





You will have an impact on Kellogg.  
Kellogg will have an impact on you.





80

Alumni clubs  
across six  
continents

1,200

Currently enrolled  
full-time students

402

Companies hiring  
students for full-time jobs  
and internships in 2008

1908

Year classes started at  
the business school that  
will become Kellogg

Together we'll have an impact on the world.

### A century of impact.

True to the pioneering spirit of the Kellogg School of Management, we never rest on our past successes. Throughout our 100-year history, we have made a lasting impact on management education and the world of business. Our alumni are leaders, known and respected all over the world. Our academic programs, renowned faculty, and experiential approach to learning are recognized globally, and we rank consistently among the top MBA programs in the world.

Kellogg is a different kind of business school. We believe that linking the pursuit of business success with passion and purpose is the DNA of management education in the 21st century. To that goal, we develop leaders who understand the value of collaboration and teamwork, who have the well-honed communication skills that true leadership requires, and who believe in the Kellogg ideal that together we can be a force for positive change.

These qualities have always defined the Kellogg graduate. They always will. They are the foundation on which our graduates build productive and fulfilling lives.

51,902

Kellogg alumni worldwide

21

Fields of study  
and hundreds  
of courses

220

Faculty members

40

Countries of  
origin for students  
and faculty

## Creating a legacy. Personal impact on a global brand.

“You have to pour your heart into your work. If *you* don’t take it personally, the organization will not take it personally.”

**DOUGLAS R. CONANT '76**

**PRESIDENT AND CHIEF EXECUTIVE OFFICER,  
CAMPBELL SOUP COMPANY**

Before he graduated from Kellogg, Doug Conant had never worked in a corporate setting—he was pursuing a career in tennis. Now president and CEO of Campbell Soup Company, he’s earned a global reputation as a turnaround specialist and leadership expert, able to clear new paths for organizations that have lost their way.

It was under the guidance of his professors at Kellogg, including marketing legend Philip Kotler, that Conant found his true calling. “I was challenged in every class to be my best. I suddenly saw how exciting a business career could be.”

His passion for business never waned. “You have to pour your heart into your work. If *you* don’t take it personally, the organization will not take it personally. If you’re dealing with it in a neutral, objective way, you’ll get a neutral, objective response. That’s not sufficient for breakthrough performance. You have to make it personal.”

Since taking the reins at Campbell in 2001, Conant has restored the company to prosperity after years of declining sales. “We were the worst-performing food company in 2001. Now we have a shot at being the best by 2010.”

Conant attributes much of that success to Campbell’s fully engaged team. “On my first day as CEO, I told employees, ‘We can’t expect you to value our agenda as a company until we show you that we value your personal agenda and time, especially if your goal is to leave a lasting legacy.’”

His emphasis on teamwork goes beyond feel-good rhetoric. “An actively engaged workforce has a direct impact on shareholder returns,” he says. Indeed, Campbell now boasts one of the highest levels of engagement among all those surveyed by Gallup, paralleling the rise in the company’s marketplace performance.

Conant’s achievement at Campbell is one among several other hard-won successes in his career, including the Nabisco Foods Company, where his marketing leadership helped to revitalize the business and led to five straight years of double-digit earnings growth. He also led the Life Savers Candy and the Planters nut brands to record performance levels.

“It’s exciting and very fulfilling to get people banded together with a common sense of purpose, and then to help them achieve extraordinary results in a sustainable fashion,” he says. “It’s the greatest feeling in the world.”



## Four full-time MBA programs. One distinctive culture.

**The Kellogg School of Management offers four outstanding Full-Time MBA Program options, each customizable to fulfill your student needs, all focused on preparing leaders of diverse backgrounds and interests to have a positive impact on the world.**

You choose the program that fits you best—your needs, your talents, your plans for the future. Regardless of your choice, you're guaranteed an unparalleled education taught by our world-renowned faculty, enriched by the lasting relationships you'll develop, and grounded in the distinctive Kellogg culture of innovation and collaboration.

### **TWO-YEAR (2Y) MBA**

The two-year master of business administration (MBA) program offers you the greatest opportunity and flexibility to explore a variety of interests and disciplines while you develop strong management and leadership skills. Beginning in September, two-year students complete six academic quarters and a summer internship.

### **ONE-YEAR (1Y) MBA**

The accelerated MBA at Kellogg allows you to earn your degree quickly. The curriculum consists almost entirely of electives across a wide range of disciplines. Students begin this integrated experience in June, complete four academic quarters, and graduate the following year.

### **THE MMM PROGRAM**

This two-year, dual-degree program—an MBA from Kellogg and a master in engineering management (MEM) from Northwestern University's McCormick School of Engineering and Applied Science—integrates management, operations, and design. Candidates follow the same academic calendar as those in the two-year program.

### **JD-MBA**

This three-year integrated program begins with a full year of study—including summer—at Northwestern University's School of Law followed by three academic quarters at the Kellogg School. It also includes a summer internship in law or business and a final year of coursework at the School of Law. Students earn both the juris doctor (JD) and MBA degrees. Candidates apply through Kellogg and complete one application for the joint program. Only the GMAT is required.

## Two-Year (2Y) MBA

“The two-year program allowed me to fully immerse myself in the academic and cultural experience of business school. It also gave me time for reflection and self-exploration to determine the career path that I would be excited about for the long term.”

**ANDREW FENET**  
*2Y CLASS OF 2009*



## The MMM Program

“With my engineering and strong quantitative background, the MMM program was my number-one choice because it gave me access to the Kellogg School of Management and the McCormick School of Engineering, both of which have strong reputations for academic excellence.”

**MARGO VILLADELGADO**  
*MMM CLASS OF 2010*



## One-Year (1Y) MBA

“The one-year program is for people like me who have a solid base of business knowledge but want to enlarge and deepen their understanding of a variety of management disciplines. It’s great if you know where you want to go and are willing to work hard to maximize your experience.”

**MARTIN ZIER**  
*1Y CLASS OF 2009*



## JD-MBA

“The JD-MBA program gave me the opportunity to experience the cultures of two very different academic settings. The program provided me with the analytic skills I need for the legal world and additionally expanded my business skills in core areas and exposed me to new industries and career opportunities.”

**SHILPA GOKHALE**  
*JD-MBA CLASS OF 2009*







## Collaborate and compete. An ideal balance.

When you earn a Kellogg MBA, you join the top tier of business management as a graduate of one of the most prestigious, respected, and highly ranked business schools in the world. People will look to you for the qualities that distinguish Kellogg graduates from others—outstanding leadership capabilities, excellent communication skills, and proven ability to perform at a higher level of management effectiveness.

Kellogg prepares you to fulfill those expectations in all areas of life. We create a learning environment that strikes an ideal balance between collaboration and competition. We provide a superior education focused on managerial excellence, collaboration, and innovation. We deliver a rich and fulfilling experience—a foundation for enduring personal and professional relationships.

In your courses, as in business, you will work in teams that require you to consider multiple perspectives and competing priorities while working toward common goals. You will refine your leadership skills through hands-on experiential learning. And you will constantly practice the kind of communication skills that inspire others to follow your lead.

## Academic excellence. The Kellogg way.

**Solid coursework, a world-class faculty, experiential learning, and collaboration are core components of our approach to education. You'll come to understand the value of this approach as you work in teams with other students in and out of the classroom to solve difficult problems.**

You will experience how the diversity of your classmates—their education, career aspirations, cultures, and approaches to life—enriches your learning experience and prepares you to lead anywhere, anytime.

The excellence of the academic experience across all disciplines will instill essential business skills and expand your understanding of management exponentially. The incredible array of majors and course options give you the flexibility to tailor your MBA program to fit your academic needs and career plans.

### **YOUR MBA FOUNDATION. THE CORE CURRICULUM.**

All Kellogg MBA students begin by developing a solid understanding of the fundamentals of management through our core curriculum. Philosophically aligned with

the diversity of our course offerings, faculty, and student body, this strong foundation broadens your perspective and enables you to lead, manage, and communicate more effectively across a wide range of disciplines.

The core curriculum for the Two-Year MBA Program consists of nine courses in fundamental areas, including accounting; management and organizations; marketing; finance; managerial economics; decision sciences; operations; and management and strategy.

To learn more about the Kellogg curriculum for all four MBA programs—including detailed descriptions of every course we offer— please visit **kellogg.northwestern.edu/Programs/FullTimeMBA/Academics/Core\_Curriculum**



### **Academically fulfilled. Prepared to lead.**

“The incredible breadth and depth of the Kellogg curriculum have given me an amazing opportunity to personally tailor my path here. I’ve been able to pursue my professional passions in real estate and entrepreneurship while strengthening my technical tool kit through courses in finance, management, and strategy. I feel not only academically fulfilled, but also well prepared to lead with strength.”

**DEREK FLEMING**  
**2Y CLASS OF 2009**

## Collaboration and innovation. The strength of Kellogg.

“Our role is knowledge creation. Our faculty members are among the very best at taking their research and turning it into learning. It’s quite impressive just how many of them have played the leading role in defining their disciplines.

“We believe in imparting this extensive body of knowledge through experiential learning. We act as a hub to link our students with businesses and alumni to create real-world learning experiences and to sustain a two-way flow of ideas that benefits all.

“The Kellogg academic experience is all about collaboration and innovation—among our faculty members, our students, our alumni, all our stakeholders. Innovation requires collaboration, and collaboration with diversity is much more powerful than collaboration without it. This is the strength of Kellogg.”

“The Kellogg academic experience is all about collaboration and innovation—among our faculty members, our students, our alumni, all our stakeholders.”

### **SUNIL CHOPRA**

**IBM PROFESSOR OF OPERATIONS MANAGEMENT  
AND INFORMATION SYSTEMS  
INTERIM DEAN, KELLOGG SCHOOL OF MANAGEMENT**



## Multiple majors. Complete flexibility.

**Beyond the nine required courses that form the foundation of a Kellogg education, our curriculum is flexible and broad. Most students choose to pursue majors in two or three areas—often a combination of academic fields, professional disciplines, and interdisciplinary programs. The choice is yours, and your options are open.**

### MAJOR AREAS OF STUDY

Accounting Information & Management

Analytical Consulting

Analytical Finance

Biotechnology Management

Decision Sciences

Entrepreneurship & Innovation

Finance

Health Enterprise Management

Health Industry Management

Human Resources Management

International Business

Management & Organizations

Management & Strategy

Managerial Economics

Marketing

Marketing Management

Media Management

Operations Management

Real Estate Management

Social Enterprise at Kellogg

Technology Industry Management

### MOST POPULAR MAJORS OF KELLOGG FULL-TIME MBA PROGRAM STUDENTS

1. Marketing

2. Finance

3. Management & Strategy

4. Management & Organizations

5. Entrepreneurship

6. Analytical Consulting

### PERCENTAGE OF COURSES BY DISCIPLINE

Kellogg students can choose from approximately 300 course options during the academic year.

