

FULL-TIME MBA PROGRAM

ONE-YEAR | TWO-YEAR | MMM | JD-MBA

GROWTH IS MORE THAN GOOD BUSINESS ◦ GROWTH IS A MINDSET ◦ IT IS GROUNDED IN THE CONVICTION THAT BARRIERS ARE CATALYSTS AND THAT ACTION IS CONTAGIOUS ◦ IT EMPOWERS YOU TO SOLVE UNARTICULATED PROBLEMS ◦ TO SEIZE TRANSFORMATIVE OPPORTUNITIES ◦ TO ACHIEVE MASTERY IN MULTIPLE DISCIPLINES AND DIMENSIONS ◦ GROWTH DEMANDS SOCIAL INTELLIGENCE ◦ INSPIRES PURPOSEFUL COLLABORATION ◦ SCALES YOUR IMPACT BEYOND BARRIERS, FEARS AND EXPECTATIONS ◦ GROWTH IS THE ESSENTIAL MEANS TO EXTRAORDINARY ENDS ◦ GROWTH IS MORE THAN GOOD BUSINESS ◦ GROWTH IS A MINDSET ◦ IT IS GROUNDED IN THE CONVICTION THAT BARRIERS ARE CATALYSTS AND THAT ACTION IS CONTAGIOUS ◦ IT EMPOWERS YOU TO SOLVE UNARTICULATED PROBLEMS ◦ TO SEIZE TRANSFORMATIVE OPPORTUNITIES ◦ TO ACHIEVE MASTERY IN MULTIPLE DISCIPLINES AND DIMENSIONS ◦ GROWTH DEMANDS SOCIAL INTELLIGENCE ◦ INSPIRES PURPOSEFUL COLLABORATION ◦ SCALES YOUR IMPACT BEYOND BARRIERS, FEARS AND EXPECTATIONS ◦ GROWTH IS THE ESSENTIAL MEANS TO EXTRAORDINARY ENDS ◦ **ARE YOU GROWTH MINDED?**

NORTHWESTERN UNIVERSITY

Kellogg
School of Management */inspiring growth*



BRAVE LEADERS
INSPIRE GROWTH
IN PEOPLE, ORGANIZATIONS
& MARKETS.

THE WORLD NEEDS BRAVE LEADERS WHO CAN INSPIRE GROWTH

Leaders worldwide pinpoint growth as the hardest challenge they must confront: More than half say it's their top concern. Nearly three-quarters rank growth 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 become that kind of leader.

With more than 100 years of experience creating and disseminating business knowledge, Kellogg prepares you with the unique skills and vision needed to bravely inspire growth in people, organizations and markets.

BECOME THE LEADER THE WORLD NEEDS



WELCOME TO KELLOGG



SPEND TIME WITH US AND YOU’LL SOON UNDERSTAND WHAT IT MEANS TO BE “A KELLOGG LEADER.”

At the highest levels, it means being a leader who will question conventional thinking and challenge 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 to 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.

A handwritten signature in black ink, reading "Sally Blount". The signature is fluid and cursive, with the first name "Sally" and the last name "Blount" clearly distinguishable.

SALLY BLOUNT '92, DEAN

DEFINING THE KELLOGG EXPERIENCE

THREE DIFFERENTIATING QUALITIES POWER THE KELLOGG EXPERIENCE AND DISTINGUISH OUR APPROACH TO CREATING GRADUATES WHO ARE PREPARED TO LEAD AND PRIMED FOR GROWTH:

UNIQUE THOUGHT LEADERSHIP

WHAT WE DELIVER: A distinctive approach to business thought leadership – foundational departments integrated with strategic cross-disciplinary initiatives.

WHAT YOU GET: As a direct outcome of our unique approach to research and teaching, you will build a **balanced and dynamic skill set** that prepares you to tackle the toughest questions, solve complex problems and excel in your career.

EXPANSIVE GLOBAL FOOTPRINT

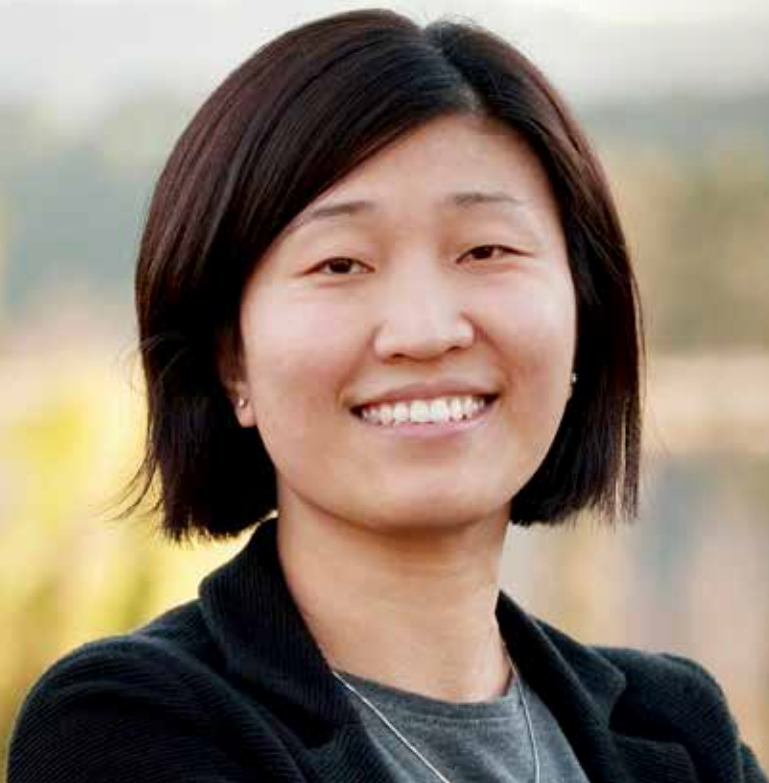
WHAT WE DELIVER: The largest integrated global network with the **broadest array of opportunities**.

WHAT YOU GET: The ideal educational ecosystem for acquiring the edge you need to create impact in a global marketplace – international business skills and experience, a broader worldview, and an expanded way of thinking across borders and cultures.

OUR DISTINCTIVE CULTURE

WHAT WE DELIVER: A courageous, driven and supportive community.

WHAT YOU GET: An opportunity to practice **collaboration and risk-taking** among colleagues who are as supportive as they are ambitious; an experience that prepares you to become the successful leader you aspire to be.



JENNY LEE '01

MANAGING PARTNER,
GGV CAPITAL, SHANGHAI

Engineered a high-profile career transformation from aerospace technologist to world-renowned venture capitalist

INVESTING IN THE FUTURE

“MY KELLOGG EDUCATION ALLOWED ME TO ACQUIRE CRITICAL SKILLS IN MANAGEMENT, MARKETING, ANALYTICS AND NETWORK BUILDING — ESSENTIAL TOOLS IN TODAY’S ENTREPRENEURIAL AND INVESTMENT WORLD.”

