Application Full-time MBA
KELLOGG SCHOOL OF MANAGEMENT

For students entering in 2005
The Kellogg Admissions Committee

DEADLINES

This application may be used to apply for entry in 2005.

<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>October 22</td>
<td>January 7</td>
<td>March 11</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Your decision will be mailed by...</th>
<th>January 17</th>
<th>March 31</th>
<th>May 2</th>
</tr>
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<tr>
<th>Your tuition deposit is due by...</th>
<th>April 29</th>
<th>April 29</th>
<th>Three weeks after the date of the Decision Letter</th>
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<table>
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<tr>
<th>If you apply by...</th>
<th>First Period</th>
<th>Second Period</th>
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<tbody>
<tr>
<td>October 22</td>
<td>January 7</td>
<td>March 11</td>
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</table>

<table>
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<tr>
<th>Please complete your on-campus interview by...</th>
<th>December 6</th>
<th>February 28</th>
<th>April 11</th>
</tr>
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<table>
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<tr>
<th>Please request your off-campus interview* by...</th>
<th>October 22</th>
<th>January 7</th>
<th>March 11</th>
</tr>
</thead>
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ONE-YEAR AND INTERNATIONAL APPLICANTS

We strongly recommend that One-Year and international applicants apply by January 7, the second-period application deadline, to allow adequate time for relocating and/or 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. Upon receipt of Parts 1 and 2 of your online application, you will be given access to our Web site where you can check the status of your application. To ensure confidentiality, decisions are not released over the phone. Decisions will be sent electronically.

Applications are considered complete when Part 1, Part 2 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 1 of the application must be received by the Office of Admissions. Candidates will be contacted via email to schedule the interview.
The Kellogg School 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 typically pursue 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 quickly return to the work force. This program is open to those who have graduated from an undergraduate business program within the last seven years or completed an equivalent amount of related courses, training and experience. For non-business majors who feel they have completed a comparable curriculum, seven key courses are strongly recommended for 1Y eligibility: accounting, finance, marketing, operations, statistics, economics and organizational behavior. Applicants must have completed accounting and five of the remaining six courses. The seventh course may be completed upon enrollment. Questions regarding 1Y eligibility should be directed to the Office of Admissions. Candidates who are academically qualified for the 1Y program but are interested in a significant industry or career change may be better suited for the 2Y program. 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 for the 1Y program, completed applications are due in the Office of Admissions by the January 7 application deadline.

**MASTER OF MANAGEMENT AND MANUFACTURING (MMM)**
MMM is a dual-degree program with the McCormick School of Engineering at Northwestern University 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).

For more information on the MMM program, please visit mmm.northwestern.edu.

**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 Feinberg School of Medicine. 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.

**COMPLETING THE APPLICATION**
To be considered for admission, candidates must submit a complete application, which includes all supporting documents. (Refer to the Application Checklist 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 misplaced 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 Office of Admissions 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. Admitted applicants may be required to pay a nominal fee for a check of the accuracy of their materials.

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

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, résumé, evaluative interview report, and TOEFL (if applicable) 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 7 deadline to facilitate visa arrangements and to relocate.

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

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, upon submission of your application.

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: northwestern.edu/international.

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 the Kellogg School’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. All interviews will be conducted in English.

Applicants requesting an off-campus interview will be notified of their assignment by email after Part 1 of the Kellogg application has been received by the Office of Admissions. 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 Office of Admissions receives Part 1 of the application.

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

Off-campus interviews are assigned on a first come, first served basis and after the Office of Admissions receives Part 1 of the application. Candidates will be notified of their assignment.

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.

Chicago-area applicants must interview off-campus, but are encouraged to visit the Kellogg School.

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 attended. 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 from the application deadline to which you are applying. Information about the GMAT is available at 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 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. If this is done, please provide an explanation in the Additional Information section of the essays.
ADMISSION DECISIONS

Admission decisions will be mailed by the corresponding decision date. To ensure confidentiality, decisions are not released over the phone. All decisions are sent electronically. A non-refundable enrollment deposit of U.S. $1,000 will be due on April 29 or three weeks after the date of the letter of admission, whichever is later.

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.

ADMITTED STUDENT WEEKENDS

Our admitted student weekends (Day at Kellogg) are an exciting opportunity for admitted students to experience life at Kellogg, to meet current students, and to get answers to those need-to-know questions. The events are action packed. You will attend mini-classes taught by Kellogg professors, learn more about career services, housing, financial aid, and student clubs and experience Kellogg's social life.

Attending one of these events is one of the best ways to make the right decision about where to earn your MBA. You've read about Kellogg's unique culture, but at our Day at Kellogg you will begin to experience it. Even if you have visited Kellogg before, our Day at Kellogg is an experience you will not want to miss.

There are two Day at Kellogg weekends, February 17-20, 2005 and April 7-10, 2005. Because space is limited, it is recommended that those who have been admitted register as soon as possible.

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 U.S. $1,000 in the year that the candidate attends. In certain situations, the Admissions Committee may offer deferred admission to those candidates who would benefit from an additional year of work experience.
**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 75 percent of enrolled students currently receive financial aid.

**ESTIMATED EXPENSES**

Tuition and living expenses for the 2004-2005 academic year are estimated below. Past increases have ranged from 5 to 8 percent each year.