Accounting 6%

Business Law 2%

Decision Sciences 5%

Entrepreneurship 6%

Finance 19%

Health Enterprise Management 3%

International Business 5%

Management & Organizations 11%

Management and Strategy 7%

Managerial Economics 5%

Marketing 15%

Media Management 1%

Operations Management 5%

Real Estate 3%

Social Enterprise at Kellogg 8%

Technology Industry Management 2%

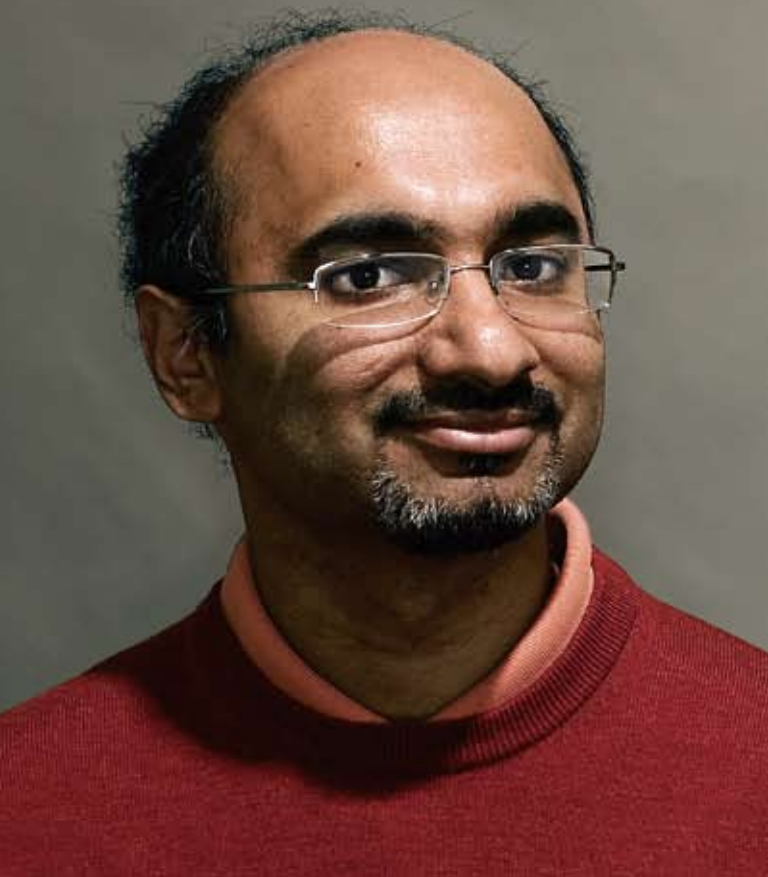
## Thought leadership comes to the classroom.

Like many other Kellogg faculty members, Arvind Krishnamurthy, the Harold Stuart Professor of Finance, has not only earned recognition as a researcher and scholar, he also brings his thought leadership to life in the classroom.

“Kellogg students have a richer experience when faculty research is brought into the classroom,” he says. “For example, my focus on financial crises has been particularly timely in terms of financial policy and for my students who have an immediate interest in why the crisis of 2009 happened and its impact.”

For his recent paper on economic crises, Professor Krishnamurthy has been recognized by the *Journal of Finance* with one of the field’s top honors: the first-place 2008 Smith Breeden Prize. Co-authored with MIT professor Ricardo J. Caballero, the widely cited paper examines the causes and consequences of fear in the marketplace.

**ARVIND KRISHNAMURTHY**  
HAROLD STUART PROFESSOR OF FINANCE



## Expertise across all disciplines.

“I joined Kellogg because of the quality of the Accounting Department faculty. Every day I get to work alongside some of the top experts in their fields—the world’s leading thinkers.

“That’s especially important for our students because Kellogg provides this level of expertise across all disciplines, regardless of your major. It’s the same kind of academic excellence and thought leadership that make the core curriculum so valuable.

“Rather than mastering a single qualitative discipline or turning into a number cruncher, you get it all at Kellogg—a deep, well-rounded education and the full management skill set you’ll need to lead a company.”

**BEVERLY WALTHER**  
PROFESSOR OF ACCOUNTING INFORMATION  
AND MANAGEMENT



## World-class academics. Real-world experiences.

“With my liberal arts undergraduate degree and a few years’ experience in financial services, I felt it was time to formalize the on-the-job training I had gained in finance. I also wanted to supplement that skill set with a broader range of coursework to become a better decision maker, collaborator, and leader. Kellogg delivered.

“I found that Kellogg’s diverse academic departments—from finance and real estate to strategy and organizational behavior—provided the cutting-edge educational opportunities I was seeking. The rich academic

environment, so integral to Kellogg’s unique culture, also gave me one-on-one access to highly respected thought leaders. In class, they offered up a combination of fast-paced, rigorous coursework and lively discussions that pushed us individually and as team members to achieve more.

“These classes also stimulate debate through real-world, real-time casework, which opens up even more opportunities to explore the most current business topics and issues. My courses in marketing, strategy, and operations helped me

secure a summer internship in general management where I led a team that worked on commercializing a product-line accessory for a diversified Fortune 500 company.

“Kellogg’s academic experience took me far beyond the classroom. One of my team-based experiential learning programs gave me the opportunity to leverage my classroom skills as a pro bono consultant for a not-for-profit organization summer camp. I also traveled to Japan as part of the Global Initiatives in Management program

to conduct firsthand research with leading global private equity firms on a specific industry trend.

“Ultimately, I returned to financial services. The breadth and depth of my Kellogg education—within finance and, just as important, outside of it—help me think both technically and creatively to better serve clients in the fast-paced world of mergers and acquisitions.”



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**BEN FARRIS '07**

**VICE PRESIDENT, LINCOLN INTERNATIONAL, LLC**

## Build your own Kellogg MBA.

**The Kellogg experience is grounded in the belief that as an MBA graduate you should possess a general management foundation that enables you to lead in all aspects of your life. A rigorous core curriculum provides the foundation for advanced, specialized work in academic majors and professional fields.**

Beyond the core courses that form the foundation of a Kellogg education, our curriculum is flexible and broad. You can choose from our extensive and evolving catalogue of elective courses and major in two or three areas. Students often opt for a combination of academic fields, professional programs, and interdisciplinary programs.

For example, a student interested in starting a business might major in Management & Strategy, Finance, and Entrepreneurship. A student looking to lead a historic preservation trust could focus on Marketing, Public/Nonprofit Management, and Real Estate. Every department and professional program offers one or more academic major.

Because we believe that every moment you spend in the Kellogg classroom should challenge and engage you, we encourage students to waive core courses comparable to classes they've taken before. In fact, approximately half of our students waive at least one course. If granted a waiver, you can replace the waived course with a more advanced elective in the same area.

We not only encourage you to build your own Kellogg MBA, we provide all the building blocks and materials you could possibly need.



## Academic preparation for the challenge of uncertainty.

Not long after his own PhD graduation ceremony, Gad Allon found himself addressing the Kellogg School of Management graduating class of 2009 as its choice for the prestigious L.G. Lavengood Outstanding Professor of the Year Award.

Though relatively new to the Kellogg culture, Allon epitomizes one of its most distinguishing characteristics: student-

faculty interaction. Says Lauren Passero, class of 2010, "He is available for his students inside the classroom, outside the classroom, and over the summer during their internships. He brings energy and enthusiasm to a subject that a lot of us approach with trepidation."

Allon teaches Operations Management, a course that aims to familiarize students with the problems and

issues they will face as business managers. His service as a commander in a military combat unit serves as a source for lessons he teaches his students about self-awareness, learning from failure, and leadership in the face of uncertainty.

In wishing success to the graduating class, Allon said, "As a commander, I made sure my soldiers were ready for the

unknown unknowns by constantly simulating uncertainty. This didn't make me too popular, but in the tradeoff between being liked and being prepared, I chose the latter. But I also made mistakes, and I learned the hard way to be more sensitive to the difficulties of others. I hope that all of that was helpful when it came to teaching you."

"As a commander, I made sure my soldiers were ready for the unknown unknowns by constantly simulating uncertainty. This didn't make me too popular, but in the tradeoff between being liked and being prepared, I chose the latter."

### **GAD ALLON**

**ASSISTANT PROFESSOR OF MANAGERIAL ECONOMICS AND DECISION SCIENCES  
2009 L.G. LAVENGOOD OUTSTANDING PROFESSOR OF THE YEAR**



## Teachers. Researchers. Thought leaders.

**Your academic experience will be inspired and enriched by Kellogg's world-class faculty members, who, like the student body, represent an incredible array of academic interests, international backgrounds, and real-world experiences. Experts in their disciplines and practitioners grounded in the real world of business, they bring theory to life so you can apply it in yours.**

Kellogg faculty members are thought leaders who often help define the fields they teach and practice. They direct more than 20 Kellogg research centers that range in focus from biotechnology, game theory, and dispute resolution to finance, economics, supply chain management, and real estate. Many faculty members serve as highly sought-after consultants who provide guidance on critical business and professional issues.

Most important to your future, our faculty members are teachers, mentors, and allies. They have a passion for sharing knowledge and engaging their students. And they gladly make time to meet with you one on one.

All faculty members become grounded in teaching the Kellogg way through a special mentorship program. The consistently high quality of their instruction also comes in part from a tendency to remain with Kellogg long term, which adds an increasingly rare depth of insight and perspective to the classroom experience.

### **More than accessible. Genuinely interested and engaged.**

"As a student, I was always impressed by how accessible the professors were to us outside the classroom. I was even more amazed by their high level of commitment even after graduation.