If anyone can claim experience in navigating the complex challenges of growth in a technology-centric global economy, it is Jenny Lee '01. Lee has been a fixture on the Forbes' Midas List of the world's 100 smartest tech investors since 2012. In 2015, she became the first female venture capitalist to crack the top 10.

“Technology is always at the core of what I am doing, but at the end of the day tech doesn't call the shots,” Lee says. “I had to diversify myself.”

That diversification led to Lee developing a unique foundation in finance and tech innovation, and ultimately set her on a path to her current role as managing partner at GGV Capital, a firm that operates in both China and the United States.

According to Forbes, Lee has “carved out a sizable part of the Chinese venture landscape for herself,” having led high-profile investment deals in the software, business services, Internet and digital media sectors, including a number that are now publicly traded on NASDAQ.

“The venture capital industry is about identifying budding entrepreneurs, new business ideas, and helping CEOs and companies grow as they attempt to make a better world,” she says.

“My Kellogg education allowed me to acquire critical skills in management, marketing, analytics, and more importantly, in social interactions and network building — essential tools in today's entrepreneurial and investment world.”

55+
NEW COURSES
IN 3 YEARS

3 in DATA ANALYTICS

6 in GROWTH & SCALING

16 in INNOVATION &
ENTREPRENEURSHIP

UNIQUE THOUGHT LEADERSHIP

MASTER THE NEW ART OF PROBLEM SOLVING

Leaders today require a new approach to problem solving, one that depends on knowledge and insight within and across disciplines and functions.

At Kellogg, we ground that approach in the strength of our foundational academic departments: marketing, strategy, finance, management, accounting and managerial economics. We round it out with strategic initiatives that draw on the leading-edge thinking from these disciplines to address emerging business issues and areas that present the greatest opportunities for growth.

This cross-disciplinary thought leadership model has led to unprecedented curricular innovation. Faculty members have launched more than 55 new courses in three years, including six in growth and scaling, 16 in innovation and entrepreneurship, and three more in data analytics.

As a result, you get a head start in training to address problems that require bringing together insights from different disciplines. ***That will better prepare you to solve the increasingly complex problems you will confront as you rise in your career.***

KELLOGG'S REPUTATION AS A TOP-TIER BUSINESS SCHOOL IS BUILT ON THE STRENGTHS OF OUR SIX ACADEMIC DEPARTMENTS. OUR FOUR STRATEGIC INITIATIVES REACH ACROSS THOSE DISCIPLINES AND EXTEND OUR CAPACITY FOR RESEARCH AND TEACHING.



ARCHITECTURES OF COLLABORATION INITIATIVE

Technological change and globalization enable people and resources to be organized in new ways across time and space. You will learn how business leaders effectively manage within and across organizations.

INNOVATION & ENTREPRENEURSHIP INITIATIVE

All businesses must continually find new ways to create value. You will learn how business leaders — whether at startups, middle-market companies or large corporations — discover new ideas and turn them into valuable goods and services.

MARKETS & CUSTOMERS INITIATIVE

Anticipating and meeting customers' needs is essential in today's economy. You will learn how business leaders create and reinvent markets through greater customer insight and focus.

PUBLIC-PRIVATE INTERFACE INITIATIVE

Business leaders must increasingly balance their traditional role as manager with the emerging role of public advocate. You will learn how leaders capitalize on new opportunities and navigate among increasingly complex and powerful public stakeholders.

THE CURRICULUM

BUILD A BALANCED AND DYNAMIC SKILL SET

A Kellogg education ***starts with a rigorous grounding in general management*** because well-rounded managers make agile and thoughtful leaders. When you understand how each part of an organization contributes to the success of the whole, you approach problems differently. You ask better questions and work more effectively.

Beyond the strong core, choose from more than 200 electives. That gives you the flexibility to design an academic experience perfectly aligned with your goals or to explore a wide array of options.

EXPLORE NEW PATHWAYS

If you wish to build expertise in emerging areas and evolving industries, Kellogg offers pathways. A pathway is an integrated, cross-functional sequence of courses designed to address a particular skill set or industry for which there is active student and recruiter demand.

You have the flexibility to pursue any number of pathways and go as deep as you'd like into each one.



KATE RUCKERT

TWO-YEAR PROGRAM

Professional tennis player
turned financier, now a senior
manager at a Fortune 500
company

CARVING A PATH FOR SUCCESS

“I’LL NEVER STOP BEING GRATEFUL TO KELLOGG FOR BRINGING ME INTO A COMMUNITY THAT FOSTERED MY PERSONAL, ACADEMIC AND PROFESSIONAL GROWTH. IT’S REALLY CHANGED MY LIFE.”

As a professional tennis player, Kate Ruckert was continually focused on improving her performance on the court. When she decided to retire from tennis, she knew her next step was to obtain an MBA at a top-tier program. What she was not certain about was what business areas she was most interested in pursuing.

While immersing herself in Kellogg’s core curriculum, Ruckert was introduced to the world of finance, and she was hooked. Her financial decisions course later that year had a particularly strong impact.

“There are a lot of parallels between finance and tennis,” Ruckert says. “In tennis, you can practice all types of shots, but until you repeatedly execute them in a match, you don’t really understand how they all work together.”

“Similarly, you can acquire a lot of knowledge about finance, but until you have to implement it and do it repetitively, it’s hard to feel like you own it.”

Ruckert did her summer internship on Wall Street in investment banking, and while she enjoyed the experience, she realized she wanted a more holistic perspective of business in a role where she could impact her company and its clients.

Now, as a senior manager in finance and strategy at Wal-Mart – the top company on the 2014 Fortune 500 list – Ruckert thinks she found her perfect fit.

“Kellogg has opened doors I never could have opened,” Ruckert says. “I’ll never stop being grateful to Kellogg for bringing me into a community that fostered my personal, academic and professional growth. It’s really changed my life.”



1,000 +
EXPERIENTIAL
OPPORTUNITIES

CLASSROOM EXPERIENCE

LEARN BUSINESS THE WAY BUSINESS GETS DONE

The most effective learning experiences reflect the way business gets done in actual practice. That's why Kellogg pioneered the team-based model.

It's also why our faculty members match their teaching methods to the subject matter. For example, case studies based on their cutting-edge research will refine your problem-solving skills. Group projects will teach you how to build effective teams and motivate others. ***Experiential learning will encourage intelligent risk-taking and let you put new knowledge to practical use immediately.***

GAIN REAL-WORLD EXPERIENCE

Solve tough business problems "on the job." Here are just a few of the courses you can choose:

Asset Management Practicum. Manage an actual multimillion-dollar portfolio, gain exposure to cutting-edge practices and connect directly with prominent investment managers.

NUvention. Team with students from Northwestern's schools of engineering, law, medicine and journalism to turn innovative ideas into commercially viable businesses from concept to execution.

