APPLICATION FOR
FULL-TIME PROGRAMS
for Students Entering
in 2004

Master of Business Administration
Master of Management
and Manufacturing

Kellogg
School of Management
Northwestern University
DEADLINES

*This application may be used to apply to enter in 2004.*

<table>
<thead>
<tr>
<th>IF YOU APPLY BY...</th>
<th>FIRST PERIOD</th>
<th>SECOND PERIOD</th>
<th>THIRD PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 7</td>
<td></td>
<td>January 9</td>
<td>March 12</td>
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| COMPLETE YOUR ON-CAMPUS INTERVIEW BY... | December 12 | February 27 | April 12 |
| REQUEST YOUR OFF-CAMPUS INTERVIEW* BY... | November 7  | January 9   | March 12  |
| YOUR DECISION WILL BE MAILED BY...     | January 26  | March 29    | May 10    |

One-Year and International Applicants

One-Year and international applicants should apply by January 9, the second-period application deadline, to allow adequate time for relocating and processing of visas.

Important Application Guidelines for All Prospective Students

Applicants should retain a copy of the data form and essays for their records.

Receipt of submitted application materials may be checked on the Admissions Web site beginning in November. To ensure confidentiality, decisions are not released over the phone. Decisions will be given via electronic mail or postal mail.

Applications are considered complete when Part I, Part II and all supporting documents have been received by our office. For a complete list of application requirements, see the Application Checklist. Materials received after the deadline will likely result in a delayed decision.

To schedule an on-campus interview, we recommend that candidates call at least six weeks in advance. Chicago-area applicants must interview off-campus, but are encouraged to visit Kellogg.

* To schedule an off-campus interview, Part I of the application must be received by the Admissions office. Candidates will be contacted via email to schedule the interview.
Kellogg offers the following degree programs:

Two-Year Program (2Y)
Students in the Two-Year MBA program attend classes three quarters (fall, winter and spring) during two academic years. Students also complete an internship during the summer following their first year.

One-Year Program (1Y)
The One-Year MBA program is designed for candidates with clear and consistent career goals and enables them to return to the work force quickly. Applicants who, within the last five years, received a bachelor's degree in business or completed an equivalent of related courses, training and experience may apply to the 1Y program, which begins in June. Refer to the Kellogg website for the list of equivalent coursework. All other full-time students enter in September. Candidates eligible for the 1Y program who choose to apply to the 2Y program must include a statement explaining that preference in the application. For full consideration, completed applications are due in the Admissions Office by the January 9 application deadline. Questions regarding 1Y eligibility should be directed to the Admissions Office.

Master of Management and Manufacturing (MMM)
MMM is a dual degree program with the McCormick School of Engineering at Northwestern that combines the strategic tools of management with the technical fundamentals of product development and manufacturing. Individuals interested in management within a product-driven enterprise are a particularly good fit for the program. Most MMM applicants have an engineering background; all have strong quantitative skills. MMM graduates are awarded an MBA and a Master of Engineering Management (MEM).

Juris Doctor/Master of Business Administration (JD/MBA)
Recognizing the expanding intersection between the business and legal fields, Northwestern University’s JD/MBA program provides students with a thorough grounding in management and the law. Candidates for the JD/MBA program must complete the Kellogg application; a separate School of Law application is not required. Individuals interested in the JD/MBA should state their interest when requesting an interview. Chicago-area JD/MBA applicants may interview on campus with a member of the Admissions Committee. Applicants must take the Graduate Management Admissions Test (GMAT); the LSAT is not required but may be submitted.

Other Dual-Degree Programs
Occasionally, MBA students complete dual-degree programs with other schools within Northwestern University, including the Medical School. Candidates must apply and gain admission to each program separately; admissions decisions are made by each school independently. For additional information, please contact the Office of Admissions.

To be considered for admission, candidates must submit a complete application, which includes all supporting documents in one envelope. (Refer to the Application Checklist on page 8 for more details.) By doing so, you control the timing of the completion of your application and ensure that the individual supporting documents are not misfiled or lost in the mail. If there is a possibility that admission materials may be submitted under a surname other than the one you have used in applying, please notify the Admissions Office of all names that might be used, to avoid confusion in processing your application.

We encourage candidates to submit applications through our online service. If you choose to submit a paper application, all supporting documents must be mailed in one envelope. We discourage candidates from adding lengthy documents to their applications.

Online Applications
When submitting the application using our online service, candidates are responsible for the completion of their application, including sending all transcripts to Kellogg in one envelope. Submit only one copy of your data form and essays. Submitting both electronic and paper copies will delay processing and review of your application.

Paper Application
Please type responses to all questions on the application forms. Personal essays should be numbered (1 to 4) and typed on separate sheets. Keep a copy for your records.
Mailing Information
If submitting an application online, print “Online Application” on the envelope used for supplemental materials.