"I could not have launched my business without their continued, hands-on support and advice. Whether it meant helping with my company's valuation or developing effective marketing strategies, my 'former' professors and mentors always seemed just an e-mail or a phone call away. They've even reached out to me on their own to offer assistance. How amazing is that?"

**SAQ NADEEM '05**  
**OWNER, PARADISE 4 PAWS**



“I’ve had amazing opportunities to grow as a leader at Kellogg. Even better, this is only the start of the impact I can make throughout my own career. Kellogg has given me the tools to make a real difference in the world.”

**ALEX TENORIO**

*2Y CLASS OF 2009*

**PRESIDENT, BUSINESS LEADERSHIP CLUB**

**EXECUTIVE COMMITTEE, HISPANIC BUSINESS STUDENT ASSOCIATION**

**CO-CHAIR, INVESTMENT BANKING AND CAPITAL MARKETS CLUB**

**CHAIR, CLASS GIFT COMMITTEE**



“The leadership development opportunities at Kellogg have helped me gain a true sense of self-awareness, self-confidence, and genuine humility—all of which I hope to carry forward as I go back into the working world.”

**AUDREY LIU**

*2Y CLASS OF 2009*

**VP OF PERSONAL LEADERSHIP DEVELOPMENT IN THE BUSINESS LEADERSHIP CLUB**

**SECTION LEADER FOR FIRST-YEAR STUDENT ORIENTATION**



“The environment at Kellogg pushes students to learn to lead through doing, and my Kellogg experience has made me much more entrepreneurial and better able to build support and to demonstrate leadership.”

**MARK MASSON '07**

**MANAGEMENT CONSULTANT,  
AXIOM CONSULTING PARTNERS**

**REPRESENTATIVE, KELLOGG STUDENT  
ASSOCIATION**

**CO-FOUNDER, DIVERSITY & INCLUSION COUNCIL**

**STUDENT LEADER, LEADERSHIP CURRICULUM  
REASSESSMENT AND REALIGNMENT**



“Leadership development has been a major focal point in my Kellogg experience. I have no doubt that I will leave Kellogg a much stronger, more thoughtful leader than when I arrived.”

**ERIC ABRAMS**

**2Y CLASS OF 2010**

**INCOMING PRESIDENT, BUSINESS  
LEADERSHIP CLUB**

**VARIOUS LEADERSHIP POSITIONS: KELLOGG  
BOARD FELLOWS, KWEST, HEALTHCARE  
ENTERPRISE MANAGEMENT CLUB, LEADERSHIP  
CONFERENCE**



## Not just experts. They wrote the books.

Texts and references written by Kellogg faculty members are required reading at top business schools around the world.

**David Austen-Smith**  
and Jeffrey Banks  
*Positive Political Theory II: Strategy and Structure*

**David Besanko**  
and Ronald Braeutigam  
*Microeconomics*

**David Besanko, David Dranove,** Mark Shanley,  
and Scott Schaefer  
*Economics of Strategy*

**Jeanne Brett**  
*Negotiating Globally*

**Timothy Calkins**  
and **Alice Tybout**, Eds.  
*Kellogg on Branding*

**Sunil Chopra**  
and Peter Meindl  
*Supply Chain Management: Strategy, Planning, and Structure*

**Anne Coughlan,** Erin Anderson, **Louis W. Stern,** and Adel El-Ansary  
*Marketing Channels*

**David Dranove**  
*The Economic Evolution of American Health Care*

**Philip Kotler**  
and Gary Armstrong  
*Principles of Marketing*

**Philip Kotler**  
*Marketing Management*

**Robert McDonald**  
*Derivatives Markets*

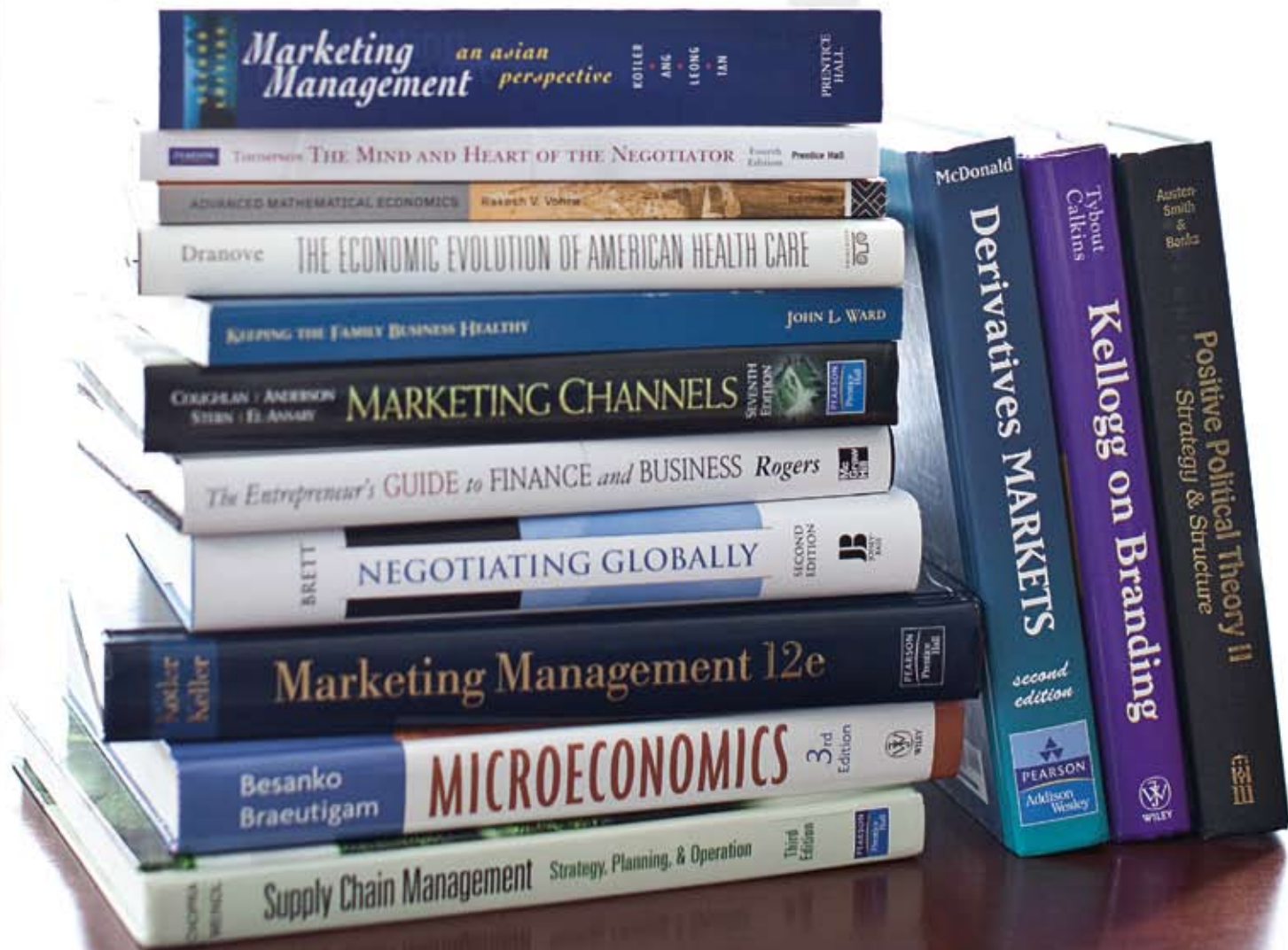
**Steven Rogers**  
*The Entrepreneur's Guide to Finance and Business*

**Leigh Thompson**  
*The Mind and Heart of the Negotiator*

**Rakesh Vohra**  
*Advanced Mathematical Economics*

**John Ward**  
*Keeping the Family Business Healthy*

**See all books by Kellogg faculty at [kellogg.northwestern.edu/Faculty/Books\\_By\\_Faculty](http://kellogg.northwestern.edu/Faculty/Books_By_Faculty)**



## A strategic framework for Super Bowl ads? Only at Kellogg.

Marketing professor Tim Calkins plays Monday morning quarterback on national TV as he reports annually on the best and less-than-great Super Bowl ads. It's not just his opinion. Calkins and professor Derek Rucker head up the annual Kellogg Super Bowl Advertising Review, where Kellogg marketing students rate the quality and effectiveness of the closely watched game-day ads.

What gives the Kellogg reports their credibility? Unlike other Super Bowl ad reviews based on likability, the Kellogg team uses a strategic framework—ADPLAN—developed by our faculty to more objectively grade ads based on specific dimensions: attention, distinction, positioning, linkage, amplification, and net equity.

Interviewed by *The New York Times* just prior to the 2009 game about the implications of advertising in the midst of an economic downturn, Calkins noted that advertisers “don’t want to appear too flip, making light of a tough situation. But the people who watch the Super Bowl, they still want to be entertained.”

**TIMOTHY CALKINS**  
CLINICAL PROFESSOR OF MARKETING



## Collaboration. The key to creativity and innovation.

“I not only teach our core course, Leadership in Organizations, I also conduct research on how people work together in groups. Because Kellogg has always been on the forefront of teaching teamwork as critical to leadership, this is an ideal fit for me.

“It also puts our students at a distinct advantage. To be an effective leader, you must understand not only how to lead teams, but how to work within them as well.

“The true value of collaboration comes from building diverse teams and considering different ideas. You can learn how to collaborate, but if everyone brings the same thinking to the table, you go away exactly where you started. Diverse thinking is essential to creativity and innovation.”

**KATHERINE W. PHILLIPS**  
ASSOCIATE PROFESSOR OF MANAGEMENT  
AND ORGANIZATIONS  
CO-CHAIR, KELLOGG CENTER FOR THE  
SCIENCE OF DIVERSITY



## Intellectual depth. Global perspective.

Global Lab, an experiential learning course, takes Kellogg MBA candidates on a 12-week journey of client-focused research and problem solving. That journey begins in the classroom and culminates with intensive field study, working directly with client companies abroad in industries ranging from automotive and aerospace in Brazil to Internet marketing in South Africa to fashion retailing in India.

“This is not an easy class, and that’s by design,” says Paul Christensen, the Kellogg School faculty member who teaches the course. “Our students work very hard to figure out the crux of the issue and address the client’s problem. They take their core functional skills—strategy, sales, marketing, finance—and produce a real deliverable, for a real client. That’s a true international business experience.”