Kellogg Board Fellows Program. Hone your leadership skills by doing pro bono consulting and serving as a nonvoting member on the board of a nonprofit organization.



TYLER WANKE

MMM PROGRAM

Medical student-turned-entrepreneur is revolutionizing breast cancer treatment

INNOVATION IN REAL TIME

“I THINK KELLOGG HAS THE BEST ENTREPRENEURSHIP PROGRAM OUT THERE BECAUSE THE CURRICULUM ACTUALLY LETS YOU WORK ON YOUR COMPANY WITH FACULTY FOR CREDIT AND BUILD YOUR COMPANY WHILE IN SCHOOL.”

Tyler Wanke '15 was in medical school when he and two surgeons came up with an idea to revolutionize breast cancer treatment.

Wanke came to Kellogg to bring the idea to life.

He took a leave of absence from medical school and quickly built a team from across the Northwestern community. Before long, Innobative Solutions was created with Wanke as CEO and co-founder. The medical device company's first product was a radiofrequency ablation probe to treat a surgical cavity, such as one made after removing a breast tumor. It allows surgeons to perform an intra-operative procedure and eliminate residual, potentially cancerous tissue in minutes.

So how did Wanke get from idea to product, all while being a student?

He leveraged the Kellogg Innovation & Entrepreneurship Initiative, which enabled Innobative to win 11 awards, including first place at the University of

Texas-Austin's Global Venture Labs Investment Competition, the self-proclaimed “Super Bowl of investment competitions.”

He took advantage of Kellogg's Zell Scholars program that provides support for students turning their startups into market- and funding-ready businesses.

And most importantly, he tailored his experience to fit what he — and his company — needed.

“I was picking my class schedule to sync up with the company, thinking, ‘What does the company need right now?’” says Wanke, who hopes to bring Innobative's first device to market so it can help the patients it was created for. “I think Kellogg has the best entrepreneurship program out there because the curriculum actually lets you work on your company with faculty for credit and build your company while in school.

“It was like drinking from a fire hose, and I learned many new valuable things every single day.”

COLLABORATING TO SHAPE BUSINESS THOUGHT AND PRACTICE

They win awards for their cutting-edge research. They write the textbooks used in business schools worldwide. Corporations and governments seek their guidance on some of the world's toughest business and social issues. And they collaborate across disciplines to develop insights that shift the way business gets done. Meet some of the faculty who will be your teachers and mentors for life.

LEEMORE DAFNY

PROFESSOR OF STRATEGY

SERVED AS THE U.S. FEDERAL TRADE COMMISSION'S FIRST DEPUTY DIRECTOR FOR HEALTH CARE AND ANTITRUST. EXPERT ON CONSOLIDATION AND COMPETITION IN U.S. HEALTH CARE MARKETS, INCLUDING HOSPITALS, DIALYSIS AND INSURANCE.



FLORIAN ZETTELMEYER

PROFESSOR OF MARKETING; FACULTY DIRECTOR, PROGRAM ON DATA ANALYTICS

EXPERT ON BIG DATA AND THE IMPACT OF INFORMATION TECHNOLOGY ON HOW FIRMS MARKET THEIR PRODUCTS TO THEIR CUSTOMERS. SERVES AS RESEARCH ASSOCIATE OF THE NATIONAL BUREAU OF ECONOMIC RESEARCH.

DIMITRIS PAPANIKOLAOU

ASSOCIATE PROFESSOR OF FINANCE

TWO-TIME WINNER OF THE PRESTIGIOUS SMITH BREEDEN PRIZE AWARDED BY THE AMERICAN FINANCE ASSOCIATION. HIS RESEARCH SHEDS NEW LIGHT ON THE FINANCIAL RISKS THAT INVESTORS FACE, AND HOW THESE RISKS ARE MANIFESTED IN STOCK PRICES.



GREGORY S. CARPENTER

PROFESSOR OF MARKETING STRATEGY; FACULTY DIRECTOR, KELLOGG MARKETS AND CUSTOMERS INITIATIVE

RECOGNIZED AMONG THE MOST OUTSTANDING FACULTY BY BUSINESSWEEK IN ITS GUIDE TO THE BEST BUSINESS SCHOOLS. HIS AWARD-WINNING RESEARCH HAS BEEN FEATURED BY HARVARD BUSINESS REVIEW, FINANCIAL TIMES AND NATIONAL PUBLIC RADIO, AND CITED IN SUPREME COURT CASES.

BRENDA ELLINGTON-BOOTH

CLINICAL PROFESSOR OF
MANAGEMENT & ORGANIZATIONS

CERTIFIED EXECUTIVE COACH. CREATED A CURRICULUM AROUND LEADERSHIP DEVELOPMENT AND COACHING SKILLS FOR MBA STUDENTS. RECOGNIZED BY STUDENTS WITH THE CERTIFICATE OF IMPACT FOR HER OUTSTANDING CONTRIBUTIONS TO THEIR KELLOGG EXPERIENCE.



JANICE EBERLY

PROFESSOR OF FINANCE; FACULTY
DIRECTOR, KELLOGG PUBLIC-PRIVATE
INTERFACE INITIATIVE

SERVED AS ASSISTANT SECRETARY FOR ECONOMIC POLICY AND CHIEF ECONOMIST OF THE U.S. DEPARTMENT OF THE TREASURY. STUDIES FIRMS' CAPITAL BUDGETING DECISIONS AND HOUSEHOLD CONSUMPTION AND PORTFOLIO CHOICE. ELECTED TO THE PRESTIGIOUS AMERICAN ACADEMY OF ARTS AND SCIENCES IN 2013.



BEN JONES

PROFESSOR OF ENTREPRENEURSHIP, PROFESSOR
OF STRATEGY; FACULTY DIRECTOR, KELLOGG
INNOVATION AND ENTREPRENEURSHIP INITIATIVE

FORMER RHODES SCHOLAR AND ECONOMIST BY TRAINING, HIS RESEARCH FOCUSES LARGELY ON INNOVATION AND CREATIVITY. SERVED AS THE SENIOR ECONOMIST FOR MACROECONOMICS FOR THE WHITE HOUSE COUNCIL OF ECONOMIC ADVISERS.

ANGELA LEE

PROFESSOR OF MARKETING

EXPERT IN CONSUMER LEARNING, EMOTIONS AND GOALS. STUDIES CONSUMER MOTIVATION AND AFFECT, CROSS-CULTURAL CONSUMER PSYCHOLOGY, AND NONCONSCIOUS INFLUENCES OF MEMORY ON JUDGMENT AND CHOICE.



BRIAN UZZI

PROFESSOR OF LEADERSHIP AND ORGANIZATIONAL
CHANGE; FACULTY DIRECTOR, KELLOGG
ARCHITECTURES OF COLLABORATION INITIATIVE

GLOBALLY RECOGNIZED SCIENTIST, TEACHER AND CONSULTANT ON LEADERSHIP, SOCIAL NETWORKS AND NEW MEDIA. STUDIES THE POWER OF RELATIONSHIPS, COLLECTIVE INTELLIGENCE AND THOUGHT PARTNERSHIPS BETWEEN HUMAN AND MACHINE. HIS WORK IS WIDELY CITED IN ACADEMIC AND MAINSTREAM MEDIA.