When all the appropriate application materials have been completed and collected, please mail them in one envelope to:

Office of Admissions
Kellogg School of Management
Northwestern University
Donald P. Jacobs Center
2001 Sheridan Road
Evanston, IL 60208-2001
U.S.A.

Reapplications
Candidates who have previously applied to Kellogg must submit a new application. However, because we retain applications for two years, there is no need to resubmit academic transcripts and GMAT or TOEFL score reports, if still valid. In addition, the evaluative interview is not required if one has been completed within the past 18 months; candidates may re-interview if they wish. Only reapplicants will be granted a second interview within any 18-month period.

All other instructions should be followed as if applying for the first time.

Verification
All applicants to the Kellogg School of Management are expected to represent themselves honestly in all parts of the application. Each application may undergo a fact-based check of any or all parts to the application.

ADMISSION POLICIES
Please retain these instructions for reference.

Kellogg encourages the application of all qualified persons interested in the study of management.

Applications are processed and decisions are mailed on an on-going basis within each decision period. Therefore, opportunities for financial aid and housing may decrease in the last decision period.

Admission decisions will be sent by the corresponding decision date. To ensure confidentiality, decisions are not released over the phone. A non-refundable enrollment deposit of U.S. $1,000 will be due on April 30 or approximately three weeks after the date of the letter of admission, whichever is later.

The Kellogg School requires that the information contained in your application is completely accurate, and exclusively your own. Offers of admission are subject to revocation should any misrepresentation occur.

Eligibility
Individuals holding a bachelor’s degree or its equivalent from an accredited college or university are eligible to apply. Prior study in business or economics is not a requirement for admission. However, students are encouraged to complete introductory courses in calculus and statistics prior to entrance since much of the coursework requires quantitative skills.

Candidates will be considered for only one program in any given year: One-Year, Two-Year, or Master of Management and Manufacturing.

Criteria for Admission
In the selection process, the Admissions Committee evaluates the applicant’s scholastic ability, personal character, motivation, leadership ability, interpersonal skills, career performance and management potential. The Committee reviews the personal essays, academic record, GMAT score, Career Progress Survey, resume and evaluative interview report to assess each applicant’s candidacy compared to the overall pool of applicants.

The Committee highly values full-time professional experience. Work experience adds to maturity and career- and self-awareness, which contribute to a student’s success. The Committee seeks to evaluate an applicant’s potential through careful review of experience and accomplishments in work settings, including military service, and extracurricular activities.

International Candidates
Each year Kellogg receives applications from candidates from more than 90 countries. International applicants should know:

International applicants should apply by the January 9 deadline to facilitate visa arrangements and to relocate.

The criteria for admission listed above pertain to all candidates, both domestic and international. Candidates must have a college-level education equivalent to a four-year American baccalaureate degree.

Proficiency in reading, writing and speaking English is necessary. Classes and group work require strong English language skills.
All applicants whose native language is not English and who have not received a university degree in the following countries: Australia, Canada not including Quebec, England, Ireland, New Zealand, Scotland, South Africa and Wales, must submit a valid Test of English as a Foreign Language (TOEFL) score; scores are valid for 2 years.

The TOEFL codes for Kellogg are:
- 02 — department code;
- 1565 — institution code.

The visa application process generally requires two months.

International candidates who desire a career in the United States should recognize that few opportunities are available without a work visa. Most corporations in the United States will not employ individuals who have a training period remaining on their student visas unless an employment offer has been made by a foreign office. For more information about visas, please visit Northwestern University’s international student Web site: www.northwestern.edu/international.

**Deferral Policy**
Candidates should apply for admission for the year in which they plan to enroll. Requests for deferrals from admitted applicants must be submitted in writing and are considered individually; however, very few are granted. If granted a deferral, a candidate must pay a non-refundable deposit of U.S. $1,000 in the year of deferral and an additional deposit of $1,000 in the year that the candidate attends. In certain situations, the Committee may offer deferred admissions to those candidates who would benefit from an additional year of work experience.

However, in a few cases of unusually heavy demand or remote location, we may be unable to meet all requests. In these instances, candidates will be notified of an interview waiver. Waivers have no negative impact on candidacy, and many applicants who receive waivers are admitted to Kellogg every year. The Admissions Committee reserves the right to contact candidates directly to seek additional information regarding their candidacy during the application process.

**Application Components**

**Evaluative Interviews**
The Admissions Committee requires every applicant, both domestic and international, to request an evaluative personal interview. Interviews with a member of the Admissions staff, student Admissions counselors or Kellogg’s Alumni Admissions Organization (AAO) are conducted throughout the year. Interviews also allow candidates to learn more about Kellogg. The interview is an important element in evaluating an applicant’s level of maturity, interpersonal skills, career focus and motivation. However, the interview is only one criterion used in the admission decision.