Cynthia Gozberk, a 2009 Kellogg grad, says Global Lab brought a whole new meaning to the richness and diversity of the Kellogg experience. “Consulting with a microfinance company in West Africa was totally fulfilling and enriching. Throughout the quarter, we worked on a revolutionary initiative for the company. We then traveled to The Gambia for two weeks to deliver our

recommendation to the CEO, executive team, and members of the board. It absolutely stretched us, but our project’s ultimate success made it thoroughly satisfying for both our team and our client.”

“Consulting with a microfinance company in West Africa was totally fulfilling and enriching . . . It absolutely stretched us, but our project’s ultimate success made it thoroughly satisfying for both our team and our client.”

**CYNTHIA GOZBERK**  
1Y CLASS OF 2009



## Your view of the world from Kellogg.

**Kellogg prepares you to take your place in the world of business with true confidence—with a deep understanding of international business issues and the highly developed communication skills that leadership in a global economy demands. Throughout our history, we have focused on giving students a realistic perspective on the world beyond their own experience.**

This expanded worldview is woven throughout the academic curriculum. It is embodied in the diversity of our faculty and student body. It comes to life through global initiatives, experiential learning, and international academic partnerships. Regardless of your perspective on the world now, your view will become clearer, more real, and more relevant through your Kellogg experience.

### **AN INTERNATIONAL COMMUNITY AND A GLOBAL FAMILY**

At Kellogg, you become connected to an extended global family from the moment you arrive. Instantly, you're part of something much larger than yourself. You're a member of an on-campus community enriched and enlivened by the insight and experiences of diverse faculty—one-quarter of whom hail from outside the United States—and students from 40 countries across six continents.

Your Kellogg experience will have an impact throughout your life. One of our students tells of carrying a Kellogg backpack at the airport and being taken aback by the genuine warmth of the greeting he received from a total stranger. Turns out it wasn't a stranger at all. He had just met a Kellogg alum.

### **AN INTERNATIONAL CURRICULUM FOCUSED ON DEVELOPING GLOBAL LEADERS**

Come to Kellogg and see the world—and the global management challenges you'll face—through different eyes. Whether you choose an international business major or follow a program of your own design, you can equip yourself with specialized tools—in finance, marketing, organizations, and management strategy—to lead and manage the international dimensions of any business.

All students must meet our global course requirement from an array of choices that range from discipline-based academic courses to broadly focused experiential learning to once-in-a-lifetime foreign immersion experiences. It's no wonder that the Global Initiatives in Management course—which requires international travel and research—always ranks as one of our most popular academic choices. And Global Lab, a real-life consulting course, engages students as consultants to senior management of an international host company, as Kellogg student Cindy Gozberk describes on the facing page.

### **INTERNATIONAL ACADEMIC PARTNERSHIPS**

Kellogg adds a distinctive accent to the international language of business—and in turn incorporates the flavor of global commerce into our curriculum—through partnerships with institutions of higher learning and similar purpose around the world, in Thailand, China, India, South America, Europe, and the Middle East.

## Theory to practice.

**Superior business practice is always grounded in sound business theory. Your challenge as a management professional lies in understanding the linkages and making the connections.**

It is not enough to simply know the theory. You must have the ability to apply it in the real world. It is not enough to understand best practices yourself. You must be able to engage others in them.

Kellogg coursework and team projects prepare you for the corporate environment. You have the opportunity to make critical connections between theory and practice and test them in the relative safety of the classroom. By “doing,” you gain the understanding and confidence you will need to apply theory in real-world practice.

### WHY IT WORKS

Experiential learning at Kellogg is where cutting-edge academic theory comes face to face with hands-on education. Groups of faculty, students, alumni, and corporate partners collaborate not only in exploring the most innovative management concepts and practices,

but also in finding direct applications to the most relevant and critical issues in business today. This not only makes for a dynamic curriculum, it results in a learning experience tailored specifically to your future goals.

### HOW IT WORKS

In almost all classes, you'll work in teams that expose you to a greatly expanded range of thought and cross-functional approaches to problem solving. Students say that because of this broader perspective, they can often learn as much from their fellow students as they do from the course's academic components. Such teamwork also strengthens interpersonal and collaboration skills, which explains why organizations consistently rank Kellogg graduates highly on their ability to lead and work with others.

## Experiential learning beyond the expected.

**Intensive academic experiences such as the innovative, highly specialized Asset Management Program expose students to cutting-edge practices and connect them to alumni while they experience managing an actual portfolio. On the other end of the spectrum, the Medical Innovations Lab teams MBA students with students from Northwestern's schools of medicine, law, and engineering to focus on developing biotechnology products—many of which actually go to market.**

Life- and career-changing experiential learning opportunities are available throughout the curriculum and well beyond. Student-organized events and conferences cover a wide range of interests and issues. Pro bono consulting with local nonprofits strengthens students' social responsibility and leadership skills. Or you can rev up your competitive spirit through programs like the annual Kellogg Cup business plan competition.

Michele Rogers, assistant dean, Integrated Programs and Experiential Learning, notes, “It's great when students can turn theory into practice by completing real-world projects for companies and organizations. They actually see the results of what they're doing, and that makes the learning ‘stick.’ Everybody wins.”

## Enabling entrepreneurs to do good by doing well.

“With my background as an entrepreneur, I integrate my real-world experience with the academic rigor our curriculum requires. That combination has a lot of power in the classroom. It also underscores what I mean when I say we actualize what we teach.

“We put theory into practice in how we run our program and promote innovation throughout the school. For our students, we work to equip them with tools and knowledge to become ‘high-growth’ entrepreneurs who create value for themselves, their employees, and their investors.

“These are my heroes and she-roes. They are self-sufficient. They create jobs. They sustain healthy communities. They do good for others while doing well for themselves.”

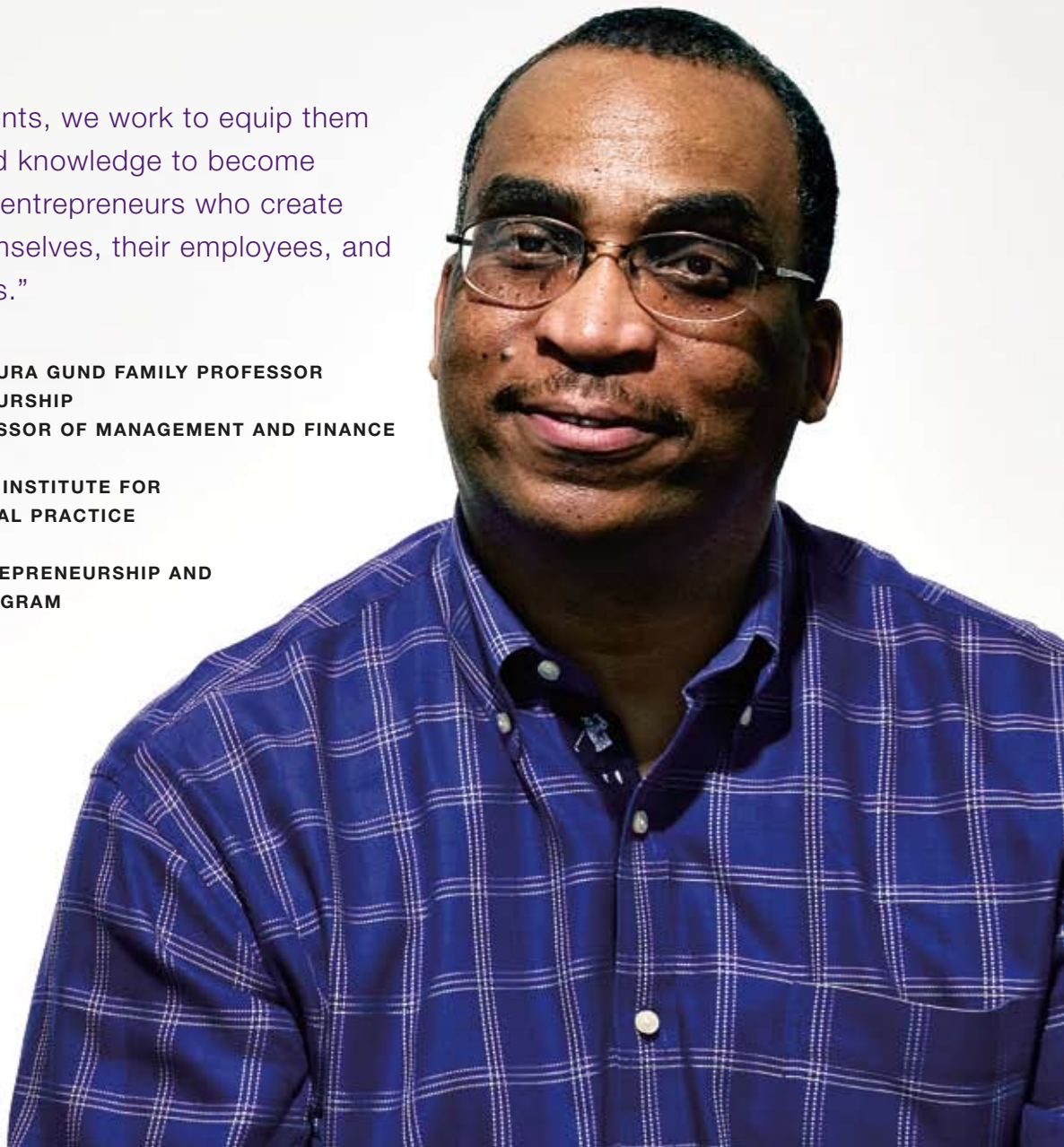
“For our students, we work to equip them with tools and knowledge to become ‘high-growth’ entrepreneurs who create value for themselves, their employees, and their investors.”

### **STEVEN ROGERS**

**GORDON AND LLURA GUND FAMILY PROFESSOR  
OF ENTREPRENEURSHIP  
CLINICAL PROFESSOR OF MANAGEMENT AND FINANCE**

**DIRECTOR, LEVY INSTITUTE FOR  
ENTREPRENEURIAL PRACTICE**

**DIRECTOR, ENTREPRENEURSHIP AND  
INNOVATION PROGRAM**





### Academic enrichment with a personal touch.

“Experiential learning at Kellogg has not only allowed me to apply concepts taught in the classroom to real-life situations, it has also given me opportunities to interact on a personal level with Kellogg professors, industry leaders, and many other Kellogg students and alumni, all of whom have enriched my learning experience and knowledge. Coming from Ghana to the United States, these experiences proved an especially important introduction and orientation to how business is done here.”