EXPANSIVE GLOBAL FOOTPRINT

LEAD CONFIDENTLY IN A COMPLEX WORLD

To succeed in today's marketplace, you need a global perspective that can be developed only with the right access, connections and experiences.

Kellogg prepares you to meet the challenges of a global economy with an expansive, fully informed view of the world through our diverse perspectives and our international presence. Roughly one-third of Kellogg students come from outside North America. Approximately one-quarter of our faculty members were born and educated abroad, and many others have studied or taught at universities outside the United States.

WIDEST ARRAY OF GLOBAL LEARNING OPPORTUNITIES

Kellogg offers many ways to build your expertise in global business and local markets. Collaborate on solving real issues plaguing a business in a different part of the world, live abroad as part of an exchange program or conduct field research for a deep dive into a destination.

You'll come away from these experiences with a better sense of how international business works.



10,000

NEW JOBS CREATED

STUDENTS' STRATEGY LEADS TO GROWTH IN ECUADOR

Kellogg's International Business Strategy Lab students developed a growth strategy to produce international-grade stevia, a plant grown by farmers in Ecuador. Students traveled to Quito, Ecuador, and worked with industry experts, including several Kellogg alumni. Their strategy was adopted, and with the help of a multinational company's partnership, 10,000 new jobs were created in the region.

"In this class I learned the importance of collaboration and partnerships. Connecting our clients with the right potential partners at the right time and with the right strategy meant everything."

JASMINE LIPFORD
TWO-YEAR PROGRAM

"International Growth Lab is great preparation for my job after graduation. This type of exposure to global teamwork is both unique and very Kellogg."

KYLE BELL
TWO-YEAR PROGRAM

GLOBAL BUSINESS EXPERIENCE

SCALE YOUR IMPACT BEYOND BORDERS

With the greatest breadth of global learning opportunities, Kellogg will help you broaden your perspective, deepen your insights and adopt the mindset required to meet the challenges of a global economy.

DEEPEN YOUR UNDERSTANDING OF INTERNATIONAL MARKETS

Get into the field and in front of international management teams with courses like **Global Lab**, in which you complete a consulting project for a host company. Past projects include market-entry strategy for a South Korean manufacturer and growth analysis for a digital media firm in Asia.

PREPARE TO MANAGE TEAMS ACROSS BORDERS

In **International Growth Lab**, partner with students in Barcelona and Hong Kong to apply management skills to a real-world growth challenge facing an international business. Student teams have worked on projects focusing on sustainable water use, growing a global sales force and launching products in emerging markets.

DRIVE REAL BUSINESS

Students in **International Business Strategy Lab**, for example, focus on the public-private interface of international business. One team created a growth strategy to produce international-grade stevia for the government of Ecuador that led to 10,000 new jobs.



CARLOS CASTILLO

ONE-YEAR PROGRAM

Consultant sought international learning opportunities and gained insight through Kellogg's Global Lab and Risk Lab courses

SHARPENING A GLOBAL PERSPECTIVE

“YOU HAVE TO UNDERSTAND CULTURES AND BE AWARE OF NUANCES OF THOSE CULTURES. BEING ABLE TO DO THAT THROUGH SCHOOL, IN A SAFE ENVIRONMENT, WHERE YOUR JOB IS NOT ON THE LINE, I THINK IS THE BEST TRAINING GROUND.”

Sometimes it is hard to share bad news, but this news could ultimately turn good in the long run. That was what Carlos Castillo '15 shared during a meeting in Jakarta, Indonesia, with an electronic payments company looking to grow its reach.

The meeting was a culmination of his Global Lab course, where he and his classmates worked one-on-one with an international company to help solve a pressing business or management challenge.

Castillo and his team were tasked with analyzing a new market entry strategy that would require the company to work with a strategic partner in South America. Two companies. Two continents. Two languages. Two cultures. Castillo had to overcome those differences and determine whether the partnership was right for the Indonesian company.

Ultimately, he and his classmates decided it was not the right solution.

“Sometimes you have to deliver bad news, so that was a learning experience for us,” Castillo says. “The client was very happy we were able to bring a new perspective and the data to back up our recommendation.”

Castillo had a different type of educational experience in Risk Lab as he worked with entrepreneurs in Cuba to evaluate where to invest within the country to maximize the likelihood of success.

It was these types of global experiential learning opportunities that he craved when he took a year off from consulting at Deloitte and enrolled in Kellogg's One-Year MBA program.

“Those classes were opportunities to understand how to succeed in a global setting,” Castillo says. “You have to understand cultures and be aware of nuances of those cultures. Being able to do that through school, in a safe environment, where your job is not on the line, I think is the best training ground to try new approaches, take some risks and learn.”

EXPAND YOUR WORLDVIEW

As Kellogg's footprint expands, so do our students' opportunities, views of the world, and their understanding of businesses, economies and cultures everywhere.

Our international presence — academic and business partnerships, experiential courses, student exchange programs and most prominently our global alumni network — exposes our students to ideas and experiences that will give them the skills and insights required to thrive in the global economy.



Kellogg's academic partnerships offer opportunities for direct engagement and immersive experiences with international economies, management structures and business models.