The interview is an independent assessment; therefore, the application is not reviewed by the interviewer. Applicants must bring a current résumé to the interview.

Applicants requesting an off-campus interview will be notified of their assignment by email after Part I of the Kellogg application has been received by Admissions Office. If no email address is provided, candidates will be notified by post, which may take several weeks. During peak season (November to March), expect to receive the interview assignment two to six weeks after the Admissions Office receives Part I of the application.

Members of Kellogg’s AAO are located in most metropolitan areas around the world. Candidates interviewing off-campus will be contacted to schedule the interview. Applicants should not contact alumni directly to request an interview. The Admissions Office will make every effort to assign an alumni interview to each candidate.

On-campus interviews are conducted Monday through Friday year-round, and also on Saturdays from late fall to early spring. On-campus interviews are typically 30 minutes.

**Academic Transcripts**
Academic transcripts from all colleges, universities and professional schools previously or currently attended are required. Transcripts are examined not only for the grade point average, but also for trends and areas of particular scholastic strength.

Type or print your name and address on the Academic Transcript Request Form and submit one to the registrar of each school. The registrar should return to you the transcript and completed form in a signed and sealed university envelope.
Graduate Management Admission Test (GMAT)
All applicants, domestic and international, are required to submit a valid GMAT score; scores are valid for 5 years. Information about the GMAT is available at www.mba.com. The Graduate Record Examination (GRE) is not accepted.

The GMAT code for Kellogg is 1565.

Candidates must request that scores be sent to Kellogg. Allow three weeks for Kellogg to receive the scores.

Career Progress Survey (CPS)
The CPS serves as the recommendation letter to Kellogg. One completed CPS form is required for admission.

The application is complete when one CPS is received.

The CPS should be completed by someone capable of assessing the applicant’s performance in a work setting, preferably a direct supervisor. However, in certain circumstances it may be inappropriate to have this form completed by a current employer. If so, applicants may choose a former employer, a client or a colleague in the workplace who can objectively evaluate employment progress and work-related leadership qualities.

The CPS is now available to be completed through our online application. Please follow the instructions given online to complete and submit your CPS.

If you will not be using the on-line CPS, print the CPS from our website and give it directly to the recommender. The recommender should seal the completed CPS in an envelope, sign across the seal and return the envelope to you.

To ensure that the recommender can be contacted, please apprise our office of any changes in his or her contact information.

Additional letters of support are not required or encouraged. However, they will be accepted if the recommender uses stationery, explains the nature of his or her relationship to the candidate, addresses managerial and leadership potential and submits the letter directly to the candidate. Please use discretion when submitting additional recommendations.

Application Fee
Candidates using online applications remit payment electronically with the application and should not send the fee directly to Kellogg. Paper applications require the submission of a non-refundable fee of U.S. $200. This fee must be paid in the form of a check or money order drawn on a U.S. bank and made payable to Northwestern University. The applicant’s name should be clearly printed on the check or money order. Credit cards or wire transfers are not accepted.

Tuition and Costs
Kellogg is committed to enrolling qualified students, independent of financial need. Financial Aid staff members will work with admitted students to tailor their financial aid package.

Approximately 68 percent of enrolled students currently receive financial aid.

Estimated Expenses
Tuition and living expenses for the 2003-2004 academic year are estimated below. Past increases have ranged from 5 to 8 percent each year.

2003-2004 Academic Year Estimated Costs
Two-Year (2Y) and MMM Programs

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$34,314</td>
</tr>
<tr>
<td>Room and Board</td>
<td>13,515</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>1,614</td>
</tr>
<tr>
<td>Computer Equipment*</td>
<td>3,000</td>
</tr>
<tr>
<td>Travel</td>
<td>1,266</td>
</tr>
<tr>
<td>Personal and Health</td>
<td>4,704</td>
</tr>
<tr>
<td>Federal Stafford Loan Fees</td>
<td>555</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$58,968</strong></td>
</tr>
</tbody>
</table>

*first year only

One-Year (1Y) Program

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$45,752</td>
</tr>
<tr>
<td>Room and Board</td>
<td>18,020</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>2,152</td>
</tr>
<tr>
<td>Computer Equipment</td>
<td>3,000</td>
</tr>
<tr>
<td>Travel</td>
<td>1,688</td>
</tr>
<tr>
<td>Personal and Health</td>
<td>5,652</td>
</tr>
<tr>
<td>Federal Stafford Loan Fees</td>
<td>556</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>$76,820</strong></td>
</tr>
</tbody>
</table>

JD/MBA program tuition is available on the Kellogg admissions website.
F.C. Austin Scholarships

This prestigious honor is awarded to 20 outstanding men and women preparing for careers in management. Established in 1929 by Frederick C. Austin, these scholarships, each totaling $30,000, are granted on the basis of merit. Austin Scholars have demonstrated exceptional leadership in their academic and professional endeavors, showing promise of future leadership at Kellogg and in business or public service. This is the most prestigious award given to a student at Kellogg. No additional application information is needed for this scholarship.