**ABDUL-NASSER ALIDU**  
**2Y CLASS OF 2010**

### Transcending your natural limitations.

Brian Uzzi’s classes not only engage and inform students, they are informed by his trademarked performance-review systems for better managing professional networks, teams, and relationships. Says Uzzi, “In a complex world of ever-increasing areas of expertise and collaboration, your network is your means for transcending your natural limitations. The ‘New Renaissance Man’ is not a genius but a smart networker.”

**BRIAN UZZI**  
**RICHARD L. THOMAS PROFESSOR OF LEADERSHIP  
AND ORGANIZATIONAL CHANGE**  
**PROFESSOR OF MANAGEMENT AND ORGANIZATIONS**  
**PROFESSOR OF SOCIOLOGY**



### They come ready to listen.

“Making the right business decision takes practice and perspective. In our classrooms, students come face to face with lots of different perspectives—including ideas they haven’t considered. Then they dig into the material and develop their own points of view. Just as important, they come ready to listen to others—and ready to change their minds if another option makes more sense.”

**KENT GRAYSON**  
**ASSOCIATE PROFESSOR OF MARKETING**





### **They inspire me to be my best.**

“Effective teaching is a complex and subtle brew. Certainly, it’s about rigorous and relevant material, strong pedagogy and organization, and deep preparation. But it’s also about wanting to be in front of the classroom and engaging with students. You have to really enjoy it, and I truly do. Kellogg students are bright, interesting, and open to new ideas. They inspire me to be my best.”

**DAVID BESANKO**

**ALVIN J. HUSS PROFESSOR OF MANAGEMENT AND STRATEGY**

### **Guidance, encouragement, and support.**

“Professor Sangeeta Vohra gave me excellent guidance outside of class when I was doing my biotech strategy research. She also encouraged me to be as involved as possible in school activities and lent her support to projects for the Healthcare Enterprise Management Club. She even helped me in my search for an internship and full-time career opportunities. She’s much more than a teacher, she’s a truly supportive friend.”

**THERESA SANCHEZ**

**2Y CLASS OF 2009**



### **Illuminating experiences. Thrilling moments.**

“Kellogg students are extremely talented and bring a diverse set of experiences into the classroom. My primary goal is to convey cutting-edge frameworks, methods, and facts to help them see the world more clearly and realize the full potential of their talents and energy. My greatest satisfaction comes when students suddenly see past experiences illuminated as a cohesive whole. It’s a thrilling moment for the student and teacher alike.”

**BENJAMIN F. JONES**

**ASSOCIATE PROFESSOR OF MANAGEMENT AND STRATEGY**



## From the classroom to the real world.

“The objectives of the Kellogg Strategy Challenge,” says Professor Thomas Hubbard, an expert in strategy and the economics of organizations, “are the same as for the core strategy course—to develop students who can apply analytical concepts to real-world strategy issues in a rigorous, well-grounded way.” The 2009 Challenge asked competing teams of first-year students to analyze the reasons for the rapid demise of Steve and Barry’s, a once-thriving college apparel retailer, and to propose a strategy for reviving the failed business.

Members of the winning team say they based their proposal on lessons learned in the core Management and Strategy course and the team members’ wide-ranging work experience, including strategy consulting, private equity, and law across three continents. They also used it as an opportunity for collaboration, soliciting feedback, and incorporating suggestions from other classmates.



**SWAPNA CHANDAMURI, 2Y CLASS OF 2010**  
**YUKI OI, 2Y CLASS OF 2010**

What differentiated the winning team was its ability “to make some leaps with assumptions and analytics,” said judging panel member John Livingston ('93), director and managing partner, McKinsey & Company. Winning team member Jonathon Wong notes, “The Strategy Challenge captures the essence of the Kellogg MBA—enabling students to grow by solving real-world challenges using a multidisciplinary approach in a diverse and collaborative environment.”

“The Strategy Challenge captures the essence of the Kellogg MBA—enabling students to grow by solving real-world challenges using a multidisciplinary approach in a diverse and collaborative environment.”



**JASON STULBERG, 2Y CLASS OF 2010**  
**JONATHON WONG, 2Y CLASS OF 2010**







## Leaders teaching leaders.

Kellogg attracts and seeks out leaders at every level—faculty, students, and staff. We weave leadership through every aspect of the Kellogg experience, beginning your first quarter in a required core series devoted exclusively to enhancing your leadership skills.

In the Kellogg curriculum, regardless of the discipline, course, or program, faculty members teach, exemplify, and inspire leadership. On campus, you will interact and make lasting connections with world-class experts, academics, and business leaders.

Through our incredibly diverse mix of ideas, situations, and people, you will learn to face challenges more successfully and make better decisions. The leadership capabilities and enhanced communication skills you develop at Kellogg will prepare you not just to lead in business and in life, but to do so with distinction.



## The Kellogg brand of leadership.

“At Kellogg, we make a distinction between holding a leadership title and demonstrating leadership behavior. Here, leadership is not just a place on the organizational chart or a solo heroic activity. Rather, it’s about collaboration and innovation. It’s about learning how to create an environment that brings out the best in others—motivating and empowering them to do the things that will have impact and significance.

“Kellogg’s academic excellence creates the foundation for that kind of leadership. We help our students build and improve their intellectual depth, managerial skills, and functional expertise—the qualities that give them the credibility they need to inspire others to follow.

“Because leadership occurs in action, and is best learned through experience, our students do more than sit in the classroom and talk about leadership. They practice

it in the curriculum through teamwork and experiential learning. They exercise it on campus in student-led organizations and activities, such as the Kellogg Student Association and community service. And they apply it practically, on the job and in their lives every day.

“For us, the idea of global leadership relates to more than international business. It means being open-minded and curious about new ideas and divergent points of view. That happens through interaction and collaboration

with faculty and classmates who contribute a rich mix of educational backgrounds, experience, and cultures.

“At Kellogg, we also believe that social responsibility is a business leadership issue as it relates to our mission of preparing global leaders who make contributions of lasting significance for the world. This involves innovative approaches to fundamental business practices that create value and generate sustainable prosperity for all stakeholders.”

“Our students do more than sit in the classroom and talk about leadership. They practice it.”

**MICHELLE L. BUCK**  
**CLINICAL PROFESSOR OF MANAGEMENT  
AND ORGANIZATIONS**  
**DIRECTOR OF LEADERSHIP INITIATIVES**



## Opportunity knocks. Step up and lead.

**Recruiters and employers seek out Kellogg grads because they know Kellogg develops leaders of significance. Your Kellogg experience offers thousands of real-life leadership opportunities to further develop and refine your skills in an environment that fosters risk taking.**

**The Kellogg Student Association**, whose members are elected by student vote, brings wide-ranging student interests to the administration and plays an active role in promoting innovation and seeking solutions.

**More than 80 clubs and organizations**, each with its own leadership opportunities, reflect the wide range of students' personal and professional interests.

**In the classroom**, students head up study groups and collaborate closely with faculty on independent studies, projects, and presentations.

**Experiential learning programs**, such as the Global Health Initiative and Venture Lab, put students squarely in leading roles designing and coordinating real-world projects.

**Service leadership opportunities** abound—from coordinating community-based food, clothing, and toy drives to actually launching nonprofit initiatives focused on rewarding children for reading, recruiting inner-city teachers, and helping Africa's poorest farmers grow themselves out of poverty.

### PREPARING FOR LEADERSHIP BEFORE YOU ARRIVE

Even before arriving on campus, Kellogg students prepare for the challenges of leadership using the 360-Degree Leadership Assessment tool that helps you determine what kind of leader you are and—more important—what kind of leader you can become.

## Face to face with world-class leaders.

**Leadership at Kellogg is not just an academic exercise. It's highly personal. At virtually every point in your program, you will see, hear, meet, interact with, and learn from real-life leaders.**

The highly interactive workshops and seminars that make up the Symposium on Managerial Leadership feature outstanding faculty and local business leaders. Through lively discussion and Q&A, you'll gain new perspectives

on how others have successfully developed and exercised leadership abilities and then apply lessons learned from their experience to your own leadership development. The Colloquium on Thought Leadership adds depth to your studies. Presented by the Kellogg School's leading faculty members, the colloquium offers their unique perspectives on finance, marketing, strategy, globalization, and other advanced management topics.

### THEY INSPIRE YOU AND EXPAND YOUR PERSPECTIVE

You don't look at leadership from a distance at Kellogg. You look it square in the face.

Three residence programs bring high-level executives to campus for extended visits with students and faculty in informal settings. They include Executive Leader in Residence, Beacon Capital Partners Executive in Residence (nonprofit sector), and Entrepreneur in Residence.

Past participants have included Michael Moskow, former head of the Federal Reserve Bank of Chicago; Christopher A. Crane, then-CEO of Opportunity International; and Cassandra Pulley ('76), SVP Public Responsibility and President, Sara Lee Foundation.

# See. Hear. Meet. Interact. Learn.

Leaders from all walks of life—commerce, industry, academia, government, law, healthcare, social enterprise—come to Kellogg to inspire and expand your perspective. You will learn what extraordinary leadership means from people who have made a major impact through their own leadership.



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1. Gwen Ifill, managing editor and moderator, *Washington Week*, 22nd Annual Black Management Association Conference
2. Jim Skinner, McDonald's CEO, Centennial Signature Event, Chicago
3. Tim Draper, founder of Draper Fisher Jurvetson, Private Equity and Venture Capital Conference
4. Maria Thomas '92, CEO of Etsy Inc., Women's Business Association Conference
5. Robert S. Mueller III, director, FBI, Business Leadership Club
6. Paul Krugman, 2008 Nobel Prize winner in Economics, Distinguished Lecture Series
7. Bill Weldon, chairman of the board and CEO, Johnson & Johnson, Kellogg CEO Series
8. Carol Bernick, executive chairman and director, Alberto-Culver, Leadership Conference
9. John Vlahakis '85, founder and CEO of Earth Friendly Products, Kellogg Green Week
10. Sara Yang Bosco, president, Emerson Electric, Asia Pacific, Greater China Business Conference
11. Pam Kaufman, CMO Nickelodeon, Marketing Conference

## Professor Harry Kraemer. Living leadership.

“Leading by values and by your example is key. That’s how you set the direction, motivate others, and really make a difference.”