EXCHANGE PROGRAMS

INTERNATIONAL GROWTH LAB & EXCHANGE PARTNER

KELLOGG MAIN CAMPUS



OUR DISTINCTIVE CULTURE

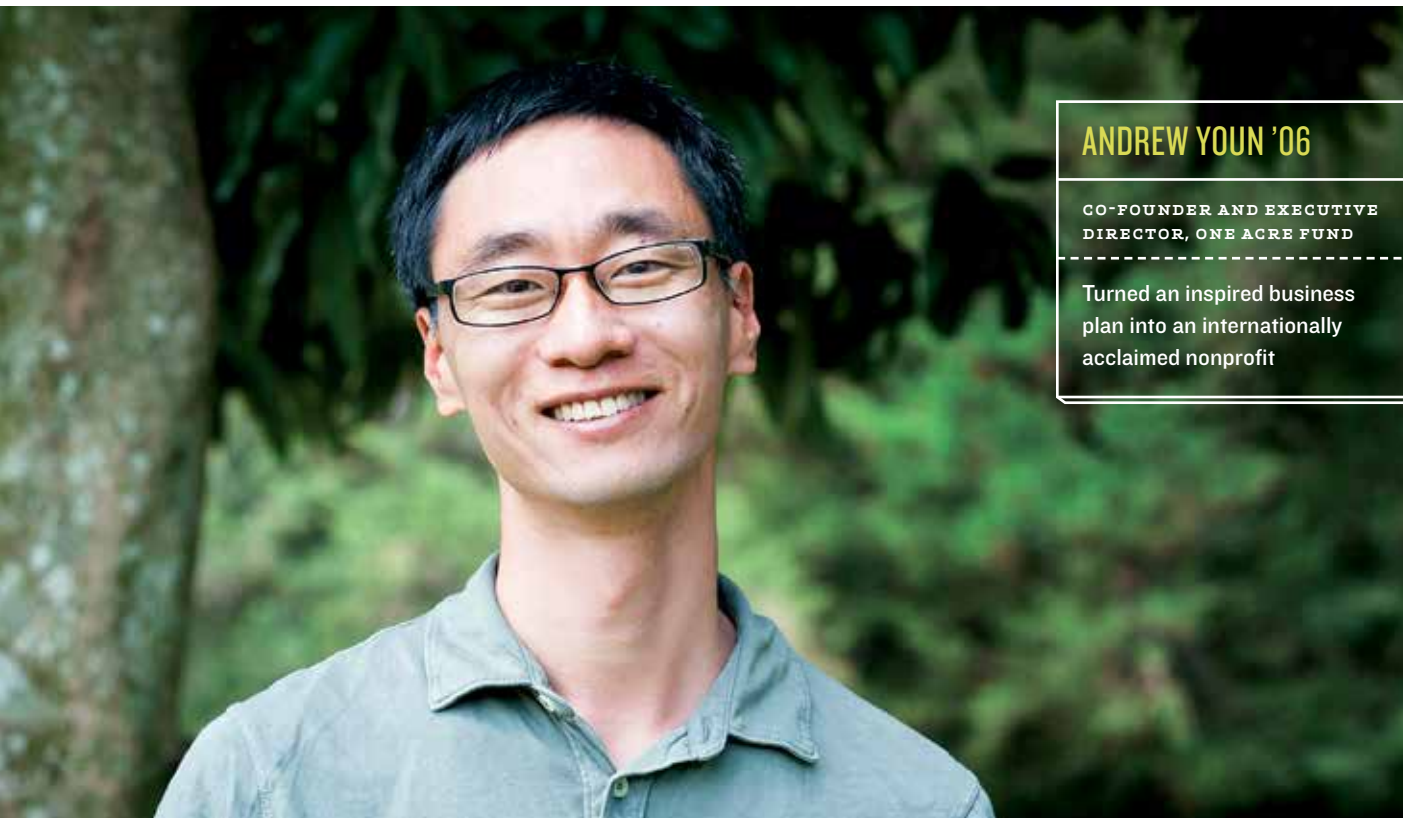
A DRIVEN, SUPPORTIVE & COURAGEOUS COMMUNITY

Kellogg offers an environment that requires teamwork and encourages risk-taking, among colleagues who are as supportive of your growth as they are driven to achieve their own success.

Through this culture and community, we shape leaders who are poised to inspire growth in a complex world. A Kellogg leader is a brave leader and understands that people working together and challenging each other to think in new ways is the best way to achieve results.

It's this balance of business intelligence and social acumen that distinguishes Kellogg leaders and equips them for success in today's world.

The pay-it-forward culture persists well beyond graduation. You will find a network of support that is always willing to help you reach your full potential, regardless of where you are in your career.



ANDREW YOUN '06

**CO-FOUNDER AND EXECUTIVE
DIRECTOR, ONE ACRE FUND**

Turned an inspired business
plan into an internationally
acclaimed nonprofit

EMPOWERING GROWTH OUT OF POVERTY

“TIME AND AGAIN I’VE TURNED TO THE KELLOGG NETWORK AND FOUND INCREDIBLE SUPPORTERS AND COLLABORATORS. THEY’VE MADE IT POSSIBLE FOR ME TO EXPLORE THE WORLD AND FOLLOW MY PASSION.”

The story of the One Acre Fund is a story of the extended Kellogg community at its most supportive. The idea sprouted in Andrew Youn’s mind during his summer internship in Africa, where he became keenly aware of the extreme difficulties local farmers faced in raising crops sufficient to feed their families.

With fellow classmate Matt Forti ’06, now managing director of One Acre Fund USA, he developed a prize-winning business plan based on a three-pronged solution: providing the farmers with training, high-quality seeds and adequate fertilizer. Youn’s passion and commitment caught the eye of Larry Levy ’67, whose Levy Institute awarded its first grant for innovative social impact to Youn to fund the first year of the venture.

Kellogg’s Career Management Center director saw an opportunity to connect Youn with Steve Wilson ’74,

chairman, president and CEO of one of the world’s largest agricultural fertilizer manufacturers, who provided business advice, a gift of \$500,000 and a matching-funds promise for the same amount.

Youn’s nonprofit now serves more than 280,000 farmers in four countries, employs a staff of 2,500 and enriches the lives of millions. The Schwab Foundation recognized Youn on its list of Social Entrepreneurs of the Year in 2013.

Clinical Professor of Strategy Harry Kraemer ’79 – Youn calls him a “force” – cites One Acre Fund as a real-life example of the principles outlined in his book *From Values to Action*. He has pledged the proceeds of that and *Becoming the Best* to the fund and solicits support from organizations and individuals every time he’s invited to speak.

“THE UNDISPUTED WINNER”

POETS & QUANTS ON KELLOGG'S
CAREER MANAGEMENT CENTER

CAREER MANAGEMENT CENTER SHAPE YOUR CAREER FOR A LIFETIME

We make preparing for your career after Kellogg our top priority, and we take pride in the fact that our Career Management Center is consistently top-rated among business school career centers.

Our career center leverages relationships with employers and strong ties to the Kellogg alumni network. This creates opportunities for you to connect with top companies around the world and across industries on a year-round basis.

The Career Management Center provides free, unlimited one-on-one coaching, a private job board with thousands of job postings, a dedicated research specialist, and a variety of additional job-search resources and workshops.

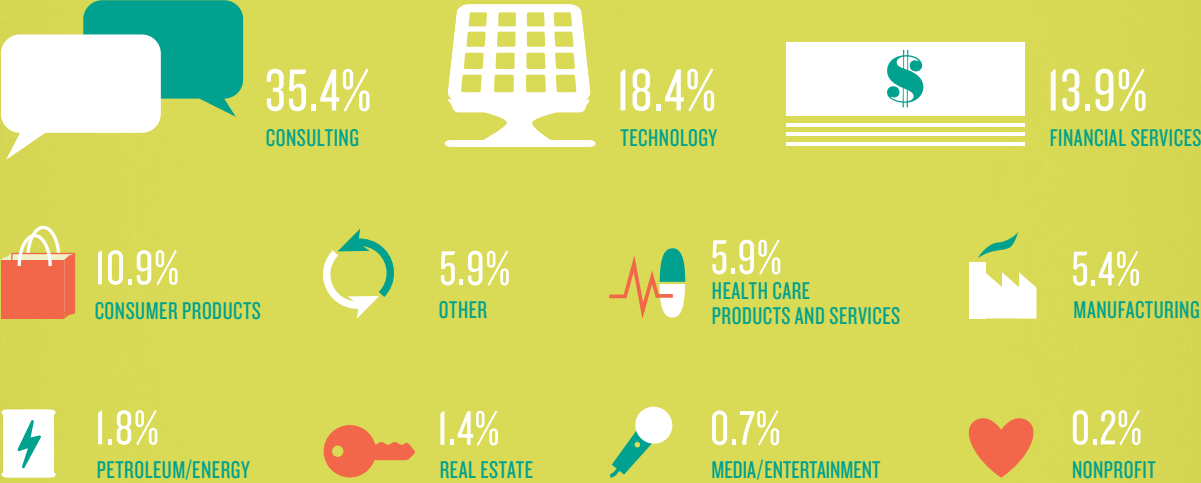
Employers seek out Kellogg graduates because of their balanced skill set, rigor, vision, and ability to influence and inspire teams. In fact, more than 200 companies hire our graduates each year. This opens up much broader opportunities for you to find your ideal match.