Forté Foundation/Kellogg Scholarships

Forté Foundation and Kellogg are pleased to offer scholarship opportunities to women who are pursuing full-time MBA studies at Kellogg. Exceptional women candidates who have been admitted to Kellogg will be nominated for consideration for the Forté Foundation Scholarship by the Admissions Committee. No additional application information is needed for this scholarship. For more information about the Forté Foundation, visit www.fortefoundation.org.

Minority Grants and Scholarships

A grant and scholarship program for minority students is sponsored by Kellogg, as well as by a number of corporations and foundations. Among the corporate-sponsored minority programs available are the Citicorp, Chase Manhattan, Exxon, Goldman Sachs, and Kraft Foods scholarships, as well as the Toigo Foundation grants. These awards are presented to students with demonstrated leadership abilities who meet other donor-specific criteria.

Donald P. Jacobs International Scholarships

The Jacobs International Scholarships, established by the Dean Emeritus of the Kellogg School, are awarded each year to outstanding international students admitted to the 2-Year and MMM Programs. The recipients of the scholarships are awarded $10,000 for each academic year. All international students are considered for this merit-based scholarship during the admissions cycle. No additional application information is needed for this scholarship.

Endowed and Annual Scholarships

Kellogg administers more than 65 corporate or individually funded scholarships. These funds provide financial support to many of our students. No additional application information is needed for these scholarships.

Loans

Applicants for financial assistance are expected to have the confidence and the willingness to invest part of their future earning capacity through educational borrowing. There are several educational loan programs available to Kellogg students: the Federal Stafford Loan (both subsidized and unsubsidized) and the Northwestern University Loan. Most loans are awarded based upon financial need.

Applying for Financial Aid

To be considered for financial assistance, all admitted students must complete the steps outlined below, but not before January 1, 2004.

1. Before admission, all U.S. citizens and permanent residents must submit a completed Free Application for Federal Student Aid (FAFSA). The FAFSA requires tax information; estimates are acceptable. Use the FAFSA application for the appropriate academic year. Kellogg does not require parental information on this form.

Please submit the Free Application for Federal Student Aid (FAFSA) before you are notified of your admission decision.

The Student Aid Report is sent to the applicant after the FAFSA
has been processed. If “Northwestern Univ Kellogg Mgmt” is listed in the student information section of the FAFSA, we should receive the data electronically from the Department of Education; it is not necessary to send the original Student Aid Report unless otherwise notified.

Apply online at www.fafsa.ed.gov or call 800.433.3243. The FAFSA code for Kellogg is E00302.

If “Northwestern Univ Kellogg Mgmt” is not listed in the student information section of the FAFSA, either enter Kellogg as a correction/addition to the Student Aid Report and return it to the FAFSA processor or submit the original Student Aid Report to Kellogg.

2. Once admitted, all students requesting financial assistance must complete the Kellogg Financial Aid Application, which is included with the letter of admission, and mail it to Kellogg.

3. All students must submit a signed copy of their income statement to Kellogg.

4. All students should submit a completed Kellogg Scholarship Application, which is included with the letter of admission, to the Kellogg Office of Financial Aid. Do not staple anything to this form.

APPLICATION CHECKLIST

Part I may be submitted in advance of the application deadline to request an off-campus interview.

For an online application, checklist item number 4 must be mailed to Kellogg in one envelope labeled “online application.”

For a paper application, checklist items numbered 1-7 must be mailed to Kellogg in one envelope labeled “paper application.”

Checklist items 8–10 should be submitted to Kellogg by the appropriate sources.

Part I:
___ 1. Data form
___ 2. U.S. $200 application fee

Part II:
___ 3. Essays
___ 4. Transcript(s)
___ 5. Résumé
___ 6. Career Progress Survey (one required)
___ 7. Kellogg Honor Code
___ 8. Off-campus interview requested by completing Part I (items 1 and 2). Call to schedule an on-campus interview.
___ 9. GMAT scores ordered

If applicable:
___ 10. TOEFL scores ordered
___ 11. Upon completion of off-campus interview, send an email to ksm-aao@kellogg.northwestern.edu.

Please note:
You should apprise the Admission Office of any changes in your or your recommender’s contact information, including email address. The Admissions Committee frequently uses email to communicate with candidates; we recommend that you check your filter settings to ensure that bulk messages are not routed to your trash bin.

You should reference your birth date and address in all correspondence with the Admissions Office.

You should retain a copy of the data form for your records.