**HARRY M. KRAEMER '79**

**CLINICAL PROFESSOR OF MANAGEMENT  
AND STRATEGY**

What is leadership? Harry Kraemer, clinical professor of management and strategy, has turned that question and its myriad answers into a quintessential Kellogg learning experience. Through his teaching and his example, Kraemer consistently inspires Kellogg students to want to become leaders of significance who have a positive, lasting impact on the lives of others.

Kraemer has come full circle as a member of the Kellogg faculty. With an undergraduate degree in math and economics, he earned his Kellogg MBA in 1979. He spent much of his career honing his business acumen and leadership skills at Baxter International Inc., the \$12 billion global healthcare company. In 1999 he became Baxter’s chief executive officer and shortly thereafter chairman of the company’s board of directors.

When the opportunity arose a few years ago to join the Kellogg faculty, he saw it as a “small way to give back to an institution that is incredibly important to me.” He adds, “I thought maybe I should focus on finance. But as I reflected on my career, I asked myself, ‘What if I could help students come to understand the qualities that are most important to leaders?’”

While Kraemer firmly believes that analytical skills are required to excel in business, he also has a very deep appreciation for the “less quantitative” skills.

“Leading by values and by your example is key. That’s how you set the direction, motivate others, and really make a difference.

“When I talk with my students about leadership, I try to keep it simple so I don’t confuse myself. To me, values-based leadership comes down to a few things. The first is self-reflection. Do you know what your true north is? If you don’t know yourself, then can you lead yourself? And if you can’t lead yourself, then how can you lead other people?

“The second is the ability to truly understand every perspective. Almost every issue has multiple sides. As a leader, you should be the last person to talk. You’ll have plenty of time to do that. First, you need to focus on listening and getting as much input as possible from your team. Finally, true self-confidence and genuine humility are essential.”

In addition to his teaching role at Kellogg, Professor Kraemer currently is an executive partner with the private equity firm of Madison Dearborn Partners. In 2008, the graduating members of the Full- and Part-Time MBA Programs honored Professor Kraemer as the L.G. Lavengood Professor of the Year. On receiving the award, Kraemer said he was “amazed and humbled” and “being recognized by the students meant more to me than being named CEO of Baxter.”







## Education for a lifetime of achievement.

The value of your Kellogg experience extends throughout your lifetime. Its effects can be seen across all aspects of life: personal growth and achievement, professional and leadership success, meaningful contributions to society and to the world.

In his book, *Leaving Microsoft to Change the World*, John Wood describes his life-changing journey of taking the managerial talents and entrepreneurial zeal he honed through his education and career and applying them to one of the world's most pressing social problems: the lack of basic literacy.

**JOHN WOOD '89**

**FOUNDER AND EXECUTIVE  
CHAIRMAN, ROOM TO READ**



## Impact for a better world.

Every day in eight countries in the developing world, over three million children now feel the impact from the efforts of Room to Read, an award-winning, San Francisco-based nonprofit founded by John Wood, a 1989 Kellogg MBA graduate. These children, from some of the poorest regions in Asia and southern Africa, now have access to educational resources that will help them rise above the cycle of poverty that has kept their families captive for generations.

In nine years, Room to Read has built 765 schools and opened 7,000 libraries stocked with more than five million books, many of which are published by Room to Read. In areas where young girls are often the last to receive an education, Room to Read is providing over 9,000 long-term scholarships, enabling these girls to have a brighter future.

What began as a vacation in Nepal in the late 1990s put Wood face to face with poverty unlike any he had witnessed. "I was amazed at the lack of resources. Their schools were just collections of dead branches, sheet metal,

and dirt floors. For more than 200 kids, they might have a total of 25 books, castoffs from trekkers, stuff children would never read. It wasn't just material poverty. There was poverty of opportunity." What Wood saw brought to mind a phrase often quoted by his one-time Kellogg professor, Gene Lavengood: "To whom much is given, much is expected."

John's book, *Leaving Microsoft to Change the World*, was chosen by Amazon as one of the top ten business narratives of 2006 and featured on the *Oprah Winfrey Show*. In the book, Wood describes his life-changing journey of taking the managerial talents and entrepreneurial zeal he honed through his education and career and applying them to one of the world's most pressing social problems: the lack of basic literacy. Gaining support from major foundations and individuals, Room to Read, true to its tagline, "World Change Starts with Educated Children," has quickly established itself as one of the leaders in international education and intends to impact the lives of 10 million children by 2020.

## A foundation for socially responsible leadership.

As a participant in Kellogg Board Fellows, an experiential learning program that develops socially responsible leaders through service on nonprofit boards, Judy Huang served as a board member at Donors Forum, one of the most highly regarded nonprofits in the Chicago area.

Says Judy, "One of the best things about Board Fellows is that you get to study and work with the other students in the program, which gives you insight into their experiences as well. Where else could you get the chance to peer into 48 different boardrooms at once? I know that my Kellogg experience has given me the foundation I need to make a positive impact in the nonprofit sector." Judy will have the opportunity to demonstrate that as she leaves Kellogg to join The Bridgespan Group.

**JUDY HUANG**  
**2Y CLASS OF 2009**



## Return on investment from day one.

**The impact of the Kellogg experience on your professional and personal success is not some distant expectation. You begin to realize the benefits real-time as you move forward in your studies.**

Many Kellogg students notice the changes first in an improved ability to handle challenging situations inside and outside the classroom. They feel increased confidence in taking on leadership roles and greater responsibility, and they sense a higher level of respect from fellow students.

The rewards you receive and the success you gain will become even more evident as you move from Kellogg back into the world of business. It's not unusual for

Kellogg MBA Program graduates to be recognized, promoted, and more highly compensated sooner and more frequently than their peers.

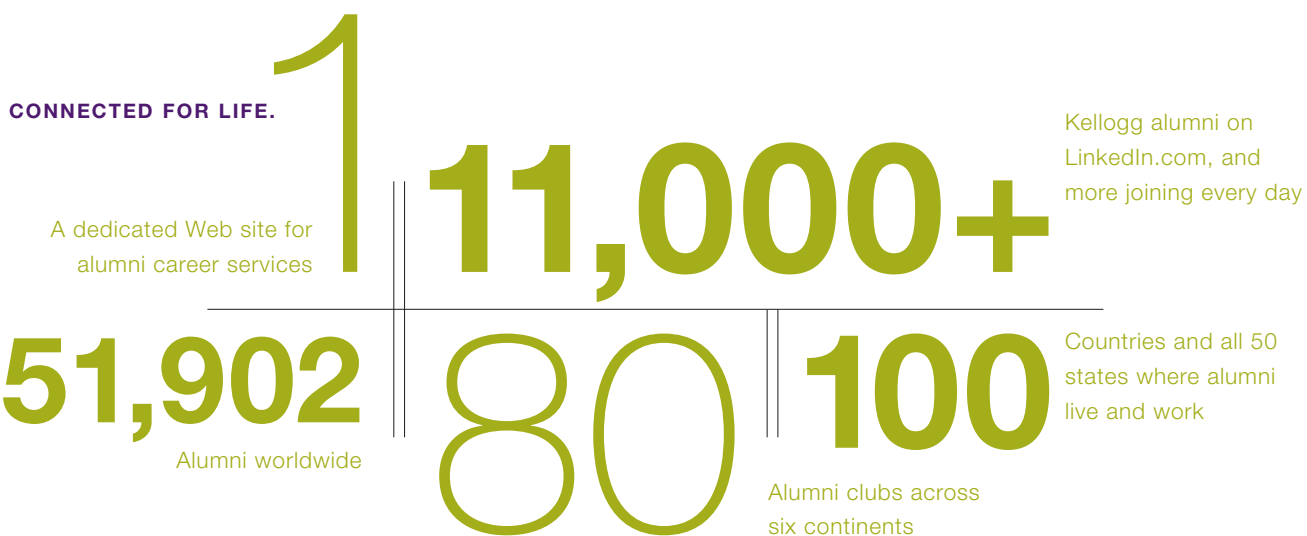
The rewards of a Kellogg MBA, however, cannot be measured in material success alone. Consistently, graduates say that the most lasting return on their Kellogg experience is in satisfaction gained from a job well done and the opportunity to have a positive impact beyond their own lives.

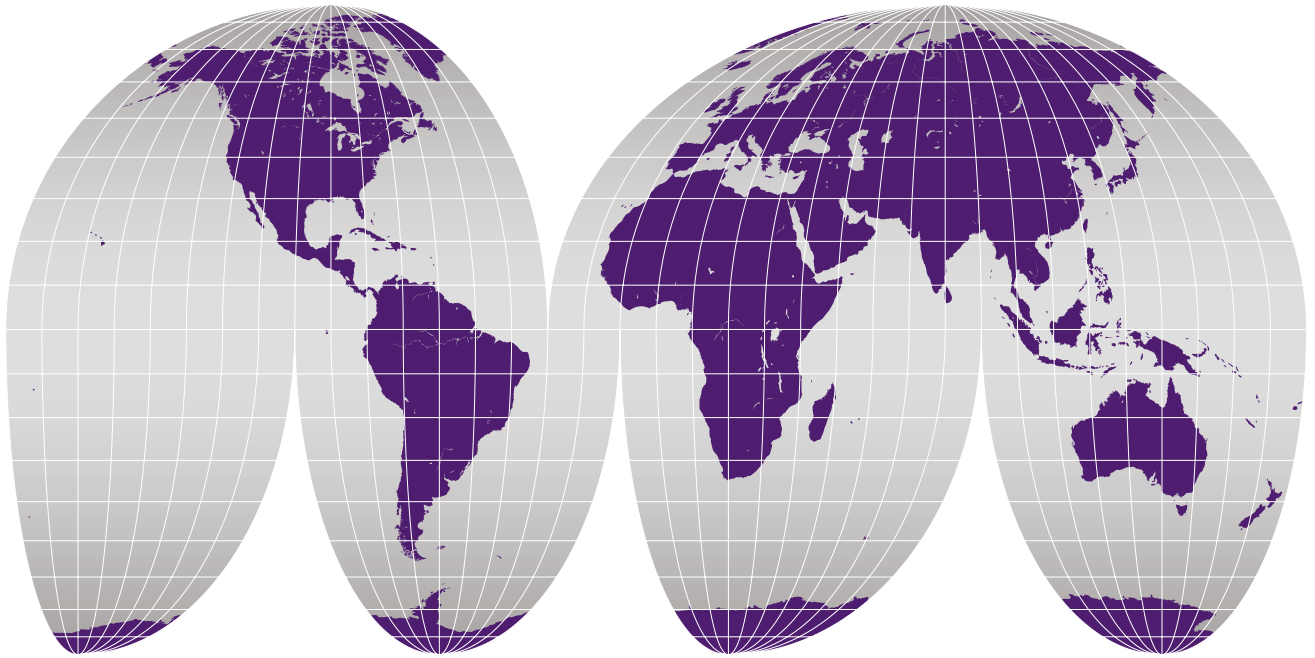
## From the minute you arrive.