As an alum, you continue to have access to free, one-on-one coaching, the private job board and other resources available through the alumni career services team.

No matter where you are in your career, our Career Management Center is here to help you move forward.

FULL-TIME MBA EMPLOYMENT STATISTICS

JOB ACCEPTANCES BY SELECTED INDUSTRIES

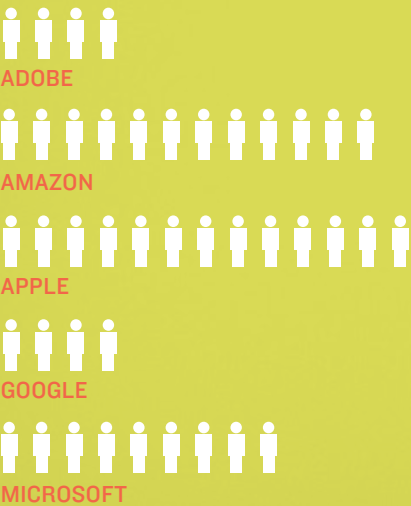


MORE THAN 200 COMPANIES HIRED KELLOGG GRADUATES

ACCENTURE	BOSTON CONSULTING GROUP	J.P. MORGAN
APPLE INC.	DELOITTE CONSULTING LLP	KRAFT FOODS GROUP, INC.
A.T. KEARNEY	DISCOVER	MCKINSEY & COMPANY
AMAZON	FACEBOOK	MICROSOFT
BAIN & COMPANY	GENERAL MILLS	NIKE, INC.
BARCLAYS CAPITAL	GOOGLE	UNILEVER

GROWING INTEREST IN TECH AND STARTUPS

TECHNOLOGY COMPANIES HIRING 3+ GRADUATES FROM THE CLASS OF 2014



EQUIPPED TO LAUNCH AND LEAD INNOVATION:
Kellogg's industry-leading curriculum is preparing students to launch new ventures and lead innovation at middle-market companies and corporations.

CLASS OF 2014
29 GRADUATES
STARTED A NEW BUSINESS

CLASS OF 2014
16 GRADUATES
ACCEPTED FULL-TIME JOBS WITH STARTUPS

CLASS OF 2015
31 STUDENTS
ACCEPTED INTERNSHIPS WITH STARTUPS



RASHAAD JAMAL

TWO-YEAR PROGRAM

Marine pilot navigated career switch to land at a premier consulting firm

FLYING IN A NEW DIRECTION

“A REALLY BIG VALUE ADD IS THE SUPPORT FOR CAREER SWITCHERS AND A NONJUDGMENTAL CULTURE THAT ALLOWS PEOPLE TO TAKE RISKS.”

Rashaad Jamal used to live in a world of controlled chaos, and he loved it. As an F-18 pilot in the U.S. Marine Corps, he flew planes more than 600 miles-per-hour. He landed atop aircraft carriers in the Pacific Ocean. He also had a front-row seat for some of the most awe-inspiring views and sunsets he'd ever seen.

As exhilarating as the experience was, though, he knew he wanted something more.

“I was enjoying myself, but I didn't feel like I was contributing to the world in the way I wanted to,” Jamal says. “So I started thinking about what it was that I enjoyed doing with my life, and I looked for a career to match that.”

He realized he liked working on small teams to solve challenging problems, so he decided a career in

consulting would be a good fit. He knew if he was going to make that career switch, he wanted to land at one of the most prestigious consulting firms.

In order to get there, he came to Kellogg.

Jamal's focus never wavered from consulting, and he shaped his Kellogg experience to best prepare him to fulfill that goal. His diligence led to an internship with McKinsey and Company, and eventually, a full-time job there as a management consultant.

“A really big value add that Kellogg has is the support for career switchers,” Jamal says. “That, combined with a nonjudgmental culture, allows people to take risks and switch careers.”

SUSMITA SAHA '14

WORLDWIDE PRODUCT
PLANNING, APPLE

Financial analyst made
high-tech transition to help
launch the Apple Watch



TECHNOLOGICAL TRANSFORMATION

"I KNEW WHAT I WAS GOING TO DO, SO I LEVERAGED MY KELLOGG EXPERIENCE TO GIVE ME WHAT I NEEDED TO LEARN."

How do you make the transition from a finance career at J.P. Morgan in Tokyo to planning the global distribution strategy of the Apple Watch from Silicon Valley?

For Susmita Saha '14, that transformation occurred thanks to her time at Kellogg.

Saha arrived in Evanston knowing she wanted a career in the tech industry. She enjoyed the analytical side of her previous job, but she was always passionate about technology and knew she wanted to work closely with a real product.

To make the leap to a new industry and to the other side of the globe, Saha knew she would need support. She found more guidance and backing than she could imagine through the Career Management Center and Kellogg's alumni network.

Saha also customized her experience to fit her long-term goals. She focused on operations and marketing to complement her finance background and her undergraduate engineering degree. She managed alumni relations for Kellogg's high-tech club.

"I knew what I was going to do," Saha says, "so I leveraged my Kellogg experience to give me what I needed to learn."

That focus got her to Apple, where she also did her summer internship. The next stop on her journey is unknown. Right now, Saha is simply enjoying trying to answer the key questions needed to distribute one of the company's most anticipated products.

"How should we create the Apple Watch demand? What countries should get the watch? What message does the company want to deliver? I feel like I'm a part of that," Saha says, "and that's great motivation to come into work."

"I identified about 20 alumni who seemed to be doing exactly what I hope to do, and sent introductory emails. I received five responses within the hour and another 10 the next morning – all eager and happy to talk."

SHEILA SHAH
TWO-YEAR PROGRAM

GLOBAL ALUMNI COMMUNITY

JOIN A POWERFUL, RESPONSIVE NETWORK

From the moment you arrive, you become part of our ever-broadening global alumni network – 60,000 strong in more than 100 countries, spanning virtually every industry and endeavor.