Receipt of submitted application materials may be checked on the Admissions web site beginning in November.
Full-Time Programs

Master of Business Administration (MBA), Master of Management and Manufacturing (MMM), and JD/MBA

Office of Admissions
Kellogg School of Management
Northwestern University
Donald P. Jacobs Center
2001 Sheridan Road
Evanston, Illinois 60208-2001
Phone: 847.491.3308
Fax: 847.491.4960
MBAadmissions@kellogg.northwestern.edu
finaid@kellogg.northwestern.edu
www.kellogg.northwestern.edu
www.mmm.northwestern.edu

Doctoral Program
Phone: 847.491.2832
kellogg-phd@northwestern.edu

Part-Time Programs

Executive Master’s Program
Phone: 847.467.7020
emp@kellogg.northwestern.edu

The Managers’ Program
Chicago Campus
Phone: 312.503.8385
tmp@kellogg.northwestern.edu

Other Northwestern Graduate Programs
Phone: 847.491.7264
gradapp@northwestern.edu

Testing Services

Graduate Management Admission Test (GMAT)
Phone: 609.771.7330
Kellogg Code: 1565
gmat@ets.org
www.mba.com

Test of English as a Foreign Language (TOEFL)
Phone: 609.771.7100
Kellogg Code: 1565, Dept. 02
www.toefl.com

Federal Student Aid Programs

Free Application for Federal Student Aid (FAFSA)
Phone: 800.433.3243
Kellogg Code: E00302
SFAnemail@ncs.ed.gov
www.fafsa.ed.gov

Electronic and Online Applications

Print Kellogg’s application from the Kellogg Web site:
www.kellogg.northwestern.edu/admissions/apply
Kellogg’s application is also available at www.princetonreview.com/mba/apply.
VISITING KELLOGG

Visitors to the Kellogg School are struck by the spirit of fellowship, creativity and teamwork that fills the atrium, halls and classrooms. We encourage you to visit campus to experience for yourself what makes Kellogg so special.

Information about visiting campus, including directions, is available at www.kellogg.northwestern.edu/admissions/visit/index.htm

Information sessions are held throughout the year in the Admissions Office at 2:00 p.m., Monday through Friday. Appointments are not necessary. Visits are best scheduled when classes are in session. (There are no classes on Wednesdays.)

Please see the academic calendar for other days when there are no scheduled classes.

Personal, student-led tours of the campus are generally available starting the second week of classes each quarter.

Directions to Campus and Accommodations

Airport
From O’Hare Airport, call Continental Air Transport/Airport ’Express bus (312/454-7799) for fares and schedule. The 303 Cab Company (847/225-6303) and Norshore Cab Association (847/864-7500) offer set rates of about $25 to campus. From Midway Airport, the cab company rates are about $45 to campus.

Auto
From the Tri-State Tollway (294) northbound or the Edens Expressway (94), take the Dempster Street East exit. Follow Dempster Street east to Chicago Avenue in Evanston. Turn left on Chicago; Chicago becomes Sheridan Road, and the Jacobs Center is located on the east side across from Foster Street.

From the Tri-State Tollway southbound, take the Golf Road exit east. Follow Golf Road to Evanston, where it becomes Emerson. Follow Emerson to Sherman Avenue; turn left. Drive one block to Foster Street; turn right. Foster ends at Sheridan Road, across from the Jacobs Center.

Once you arrive, you may obtain a temporary parking permit from the Kellogg Admissions Office.

Train (Union Station)
Amtrak (800/872-7245) trains stop at Union Station in downtown Chicago. Walk four blocks north on Canal Street to catch the Chicago & Northwestern line of the Metra commuter train (312/322-6777) to Davis Street in Evanston, or, walk seven blocks east to catch a subway train under State Street (downtown Chicago). Take a Red Line (Howard) train going north, transfer at Howard Street to an Evanston (Purple) train, and get off at the Foster Street “El” station (see map). Walk two blocks east to the Jacobs Center.

Public Transportation
The CTA rapid transit system stops at the Foster Street station in Evanston, a few blocks from campus. If you are riding from Chicago, you may need to transfer at Howard Street to catch the Evanston train. (See “Train.”)

Accommodations
Best Western University Plaza
1501 Sherman Ave., Evanston, IL 60201
847/491-6400

Omni Orrington Hotel
1710 Orrington Ave., Evanston, IL 60201
847/866-8700

Margarita European Inn
1566 Oak Ave., Evanston, IL 60201
847/869-2273

Hilton Garden Inn
1818 Maple Ave., Evanston, IL 60201
847/475-6400

Janet’s Place B&B
1316 Judson Ave., Evanston, IL 60201
847/328-8966

North Shore Doubletree Hotel
9599 Skokie Blvd., Skokie, IL 60077
847/679-7000
PART I: DATA FORM

Please type carefully.