**You immediately become part of the Kellogg School's global alumni network—leaders who exemplify excellence in management everywhere, every day in their professional and personal lives.**

Alumni have the potential to impact your life in many ways, just as you can have an impact on your fellow students and those who come after. But calling your connection to them a "network" only scratches the surface.

Kellogg alumni are known for their loyalty to the school and to each other. Many return to campus as speakers and mentors to current students. They stay in touch with and support one another professionally through alumni clubs and events worldwide.





## A truly global presence.

**Kellogg alumni live and work all over the world.**

Afghanistan	Cameroon	Georgia	Kenya	Netherlands Antilles	South Korea
Algeria	Canada	Germany	Kuwait	New Zealand	Spain
Andorra	Cayman Islands	Ghana	Laos	Nicaragua	Sri Lanka
Angola	Chad	Greece	Latvia	Nigeria	Swaziland
Antigua and Barbuda	Chile	Guatemala	Lebanon	Norway	Sweden
Argentina	China	Honduras	Libya	Oman	Switzerland
Armenia	Colombia	Hungary	Liechtenstein	Pakistan	Taiwan
Australia	Costa Rica	Iceland	Lithuania	Panama	Tanzania
Austria	Cyprus	India	Luxembourg	Peru	Thailand
The Bahamas	Czech Republic	Indonesia	Macau	Philippines	Trinidad and Tobago
Bahrain	Democratic Republic of the Congo	Iran	Malawi	Poland	Tunisia
Bangladesh	Denmark	Iraq	Malaysia	Portugal	Turkey
Belgium	Dominican Republic	Ireland	Mali	Puerto Rico	Ukraine
Belize	Ecuador	Israel	Malta	Qatar	United Arab Emirates
Bermuda	Egypt	Italy	Marshall Islands	Romania	United Kingdom
Bolivia	El Salvador	Jamaica	Martinique	Russia	Uruguay
Botswana	Estonia	Japan	Mexico	Saudi Arabia	Venezuela
Brazil	Fiji	Jersey	Monaco	Singapore	Vietnam
British Virgin Islands	Finland	Jordan	Morocco	Slovakia	West Bank
Bulgaria	France	Kazakhstan	Mozambique	Slovenia	Zambia
Cambodia	Gabon		Netherlands	South Africa	Zimbabwe

# Career development. For now and your lifetime.

**Your career development options start from your first day at Kellogg and continue throughout your professional life.**

In surveys and rankings by top-tier media outlets, Kellogg's Career Management Center (CMC) is consistently recognized for providing unparalleled service and support to students and alumni, and to the recruiters who hire them. The career development professionals in the CMC stand ready to assist you with every aspect of your career development—from one-on-one strategy sessions and job search advice to resume critiques and simulated interviews to on-campus recruiting, industry treks, and off-campus job searches.

In addition to the CMC's full range of services, described here, you'll also find that faculty and staff will gladly assist you in career planning and making valuable contacts in their fields. Students with similar interests often form teams to collaborate in their searches—sharing leads, opportunities, and resources. The diverse network of 50,000 Kellogg alumni worldwide helps job searchers cast a wide net among top executives globally—especially valuable if you're changing careers or searching for international opportunities.

Many of the benefits you enjoy as a student continue as an alum. In addition to extensive online alumni services, the CMC offers free lifelong professional career counseling as well as career management services and tools for self-assessment, resume review, job-search strategies, negotiations, and a database of job opportunities exclusively for our degree program graduates.

## **CAREER COACHING**

All Kellogg students have unlimited access to one-on-one career coaching either in person or by phone. Your career coaches have industry knowledge and coaching experience and can assist with all aspects of career development, including self-assessment, job-search strategy, resume writing, interview preparation and practice, networking strategies, and negotiation.

## **KELLOGG CAREER NETWORK**

The Kellogg Career Network (KCN) is a password-protected online job board with more than 8,000 job listings per year submitted by top MBA employers ranging from start-ups to Fortune 50 companies. You can search specific industries, locations, or companies and apply directly. The extensive job postings are geared strictly for job seekers with an MBA.

## **KELLOGG ALUMNI NETWORK**

The Kellogg Alumni Network opens the door to valuable career-building resources worldwide. As with the KCN, you have access to the password-protected online database of alumni information. You can use this resource to connect with alumni for class projects, informational interviews, invitations to student club events, and mentorship.

## **CAREER RESOURCES WEB SITE**

The Career Resources Web site provides access to extensive career development, job-search strategy information, and other online career resources to help students get the help they need quickly.

## **KELLOGG ON LINKEDIN**

An exclusive Kellogg School of Management group on LinkedIn serves the entire Kellogg community, including class-specific and other affinity groups. It's a great way to network, find job leads, and follow your peers' progress.

## **CAREERBEAM**

This virtual career management center offers self-assessment exercises, sample resumes and cover letters, interview preparation, job-search organizational tools, and research databases.

### **KELLOGG LIBRARY RESOURCES**

Students have access to analyst reports, business databases, and other major publications that can assist not only with class projects but also in career and job-search activities.

### **RECIPROCAL JOB LISTINGS WITH OTHER TOP-TIER BUSINESS SCHOOLS**

Kellogg students can expand their job searches through reciprocal job listings with Harvard Business School, Stanford Business School, and INSEAD.

### **CAREER DEVELOPMENT WORKSHOPS**

CMC offers career development workshops throughout the year that range from strategic planning and goal setting to tactical execution of resumes and cover letters to the very practical skills of interviewing and business etiquette.

Who Are You and What Are Your Goals?

Who Needs a Plan? YOU! Developing Your Search Strategy

Who Are You on Paper? Building Powerful Resumes & Cover Letters

Interactive Resume Review

Interview Practicum

Who Are You in Person? Mastering the Interview, Search Wrap-Up, and First Day on the Job

Speed Networking

Business Etiquette

### **Complete support. Starting here. Starting now.**

“The CMC delivers a beginning-to-end solution. Early in my first year, the CMC career panels and online resources helped me gain insights into my career and industry aspirations. The self-assessment workshop, resume review, and mock interviews taught me how to present myself to prospective employers in a very focused way.

“I received one-on-one guidance to navigate my way through the on-campus recruitment process, which gave me access to several Fortune 500 companies in the high-tech industry. Ultimately I received and accepted a product management internship at Microsoft.”

All that support to land an internship. Imagine the depth of support you can get when it's time to reenter the business world full-time.

**CHERETTE FURR**  
**2Y CLASS OF 2010**







## Career success and personal growth.

When you choose Kellogg, you're choosing a top-tier business school known for excellence across all fields of study. The innovative Kellogg curriculum—grounded in experiential learning, leadership development, and teamwork—enables you to design an MBA perfectly aligned with your goals.

With the strong underpinning gained through the core curriculum, you'll have the freedom to go as deep and as wide as you like into specific areas of study that will prepare you for the future you've planned. And with four different program options, your prospects for the future can become even more expansive.

As a full-time member of the vibrant Kellogg community, you'll have all sorts of opportunities for student leadership and learning experiences well beyond the classroom—clubs, special events, and activities directly related to your interests. Your personal life will be enriched and enlivened by the relationships you build with classmates and faculty.

Earning a Kellogg MBA is a full-time commitment. But you're not making it alone. The hard work you'll do in collaboration with your fellow students—and the experiences you'll share— will create connections that endure throughout your lifetime.



## Living the Kellogg experience.

**The Kellogg experience is more than an MBA program. It's also a way of life. As a full-time student you will be fully immersed in the unique Kellogg culture. Academic discipline, teamwork, and social interaction blend seamlessly into an experience that's almost impossible to describe, but unmistakable once you've felt it. It's an experience that will help shape the way you approach your professional and personal life forever.**

### THE KELLOGG CULTURE'S HUB

Most of your life as a full-time program student will revolve around the Donald P. Jacobs Center, a six-story complex on Northwestern University's Evanston campus equipped with 17 classrooms, more than 50 group study rooms, conference rooms, quiet study areas, and a student lounge. The focal point of the building is the glass-topped Joseph and Carole Levy Atrium, where students gather to study, eat, collaborate, innovate, and, yes, socialize.

### WHERE EVERYONE BELONGS

The Kellogg School has more than 80 student-led clubs and organizations that appeal to every interest and issue—from academic, professional, and industry focused clubs to sports, hobbies, the arts, and ethnic and cultural interests. What will it be? The Bottom Line Club or Rugby Football Club? The Charity Auction Ball or Kellogg Technology Club? Take your pick and enjoy!

### MAKE YOURSELF AT HOME

Most Kellogg School students live in Evanston, close to downtown Chicago and, in its own right, a thriving urban community of shops, restaurants, movie theaters, art galleries, residential neighborhoods, parks, business districts, beaches, and recreational facilities. The city of Chicago's world-renowned commercial, entertainment, and cultural centers lie just a short train ride away.

### THE FAMILY FIT

Nearly 40 percent of Kellogg students are married or accompanied by a partner. Recognizing that you're in this together, Joint Ventures, a club for Kellogg students' spouses and partners—self-proclaimed JVs—provides opportunities to meet, share interests, and get the most of their slice of Kellogg life. JVs organize events for both of you to enjoy and even coordinate an informal job network for spouses and partners. JVs also have the opportunity to audit Kellogg classes. And Kellogg Kids provides important resources about schools, babysitters,

and how to make this a time of fun and exploration for parents and children.