The Kellogg community of courageous leaders runs deep. Our alumni are changing the world in positive, constructive ways. As diverse as they are, ***they all share a common bond, their passion for Kellogg, and they credit the school with helping them realize their dreams.***

They show their gratitude in very real ways. Despite busy professional and personal lives, Kellogg alumni are renowned for their willingness to help students and fellow graduates, generously sharing their wisdom, experience and connections.

GLOBAL PRESENCE OF KELLOGG ALUMNI



MORE THAN 60,000 GLOBAL ALUMNI

NOTABLE KELLOGG ALUMNI

ALI BABACAN '92
Deputy Prime Minister,
Republic of Turkey

TOD FRANCIS '83
Managing Director,
Shasta Ventures

MARTIN LAU '98
President,
Tencent Holdings Ltd.

TED PHILLIPS '89
President and CEO,
Chicago Bears

CINDI BIGELOW '86
CEO, Bigelow Tea

BON FRENCH '76
CEO, Adams Street
Partners LLC

JENNY LEE '01
Managing Director,
GGV Capital

CESAR PURISIMA '83
Secretary of Finance,
The Philippines

GARY BRIGGS '89
CMO, Facebook

YUNG-KU HA '81
President, Chairman and
CEO, Citibank Korea

MATT LEVATICH '94
President and CEO,
Harley-Davidson

SHAILESH RAO '99
Vice President,
International Operations,
Twitter

ROSLYN M. BROCK '99
Chairman of the Board,
NAACP

STEVE HAFNER '97
Co-Founder and CEO,
Kayak

CESARE MAINARDI '86
CEO, Strategy&

GORDON SEGAL '60
Co-Founder,
Crate and Barrel

DAVID CHEN '84
CEO and Founder,
Equilibrium Capital Group

PROMOD HAQUE '83
Senior Managing Partner,
Norwest Venture Partners

BILL McDERMOTT '97
CEO, SAP

RICK WADDELL '79
Chairman and CEO,
Northern Trust Corp.

CASSIAN CHEUNG '78
CEO, Next Media

JULIE HARRIS '95
Managing Director,
Goldman Sachs

IVAN MENEZES '85
CEO, Diageo

THOMAS WILSON '80
Chairman and CEO,
Allstate Corp.

DOUG CONANT '76
Chairman, Board of
Directors, Avon

ELLEN KULLMAN '83
Chair of the Board and
CEO, DuPont

DIANA NELSON '89
Chair, Board of Directors,
Carlson Hotels, Inc.

PAT YARRINGTON '79
Vice President and CFO,
Chevron Corporation

CHOOSE THE PROGRAM THAT'S RIGHT FOR YOU



ONE-YEAR (1Y) MBA

ACCELERATE YOUR CAREER

Our One-Year MBA Program is your fastest path to a Kellogg MBA. It is designed to build upon your business fundamentals and get you back in the workforce with new skills and knowledge that will propel your career forward. From June to June, you'll immerse yourself in the rigorous curriculum, learn from world-class faculty and build leadership experience and a supportive network that will help you immediately and throughout your career.

1.0

YEAR TO
COMPLETE DEGREE

START

JUNE

- **50 YEARS OF TRANSFORMING BUSINESS:** As one of the first One-Year MBA programs in the country, more than 3,500 of our graduates have made an indelible mark on business and the world, with many of our alumni leading some of the most notable companies in the world.
- **SUPERIOR CURRICULUM:** Unlike other One-Year MBA programs that consolidate two years of classes into one, our program builds on your business experience and gives you the option to bypass the core curriculum so you can focus on the electives that are pertinent to your personal and professional goals.
- **BEST RETURN ON INVESTMENT:** If you have focused career goals and are not seeking to make a major career switch, the One-Year MBA Program builds on your experience and gets you back in the workforce quickly with new skills to advance your career.

OUR FULL-TIME MBA PROGRAM PROVIDES FOUR DISTINCT PATHS TO EARNING YOUR MBA. EACH OFFERS EXTENSIVE OPTIONS FOR ACHIEVING YOUR PERSONAL, PROFESSIONAL AND EDUCATIONAL GOALS. WHICHEVER ONE YOU CHOOSE, YOU'LL LEARN HOW TO SPARK GROWTH IN ANY ORGANIZATION.

➔ TWO-YEAR (2Y) MBA

CHALLENGE YOURSELF IN OUR MOST FLEXIBLE PROGRAM

Our Two-Year MBA Program provides a truly immersive experience with the greatest flexibility to explore a variety of interests and disciplines while developing management and leadership skills. Both inside and outside the classroom, you will learn to lead by practicing in an environment that gives you an opportunity to try new things.

2.0

YEARS TO
COMPLETE DEGREE

START

SEPT.

- **BALANCED & DYNAMIC SKILL SET:** Kellogg has leading faculty across academics and business representing all business disciplines that not only help you to build a foundation, but also provide the latest in course innovation. A rich co-curricular experience complements this foundation through 1,000+ experiential learning opportunities.
- **GROWTH-MINDED LEADERSHIP FOCUS:** Through leadership core courses and electives, as well as more than 120 student-led clubs and organizations, our program fosters personal and professional growth and forges connections across people, organizations, communities, sectors and markets. Recruiters actively seek Kellogg graduates because of their leadership capabilities.
- **GLOBAL ACUITY:** Kellogg provides a global perspective built on a deep understanding of market dynamics, customer needs and cross-sector interdependencies. We offer the broadest array of global opportunities, and have over 60,000 responsive and engaged alumni that span the globe to give you the confidence you need to lead in a complex world.

CHOOSE THE PROGRAM THAT'S RIGHT FOR YOU



MMM

FOCUS ON BUSINESS & DESIGN INNOVATION

Our dual-degree MMM Program is an immersive and integrative program that gives students a rigorous business education and a solid foundation in design innovation. When you graduate, you'll receive an MBA from Kellogg and an MS in Design Innovation from the Segal Design Institute at Northwestern University's McCormick School of Engineering and Applied Science.

2.0

YEARS TO
COMPLETE DEGREE

START

JUNE

- **THE FIRST OF ITS KIND:** Going beyond the traditional MBA, we designed the MMM Program for those who want to be involved in product development from the beginning to the end, while focusing on positive user experience outcomes.
- **DRIVING INNOVATION IN A VARIETY OF ROLES:** Our graduates leave ready to design and manage end-to-end solutions. They understand how to strike a balance between big-picture approaches and detail-oriented processes. This uniquely positions them for a variety of roles that drive innovation, particularly as product managers in technology.
- **IN-DEMAND ALUMNI:** MMM graduates are in demand around the world due to their superior skills in design and operations management. Our alumni work throughout Europe, Asia and North and South America. In the U.S., they manage teams at East Coast financial firms, West Coast technology companies and organizations everywhere in between.