Name ________________________________

Birth date ____________________________ Social Security number ___________________

Gender* Male / Female

Current mailing address

Street Address ________________________ Apt. # __________________

City __________________ State ______ Zip ______ Country (if foreign)

Until what date? ____________________ Home telephone ____________________________

Business telephone ____________________ Area Code / Number ____________________

Mobile telephone ______________________ Area Code / Number ______________________

Email ______________________________

Permanent mailing address □ Check here if same as current

Street Address ________________________ Apt. # __________________

City __________________ State ______ Zip ______ Country (if foreign)

Telephone number ____________________ Area Code / Number ______________________

Academic Information

Institution granting undergraduate degree ________________________________

Major __________________ Date received ______ Cumulative GPA ____ out of ____

Degree: □ BA □ BBA □ BS □ Other __________________________

Institution granting graduate degree ________________________________

Major __________________ Date received ______ Cumulative GPA ____ out of ____

Degree: □ JD □ MD □ MS/MA □ PhD □ Other __________________________

Have you applied to Kellogg before? □ No □ Yes, for admission in ______ Year

□ Full-time □ Part-time

Select one of the following programs for entry in 2004:

□ Two-Year MBA
□ One-Year MBA (entry in June)
□ MMM □ JD/MBA □ MD/MBA
□ Other __________________________

Proposed Majors

□ Accounting Information & Management
□ Analytical Consulting
□ Analytical Finance
□ Biotechnology Management
□ Business and Its Social Environment
□ Decision Sciences
□ Entrepreneurship & Innovation
□ Finance
□ Health Industry Management
□ Human Resources Management
□ International Business
□ Management & Organizations
□ Management & Strategy
□ Managerial Economics
□ Marketing
□ Media Management
□ Operations Management
□ Public/Nonprofit Management
□ Real Estate Management
□ Technology Industry Management
□ Transportation & Logistics Management
□ Undecided

Citizenship

Place of Birth __________________________

□ U.S. Citizen
□ Permanent Resident: Number of years in U.S. _________
□ Foreign Citizen: Country __________________________

Type of visa you hold __________________________

For U.S. citizens or permanent residents only

Ethnic Background*

□ White/Caucasian/not of Hispanic origin
□ African-American/Black
□ Native-American/Alaskan native
□ Asian-American/Pacific Islander
□ Puerto Rican
□ Mexican-American/Chicano
□ Hispanic/Latin
□ Other __________________________

* Self-identification of ethnic background and gender is entirely voluntary.

Financial Aid

Will you apply for financial aid? □ Yes □ No

For office use only

W . . . . . . . . . . . . . . M . . . . . . . . . . . . . . TA . . . . . . . . . . . . . . TOEFL/TSE . . . . . . . .

RFD ________________ WL Y/N ______________ 2 ________________
RFDHI ________________ IC _______________ 3 ________________
INC ________________ 1 __________________ Dep 2 ________________
PRO ________________ ADM 200 ____________ Dep 3 ________________
E/D ________________ DEF 200 ________________
Current Employment and Career Goal

Years of full-time work experience at time of proposed entrance: ____________________________

Current employer: ____________________________________________________________
Current position: ____________________________________________________________
Position desired after Kellogg: __________________________________________________
Long-term career goal: _________________________________________________________

Number of years of military experience: ____________________________

GMAT

Please report both your raw score and percentile rank on each section of the GMAT. If you have taken the test more than once, please include your highest total and most recent scores. If you have not taken the GMAT, please indicate the scheduled test date.

<table>
<thead>
<tr>
<th>Test Date</th>
<th>Score</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quantitative</td>
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</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AWA</td>
<td></td>
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</tr>
</tbody>
</table>

TOEFL

If applicable, please report your score on each section of the TOEFL. If you have not yet taken the TOEFL, please indicate the scheduled test date.

<table>
<thead>
<tr>
<th>Test Date</th>
<th>Score</th>
<th>%</th>
</tr>
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<tbody>
<tr>
<td>Listening</td>
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<tr>
<td>Structure/Writing</td>
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<tr>
<td>Reading</td>
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<td>Total</td>
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</table>

Interview Request

☐ I am requesting an off-campus interview. (The Admissions Office will contact you.)
☐ I have called and scheduled an on-campus interview for ______________________________ at ____________________________
☐ I have completed an interview.

Date of interview: ____________________________ Name of interviewer: ____________________________

Career Progress Survey

Applicants are required to submit one Career Progress Survey.

Name of recommender: ____________________________________________________________
Title and organization: _________________________________________________________
Telephone: ____________________________ Email: ____________________________

Transcripts

List in chronological order all colleges and universities that you have attended or are currently attending. It is your responsibility to request a transcript from the registrar of each institution to be included with your application package.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Attendance (Month / Year)</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
In completing these sections, use additional pages only if necessary.

**Academic Honors**
List any academic honors received or other evidence of high scholarship (Phi Beta Kappa, Beta Gamma Sigma, etc.)