### THE CHICAGO CONNECTION

The nation's third largest city is home to nearly 8 million people who come from all over the world. From arts and culture to sports to dining, Chicago offers something for every taste. The Art Institute of Chicago, Field Museum, and Museum of Science and Industry are renowned for their world-class collections. Chicago is also world-famous for its blues clubs and extraordinary architecture.

### DID SOMEONE SAY SPORTS?

If you like to watch the pros in action, take your pick from Chicago Bears football, Bulls and Sky basketball, Cubs and White Sox baseball, Blackhawks ice hockey, and Fire soccer. If you want to get into the action yourself, Northwestern's location along the shore of Lake Michigan is an ideal setting for swimming, sailing, beach volleyball, jogging, in-line skating, and cycling. The Kellogg Student Association also coordinates a wide variety of intramural sports, and the University provides numerous sports and fitness facilities, which are free for students.

### A CENTER OF GLOBAL COMMERCE

You'll study business in one of the world's great centers of commerce and industry. Prominent organizations headquartered here include Abbott Laboratories, Allstate, Aon, Baxter International, Boeing, Brunswick Corporation, Crate & Barrel, Exelon, Hewitt Associates, Hyatt, Kraft Foods, McDonald's Corporation, Motorola, NavTech, Orbitz, Sara Lee, Sears, Tribune Company, UAL, Walgreen Company, and Wrigley Company.

### GETTING AROUND

Chicago's public transit system is comprehensive, far-reaching, and easy to use, with many bus and train stops throughout the metro area. In Evanston, bus lines stop within four blocks of nearly every residence. The Chicago el commuter rail and Metra's Union Pacific North Line also serve both Chicago and Evanston.





## Experience Kellogg. The choice is clear.

**What's the best way to decide if Kellogg is right for you? Come for a visit and be inspired by the creativity, teamwork, fellowship, and scholarship that define Kellogg.**

Try to schedule your visit when classes are in session so you can see firsthand the dynamic nature of the academic experience. During your visit, you can meet and interact with students in a variety of ways, over lunch, in casual chats, or during a student-led campus tour. You can also take part in an interactive information session led by an admissions officer.

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

To see the complete academic calendar for 2009–2010, visit [kellogg.northwestern.edu/Programs/FullTimeMBA/Academics/Academic\\_Calendar](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Academics/Academic_Calendar)

### **UNABLE TO VISIT CAMPUS RIGHT AWAY?**

You can still experience Kellogg through a variety of online resources and off-campus events.

**Ask a Student** connects you with student leaders eager to answer your questions. [kellogg.northwestern.edu/Programs/FullTimeMBA/TakeAction/Ask\\_A\\_Student](http://kellogg.northwestern.edu/Programs/FullTimeMBA/TakeAction/Ask_A_Student)

**Student Diaries** give you an insider's perspective on the Kellogg experience. [kellogg.northwestern.edu/Programs/FullTimeMBA/About\\_Our\\_Students/StudentDiaries](http://kellogg.northwestern.edu/Programs/FullTimeMBA/About_Our_Students/StudentDiaries)

**Admissions Officer blog** provides insights into the admissions process and activities. [kellogg.northwestern.edu/Programs/FullTimeMBA/Applying/Admissions\\_Blog](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Applying/Admissions_Blog)

**Off-campus events** held worldwide give you an opportunity to learn about Kellogg from admission officers, alumni, and students. [kellogg.northwestern.edu/Home/Programs/FullTimeMBA/Admissions\\_Events](http://kellogg.northwestern.edu/Home/Programs/FullTimeMBA/Admissions_Events)

### **WANT TO LEARN MORE?**

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

## Sharing the experience. Finding the right fit.

“Being able to talk with current students and alumni before making the final decision convinced me that Kellogg was the right fit for me. Through them, I began to understand how Kellogg develops well-balanced leaders with a global

perspective. I chose Kellogg over two other top schools, and I can confidently say that I was 100 percent right about my decision.

“Now, as a student ambassador for Kellogg, I get to work with the

Kellogg Alumni Community of Japan on an information session for 300 prospective students. It gives me the opportunity to do for them what others did for me—share my experiences and promote awareness of the Kellogg brand in Japan.”

“I chose Kellogg over two other top schools, and I can confidently say that I was 100 percent right about my decision.”

**MAKI TANAKA**  
**2Y CLASS OF 2010**



# Application

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

The Admissions Committee evaluates each candidate's academic ability, career progress, career goals, team skills, evidence of leadership, interpersonal skills, and character. Individuals holding a bachelor's degree or its equivalent from an accredited college or university are eligible for consideration.

## **PART 1**

Part 1 of the application requires candidates to fill out a data form and request an interview. The data form consists of biographical information, educational experience, academic honors, extracurricular activities, work history, and self-reported GMAT and TOEFL scores. We require all applicants to request an interview, but a waiver may be granted in areas of high demand. For those who receive a waiver, our office may contact candidates for a phone interview in situations where an interview would be material for rendering a final decision. To request an on-campus or off-campus interview, candidates will select the appropriate box in Part 1 and submit by the appropriate deadline (see application deadline chart). On-campus interviews may be scheduled by calling the Admissions Office directly at 847-491-3308.

## **PART 2**

Part 2 of the application consists of four essays, a scanned copy of all academic transcripts, two career progress surveys (letters of recommendation), if available, a scanned copy of your GMAT score, and a scanned copy of your TOEFL score (if applicable). Part 2 should be submitted by the deadline that corresponds to the round in which you are applying.

## **ESSAYS**

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

## **TRANSCRIPT**

We require that applicants provide official transcripts from all colleges, universities, and professional schools. In Part 1 of the application, candidates may scan copies of their transcripts to be used for file evaluation. Should a candidate be accepted and decide to enroll, Kellogg will need official copies of all transcripts. Transcripts from study abroad programs are required only if the grades are not included on the transcript of the degree-granting institution. Transcripts must be written in English or accompanied by an official translated copy. Hard-copy official transcripts will be required upon enrollment.

## **CAREER PROGRESS SURVEY (CPS)**

The CPS serves as a recommendation letter to Kellogg. Two completed CPS forms are required for admission. We would like to see one of these letters written by a current supervisor or manager. The second letter of recommendation should be from someone who can evaluate the applicant's professional performance and managerial and leadership potential. Please note that the application is not considered complete until Kellogg has received both CPSs. Additional letters of support are neither required nor encouraged.

### **GRADUATE MANAGEMENT ADMISSION TEST (GMAT)**

All applicants are required to submit a valid GMAT score. Please note that we will accept more than one GMAT score and will evaluate the highest score. Scores are valid for five years. The Graduate Record Examination is not accepted.

### **TEST OF ENGLISH AS A FOREIGN LANGUAGE (TOEFL)**

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

### **APPLICATION FEE**

Candidates are required to pay an application fee of \$250 and should remit payment electronically with the application.

### **TUITION**

Tuition and living expenses for the 2009–2010 academic year are estimated below.

#### **Two-Year MBA and MMM Programs (1st year only)**

Tuition...\$49,074

Room and Board Expenses...\$14,910

Anticipated Additional Expenses...\$11,210

#### **One-Year Program**

Tuition...\$65,432

Room and Board Expenses...\$19,880

Anticipated Additional Expenses...\$13,780

#### **JD-MBA Program (2nd year only)**

Tuition...\$65,910

Room and Board Expenses...\$13,750

Anticipated Additional Expenses...\$10,762

### **FINANCIAL AID**

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

Ready to apply?

[kellogg.northwestern.edu/Programs/  
FullTimeMBA/Applying](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Applying)

# Application deadlines

The application and all supporting materials must be completed and submitted by the appropriate application deadlines (see chart below).

	Round 1	Round 2	Round 3
<b>APPLICATION PART I DEADLINES</b>			
Must be submitted to request an off-campus interview OR to schedule an on-campus interview with the Kellogg Admissions Office. Please note the different interview deadlines.			
<b>OFF-CAMPUS INTERVIEW REQUEST DEADLINES</b>			
Select the off-campus interview request box and submit Part I by . . . . . Oct. 2, 2009 . . . Dec. 18, 2009 . . . Feb. 19, 2010			
<i>Please allow up to six weeks after submitting Part I to receive either an interview assignment in your local area or an interview waiver in areas of high demand.</i>			
<b>ON-CAMPUS INTERVIEW DEADLINES</b>			
Select the on-campus interview request box and submit Part I by . . . . . Oct. 15, 2009 . . . Jan. 14, 2010 . . . Mar. 04, 2010			
THEN			
Contact the Kellogg Admissions Office to schedule and complete your interview by . . . . . Dec. 11, 2009 . . . Mar. 05, 2010 . . . Apr. 16, 2010			
<i>Please allow two business days after submitting Part I to schedule your interview.</i>			
<i>Chicago-area MBA applicants must request an off-campus interview unless applying to the JD-MBA program.</i>			
<b>APPLICATION PART II DEADLINES</b>			
Due by 11:59 p.m. CDT . . . . . Oct. 15, 2009 . . . Jan. 14, 2010 . . . Mar. 04, 2010			
<b>DECISION</b>			
Rendered by . . . . . Jan. 11, 2010 . . . Mar. 29, 2010 . . . May 17, 2010			
<b>TUITION DEPOSIT</b>			
(\$1,500) Postmarked by . . . . . Mar. 31, 2010 . . . May 05, 2010 . . . 3 weeks			
from date of admission			

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academic or work performance, or creating what a reasonable person would sense is an intimidating, hostile, or offensive environment.

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*Northwestern University*

ON RECOMMENDATION OF THE FACULTY OF THE  
J. L. KELLOGG SCHOOL OF MANAGEMENT  
NORTHWESTERN UNIVERSITY HAS CONFERRED THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION

UPON  
JORIS DE GROOT

WHO HAS HONORABLY FULFILLED ALL THE REQUIREMENTS PRESCRIBED  
BY THE UNIVERSITY FOR THAT DEGREE  
DONE AT EVANSTON ILLINOIS THIS NINETEENTH DAY OF JUNE IN THE  
YEAR TWO THOUSAND AND NINE A.D.

*Robert J. Papp*  
President of the University



*Henry Brown*  
Dean of the Kellogg School of Management