OUR DUAL-DEGREE PROGRAMS BRING TOGETHER THE BEST MINDS FROM TOP-TIER INSTITUTIONS AT NORTHWESTERN UNIVERSITY. EACH PROGRAM GIVES YOU THE SKILLS AND TRAINING TO STAND APART IN THE WORKFORCE AND THE SUPPORT OF TWO ALUMNI NETWORKS.

→ JD-MBA

SET YOURSELF APART IN BUSINESS & LAW

Our JD-MBA Program gives you the tools to become successful, whether you aspire to be a business leader with legal expertise or want to pursue a law career with a solid foundation in management. Our program enables you to follow the career path of your choice and provides you with a skill set that truly differentiates you from others.

3.0

YEARS TO
COMPLETE DEGREE

START

SEPT.

- **ESTABLISHED PROGRAM:** Our JD-MBA Program, the first of its kind in the United States, is designed for the analytical and deal-making student. It equips you for success, whether you aspire to a leadership role in business with legal expertise or you're primarily interested in a career in law but seek a solid foundation in management.
- **UNPARALLELED ALUMNI:** JD-MBA graduates are highly sought by law firms, corporations, government entities and nonprofit organizations. Our alumni serve in positions of leadership in settings as diverse as private practice, elected office, the executive suite, venture capital, private equity and consulting.
- **TWO TOP-TIER SCHOOLS:** In the short span of three years — rather than the five it would take to complete both degrees separately — students earn a JD from Northwestern Law and an MBA from Kellogg.



OUR NEW HOME WILL CONVENE CONVERSATIONS THAT MATTER, INSPIRE IDEAS AND CATALYZE ACTION.

Kellogg's new global hub, set to open in 2017, is designed to inspire new forms of learning and community building by combining the physical and virtual in unprecedented ways.



BEST OF BOTH WORLDS

EVANSTON IS A TRULY URBAN SUBURB WITH A THRIVING COMMUNITY OF SHOPS, RESTAURANTS, MOVIE THEATERS, GALLERIES, BEACHES AND PARKS. CHICAGO, JUST A SHORT TRAIN RIDE AWAY, IS A COSMOPOLITAN HUB OF BUSINESS, CULTURE, SPORTS AND DIVERSITY.

EVANSTON

MOST OF YOUR STUDENT LIFE TAKES PLACE ON NORTHWESTERN UNIVERSITY'S CAMPUS IN EVANSTON, THE FIRST SUBURB NORTH OF CHICAGO. EVANSTON RANKS NO. 5 ON THE LIST OF "AMERICA'S 50 BEST CITIES TO LIVE."

13 MILES FROM DOWNTOWN CHICAGO, 6 MUSEUMS, 2 LIBRARIES, 75 PARKS, 5 BEACHES, 1 DOG BEACH

CHICAGO

CHICAGO, A CENTER OF INTERNATIONAL COMMERCE AND INDUSTRY, SERVES AS HOME TO SOME OF THE WORLD'S MOST POWERFUL ENTERPRISES. IT'S A CROSSROADS OF GLOBAL BUSINESS AND PUBLIC POLICY LEADERSHIP AND A SPRINGBOARD FOR PURSUING GREAT IDEAS, NEW VENTURES AND SUCCESSFUL CAREERS WORLDWIDE.

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

PARTNERS AND FAMILIES

40% OF KELLOGG STUDENTS ARE ACCOMPANIED BY A SPOUSE OR PARTNER

OPPORTUNITIES TO SIT IN ON KELLOGG CLASSES

ORGANIZED EVENTS FOR BOTH OF YOU

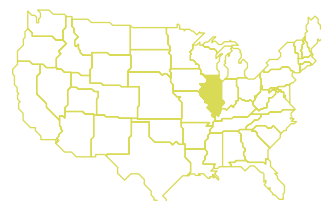
INFORMAL JOB NETWORK FOR SPOUSES AND PARTNERS

KELLOGG KIDS

PROVIDES SUPPORT FOR FAMILIES WITH IMPORTANT INFORMATION ABOUT SCHOOLS, BABYSITTERS, ACTIVITIES AND RESOURCES



CHICAGO / EVANSTON, ILLINOIS



TAKE ADVANTAGE OF EVANSTON'S COLLEGIATE CAMPUS ENVIRONMENT WHILE ALSO ENJOYING THE EXCITEMENT AND VIVACITY OF CHICAGO, THE THIRD-LARGEST U.S. CITY.

GROWTH IS THE ESSENTIAL MEANS TO EXTRAORDINARY ENDS

LEARN MORE ABOUT THE KELLOGG FULL-TIME MBA PROGRAM.

ONLINE RESOURCES

ATTEND AN ADMISSIONS EVENT // kellogg.northwestern.edu/FT-AdmissionsEvents

Meet our admissions officers, alumni and students at events in your city or online.

CONTACT US // MBAadmissions@kellogg.northwestern.edu

Email questions about admissions and the application process to the Admissions team.

APPLY // kellogg.northwestern.edu/FT-Apply

Learn about eligibility, deadlines and the application process.



START HERE.



Mixed Sources
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forests, controlled sources and
recycled wood or fiber
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GROWTH IS MORE THAN GOOD BUSINESS ◦ GROWTH IS A MINDSET ◦ IT IS GROUNDED IN THE CONVICTION THAT BARRIERS ARE CATALYSTS AND THAT ACTION IS CONTAGIOUS ◦ IT EMPOWERS YOU TO SOLVE UNARTICULATED PROBLEMS ◦ TO SEIZE TRANSFORMATIVE OPPORTUNITIES ◦ TO ACHIEVE MASTERY IN MULTIPLE DISCIPLINES AND DIMENSIONS ◦ GROWTH DEMANDS SOCIAL INTELLIGENCE ◦ INSPIRES PURPOSEFUL COLLABORATION ◦ SCALES YOUR IMPACT BEYOND BARRIERS, FEARS AND EXPECTATIONS ◦ GROWTH IS THE ESSENTIAL MEANS TO EXTRAORDINARY ENDS ◦ GROWTH IS MORE THAN GOOD BUSINESS ◦ GROWTH IS A MINDSET ◦ IT IS GROUNDED IN THE CONVICTION THAT BARRIERS ARE CATALYSTS AND THAT ACTION IS CONTAGIOUS ◦ IT EMPOWERS YOU TO SOLVE UNARTICULATED PROBLEMS ◦ TO SEIZE TRANSFORMATIVE OPPORTUNITIES ◦ TO ACHIEVE MASTERY IN MULTIPLE DISCIPLINES AND DIMENSIONS ◦ GROWTH DEMANDS SOCIAL INTELLIGENCE ◦ INSPIRES PURPOSEFUL COLLABORATION ◦ SCALES YOUR IMPACT BEYOND BARRIERS, FEARS AND EXPECTATIONS ◦ GROWTH IS THE ESSENTIAL MEANS TO EXTRAORDINARY ENDS ◦ **ARE YOU GROWTH MINDED?**

KELLOGG SCHOOL OF MANAGEMENT
Northwestern University

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