<table>
<thead>
<tr>
<th>Languages (other than English)</th>
<th>Writing Ability</th>
<th>Reading Ability</th>
<th>Speaking Ability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fair</td>
<td>Good</td>
<td>Excellent</td>
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<tr>
<td></td>
<td>Fair</td>
<td>Good</td>
<td>Excellent</td>
</tr>
<tr>
<td></td>
<td>Fair</td>
<td>Good</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

Extracurricular Activities While in College/University
(List from most to least significant on the lines provided below.)

Extracurricular Activities and Business/Professional Organizations Since College/University
(List from most to least significant on the lines provided below.)
Employment History
Beginning with your most recent position, please list your full-time work history in the format below.

<table>
<thead>
<tr>
<th>Employer</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

1. Employer ______________________________________________ Position ______________________________
   Date from ______________ to ______________
   Location ____________________________________________________
   Month / Year Month / Year
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for leaving __________________________________________________________________________________________

2. Employer ______________________________________________ Position ______________________________
   Date from ______________ to ______________
   Location ____________________________________________________
   Month / Year Month / Year
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for leaving __________________________________________________________________________________________

3. Employer ______________________________________________ Position ______________________________
   Date from ______________ to ______________
   Location ____________________________________________________
   Month / Year Month / Year
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for leaving __________________________________________________________________________________________

4. Employer ______________________________________________ Position ______________________________
   Date from ______________ to ______________
   Location ____________________________________________________
   Month / Year Month / Year
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for leaving __________________________________________________________________________________________
Submit your responses to the following questions with your application materials. The Admissions Committee recommends that you adhere to the suggested essay lengths.

Submit only one copy of your data form and essays. Submitting both electronic and paper copies will delay processing and review of your application. Please retain a copy of your data form and essays for your records.

Applicants eligible for the One-Year program who instead choose to apply to the Two-Year program must include a statement explaining that preference in the application.

1. All applicants must complete A, B or C as appropriate. Please number your essay responses.
   A. Master of Business Administration applicants only. Briefly assess your career progress to date. Elaborate on your future career plans and your motivation for pursuing a graduate degree at the Kellogg School. (one to two pages double-spaced)
   B. Master of Management and Manufacturing applicants only. Briefly assess your career progress to date. How does the MMM program meet your educational needs and career goals? (one to two pages double-spaced)
   C. Joint-degree applicants only. Briefly assess your career progress to date. How does the joint program meet your educational needs and career goals? (one to two pages double-spaced)

2. Each of our applicants is unique. Describe how your background, values, academics, activities and/or leadership skills will enhance the experiences of other Kellogg students. (one to two pages double-spaced)

3. You have been selected as a member of the Kellogg Admissions Committee. Please provide a brief evaluative assessment of your file. (one to two pages double-spaced)

4. Complete three of the following seven questions or statements. (two to three double spaced paragraphs each)
   A. What is the most valuable lesson you have learned in a leadership role?
   B. What do you consider to be your greatest talent?
   C. Describe an ethical dilemma that you have faced and how it was resolved.
   D. What would you have done differently in your career?
   E. Outside of work, I...
   F. Describe your most challenging professional relationship.
   G. I wish the Admissions Committee had asked me...
All students enrolled in a course offered by the Kellogg School of Management agree to abide by the Kellogg Honor Code.

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

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

All Kellogg students are also expected to adhere to all policies and requirements of Northwestern University and to abide by all applicable laws and regulations.

The Honor Code Philosophy Statement

The students of the Kellogg School of Management regard honesty and integrity as qualities essential to the practice and profession of management. The purpose of the Kellogg Honor Code is to promote these qualities so that each student can fully develop his or her individual potential. Upon admission, each student makes an agreement with his or her fellow students to abide by the Kellogg Honor Code. Students who violate the Kellogg Honor Code violate this agreement and must accept the sanction imposed by the Kellogg community.

The Kellogg Honor Code is administered by students and is based on the concept of self-government. The efficacy of such a student-administered honor code is dependent upon a high degree of dedication to the ideals of honesty, integrity and equal opportunity reflected by the code. The Kellogg Honor Code requires that each student act with integrity in all Kellogg activities and that each student hold his or her peers to the same standard. In agreeing to abide by the code, the Kellogg students also agree to report suspected violations. By not tolerating lapses in honesty and integrity, the Kellogg community affirms the importance of these values.

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

If admitted, I agree to uphold the Kellogg Honor Code (see above). ☐ Yes ☐ No

If you have a physical or emotional problem that you wish to call to our attention, please do so on an attached sheet and indicate any kind of accommodation you may require.

If your answer to either of the following two questions is yes, explain fully on an attached sheet:

Have you ever been suspended or required to withdraw from any school or college? ☐ Yes ☐ No

Have you ever been separated from any branch of the armed forces of the United States under conditions other than honorable? ☐ Yes ☐ No

Northwestern University does not find it possible to admit all applicants who meet its entrance requirements. The university, therefore, reserves the right to refuse admission to any applicant. The university also reserves the right to require the withdrawal of any student whose condition endangers his or her own health or the health of other students or precludes him or her from doing the required work. In exceptional circumstances, the university reserves the right, at its sole discretion, to waive any documentation normally required for admission. It also reserves the right to admit or deny a student admission whenever it believes that it has sufficient evidence for the decision.

