sanction involv-
ing a reduced or failing grade will be advisory to the faculty.

6. Recommendations and Report

Within two calendar days of the Panel's decision, the Chair and secretary will
provide the charged person written notice of the panel's decision and recom-
manded sanction. The Panel's decision will also recommend to the Assistant
Dean for Executive MBA Programs a record of the charges and sanction should
be made a part of the student's permanent file.

At the same time, a copy of the Panel's decision and explanation thereof will be
given to the Dean of the Kellogg School, along with a file containing the docu-
ments and physical evidence needed to evaluate the case. The decision of the
Panel is a recommendation to the Dean.

7. Appeals

Within five business day of receiving the Panel's decision, the charged person
may appeal the decision or sanction (or both) to the Dean of the Kellogg School.
All appeals must be in writing and include the following information:
   a. The date the appeal is filed
   b. The name, address, and telephone number of the person making the appeal
   c. The basis for the appeal

8. Dean's Decision

The Dean of the Kellogg School may accept the recommendation of the Panel
in whole or in part or fashion a decision he or she feels is more appropriate. The
Dean may also instruct the Panel to reconsider the original evidence or hear
additional evidence in the case.

The Dean will notify the charged party of his or her decision in writing within
10 business days following the last day to appeal.

The charged person may appeal the Dean's decision to the University as pre-
scribed by University policies.

9. Records and Probation

Minutes of meetings of the Panel and all documents associated with the investi-
gation and hearing deemed relevant by the Assistant Dean for Executive MBA
Programs will be maintained by the Office of the Associate Dean for Student
Affairs. If the charge is not upheld, no record of any kind will be kept in the per-
son's file or appear on the person's transcript. If the charge is upheld, no record
of the Honor Code violation will be placed on the transcript of the charged person,
The Chair will be responsible for submitting a public statement to the Kellogg community about the proceedings. This statement will not reveal the identities of the parties involved, including the members of the hearing panel.

Chair’s Report
1. Public Statement on Violations
   The Chair will be responsible for submitting a public statement to the Kellogg community about the proceedings. This statement will not reveal the identities of the parties involved, including the members of the hearing panel. This statement shall reveal:
   i. The determination of fact by the student panel and a summary of the incident and material facts that led the panel to its decision.
   ii. The final decision of the dean of Kellogg regarding sanctions and the basis for any changes resulting from appeals and the basis for such appeal.

In the event a charged person is found innocent either by the student panel or on appeal, the chair shall give the charged person the option of whether a public statement is made.

2. Annual Report
   The chair will be responsible for submitting an annual report to the Kellogg community. This report should address the operation of the Honor Code in the Kellogg community. It is recommended that the report be made available to the school prior to the election of the incoming chair, and that copies are distributed to incoming students.

Amendments
Periodic amendments to the Kellogg Honor Code may be necessary to clarify or amend provisions. The Honor Code chair, the Associate Dean for MBA degree programs and student affairs, the Honor Code Committee faculty representative, the associate Dean for Academic Affairs and the Dean of Kellogg will make a determination by majority vote whether any proposed change requires a clarification of provisions or an amended provision.

   If there is any provision in the Honor Code that requires clarification, but does not materially change the procedures or the spirit of the Honor Code, then such clarification may be made by the majority vote of the Honor Code chair, the Associate Dean for Master's Degree Programs and Student Affairs, the Honor Code committee faculty representative, the Associate Dean for Academic Affairs and the Dean of Kellogg. The clarifications of provisions must then be ratified by the Kellogg Student Association.

   If any proposed change to the Honor Code materially changes a procedure or the spirit of the Honor Code, then the Honor Code can be amended for such material change upon the majority vote of all students enrolled in Kellogg subject to the Honor Code and a majority of all faculty members.

UNIVERSITY EQUAL OPPORTUNITY POLICIES

Affirmative Action Education
Northwestern is an equal opportunity, affirmative action educator and employer.

Nondiscrimination
Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, parental status, marital status, age, disability, citizenship or veteran status in matters of admissions, employment, housing or services or in the educational programs or activities it operates.

Harassment
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.

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

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 male and female students, faculty, administrators, and staff. It is the policy of Northwestern University that no male or female member of the Northwestern community — 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, education, or living environment.

Sexual Assault Hearing and Appeals System
The Northwestern University Student Handbook, available in the Executive MBA Office and the Kellogg Student Affairs Office, describes the policy on sexual assault hearings.

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

Northwestern University reserves the right to change without notice any statement on its Web site or publication 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 Web site through the Kellogg School’s Serial page at kellogg.northwestern.edu/student/serial, or contact the Office of Student Affairs.

© 2009 Kellogg School of Management at Northwestern University. All rights reserved.