I certify that all statements, including dates and titles of employment, made in this application for admission to the Kellogg School of Management of Northwestern University are correct, and my responses are my own. I authorize Kellogg to verify any and all information contained herein, including but not limited to dates and terms of employment, academic work and awards, and extracurricular activities. I realize that all documents submitted in support of this application become the property of Northwestern University. I authorize the school to release information from this application and supporting documents to organizations sponsoring fellowships at the school, to permit my being considered for financial support.

Date __________________ Signature ______________________________________________

Name __________________________________________________________________________

*Please print your full name legibly*
To be completed by the applicant:

Name ____________________________________________________________

Social Security number _____________________________________________

School ___________________________________________________________

Dates of enrollment _______ Degree and year ___________________________

Language of instruction _____________________________________________

Applicant signature ________________________________________________

To be completed by the registrar:

Please complete the grade point average and class rank information below, and send this form along with an up-to-date transcript back to the applicant in a university envelope. To assure confidentiality, please seal the envelope and sign across the sealed flap before returning it to the applicant. Thank you.

Cumulative grade point average _________ Cumulative rank in class _______________ out of __________

If your grading system is not equivalent to A=4, B=3, please explain your system. ____________________________________________

To be completed by the registrar:

Please complete the grade point average and class rank information below, and send this form along with an up-to-date transcript back to the applicant in a university envelope. To assure confidentiality, please seal the envelope and sign across the sealed flap before returning it to the applicant. Thank you.

Cumulative grade point average _________ Cumulative rank in class _______________ out of __________

If your grading system is not equivalent to A=4, B=3, please explain your system. ____________________________________________
To be completed by the applicant (print or type):
Name of candidate _____________________________________________
Last First Middle
Candidate’s Date of Birth ________________________________

To the individual completing this form:
The person whose name appears above is applying for admission to the Kellogg School of Management at Northwestern University. The Admissions Committee values the recommender’s direct contact with the candidate. Using this form, please answer the following questions as candidly and specifically as possible. Rate the applicant in comparison with his or her professional peer group.

This survey is used for admission purposes only and does not become a part of the student’s permanent file upon matriculation. Applicants do not have access to this evaluation. The Admissions Committee is aware of the time and care necessary to prepare this evaluation and gratefully acknowledges your help. Your prompt response in returning this form is essential to a timely decision. Thank you for your assistance. (If you do not type directly on this form, please use letterhead and provide your contact information.)

Name of individual completing this form (print or type) ______________________________________________________
Last First Middle
Position / Title __________________________ Organization __________________________
Highest degree attained and institution 
Address ____________________________________
Business telephone __________________________
Email address __________________________ Professional relationship to candidate __________________________
Have known candidate for years / months __________________________

1. What are the candidate’s most outstanding attributes?

2. What are the three areas of the candidate’s professional performance that have improved the most in the time you have known him or her?

3. What do you perceive to be the applicant’s weaknesses?
4. Please address the following components of the candidate. Cite specific examples where possible.

a. Intellectual ability (e.g. analytical and quantitative skills, communication skills, creativity, curiosity)

b. Career performance (e.g. responsibilities and progression relative to others in the industry, impact on organization)

c. Career focus (e.g. clarity of post-degree plans, active participation in his or her own career development)

d. Interpersonal skills (e.g. maturity, listening skills, team skills, sense of humor, respect for different viewpoints)

e. Leadership experience and potential (e.g. ability to influence others, initiative, contribution beyond expected responsibilities, integrity)

5. Please rate the applicant on the following ten components. To whom are you comparing the applicant? 

<table>
<thead>
<tr>
<th>Component</th>
<th>No information</th>
<th>Outstanding (Top 5%)</th>
<th>Strong (15%)</th>
<th>Average (50%)</th>
<th>Below Average (Bottom 30%)</th>
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</thead>
<tbody>
<tr>
<td>Analytical skills</td>
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<tr>
<td>Communication skills</td>
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<tr>
<td>Career performance</td>
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<td>Career focus</td>
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<tr>
<td>Maturity</td>
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<td>Listening skills</td>
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<td>Team skills</td>
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<td>Respect for different viewpoints</td>
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<td>Demonstrated leadership</td>
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<tr>
<td>Leadership potential</td>
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Overall impression of candidate:
- Outstanding candidate (Top 5%)
- Strong candidate (15%)
- Average candidate (50%)
- Below Average candidate (Bottom 30%)

Are you willing to speak with an admissions officer about this candidate?  Yes  No

Signature ___________________________ Date _________