### 2004-2005 ACADEMIC YEAR ESTIMATED COSTS

**Two-Year (2Y) and MMM Programs**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Tuition</td>
<td>$36,372</td>
</tr>
<tr>
<td>Room and Board</td>
<td>$13,515</td>
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<tr>
<td>Books and Supplies</td>
<td>$1,647</td>
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<tr>
<td>Computer Equipment*</td>
<td>$2,500</td>
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<tr>
<td>Travel</td>
<td>$1,266</td>
</tr>
<tr>
<td>Personal and Health</td>
<td>$5,103</td>
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<tr>
<td>Federal Stafford Loan Fees</td>
<td>$279</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$60,682</td>
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* first year only

**One-Year (1Y) Program**

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Tuition</td>
<td>$48,496</td>
</tr>
<tr>
<td>Room and Board</td>
<td>$18,020</td>
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<tr>
<td>Books and Supplies</td>
<td>$2,196</td>
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<tr>
<td>Computer Equipment</td>
<td>$2,500</td>
</tr>
<tr>
<td>Travel</td>
<td>$1,688</td>
</tr>
<tr>
<td>Personal and Health</td>
<td>$6,068</td>
</tr>
<tr>
<td>Federal Stafford Loan Fees</td>
<td>$280</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>$79,248</td>
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</table>

JD-MBA program tuition information is available on the Kellogg admissions Web site.

**FINANCIAL AID INFORMATION**

Educational loans, grants and scholarships are available to all students. Eligibility for most grants and scholarships is based upon financial need and merit, as well as availability of funds.

The Kellogg Office of Financial Aid will begin making financial aid decisions in late March. Awards will be made continuously for admitted candidates whose required forms have been received by our office.

**GRANTS/SCHOLARSHIPS**

Grant awards are offered in combination with low-interest educational loans. Two-Year MBA and MMM applicants applying for admission during the first two decision periods are more likely to receive grant assistance. Because One-Year students complete their MBA in a 12-month period and thus spend less on tuition and forgo less work income, they are not eligible to receive grant and scholarship funds.

Several corporate sponsored and endowed scholarships are available to Two-Year MBA and MMM students; separate applications, other than the Kellogg Scholarship Application, are not required unless otherwise noted. This policy minimizes the time and effort required to complete the financial aid process. Corporate-sponsored scholarship awards are usually announced during the summer prior to enrollment. Please note that all scholarships awarded through Kellogg will replace any previously awarded Kellogg grant before loan assistance. Teaching assistantships are not available.

**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 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.

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, 2005.

1. During the application process, 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" 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 fafsa.ed.gov or call 800.433.3243. The FAFSA code for Kellogg is 001739.

   If "Northwestern Univ" is not listed in the student information section of the FAFSA, enter "Northwestern Univ" as a correction/addition to the Student Aid Report and return it to the FAFSA processor.

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.

APPLICATION CHECKLIST

We recommend the applicant submit Part 1 of the application 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 1:

- 1. Data form
- 2. U.S. $210 application fee

Part 2:

- 3. Essays
- 4. Transcript(s)
- 5. Résumé
- 6. Career Progress Survey (one required)
- 8. Off-campus interview requested by completing Part 1 (items 1 and 2) or call to schedule an on-campus interview.
- 9. GMAT scores ordered
- 10. TOEFL scores ordered
- 11. Confirm completion of your off-campus interview by emailing ksm-aao@kellogg.northwestern.edu.

Please note:

- Once Part 1 of your online application is submitted, please make any changes to your contact information directly with the Kellogg School Office of Admissions.
- You should apprise the Office of Admissions 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 Office of Admissions.
- You should retain a copy of the data form and essays for your records.
- Receipt of submitted application materials may be checked on the Admissions Web site beginning in November. You will receive your password to access the status check when the Office of Admissions receives Parts 1 and 2 of your application.
CONTACT INFORMATION

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
kellogg.northwestern.edu
mmm.northwestern.edu

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

PART-TIME PROGRAMS
Executive Master's Program
Phone: 847.467.7026
emp@kellogg.northwestern.edu
kellogg.northwestern.edu/EMP

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

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

TESTING SERVICES
Graduate Management Admission Test (GMAT)
Phone: 800.GMAT.NOW
Kellogg Code: 1565
gmat@ets.org
mba.com

Test of English as a Foreign Language (TOEFL)
Phone: 877.863.3546 (Inside the United States and Canada)
609.771.7100 (Outside the United States and Canada)
Kellogg Code: 1565, Dept. 02
toefl@ets.com
toefl.com

Federal Student Aid Programs
Free Application for Federal Student Aid (FAFSA)
Phone: 800.433.3243
Kellogg Code: 001739
fafsaweb@ncs.com
fafsa.ed.gov

Electronic and Online Applications
Print Kellogg's application from the Kellogg Web site:
kellogg.northwestern.edu/admissions/apply.
Kellogg's application is also available at:
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. Additional Information about visiting campus is also available at kellogg.northwestern.edu/admissions/visit/index.htm.

Information Sessions are held throughout the year in the Office of Admissions 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

Airport
From O’Hare Airport, call Continental Air Transport/Airport Express bus (312.454.7799) for fares and schedule. The 303 Cab Company (847.256.0303) 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. Please contact these companies prior to arrival for these rates.

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 School Office of Admissions.

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 847.491.6400
1501 Sherman Ave., Evanston, IL 60201 (8 blocks to Kellogg)

Omni Orrington Hotel 847.866.8700
1710 Orrington Ave., Evanston, IL 60201 (5 blocks to Kellogg)

Margarita European Inn 847.869.2273
1566 Oak Ave., Evanston, IL 60201 (6 blocks to Kellogg)

Hilton Garden Inn 847.475.6400
1818 Maple Ave., Evanston, IL 60201 (8 blocks to Kellogg)

Janet’s Place B&B 847.328.8966
1316 Judson Ave., Evanston, IL 60201 (10 blocks to Kellogg)

North Shore Doubletree Hotel 847.679.7000
9599 Skokie Blvd., Skokie, IL 60077 (4 miles to Kellogg)
### PART 1: DATA FORM  Please type carefully

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<th>Middle</th>
<th>Last</th>
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<table>
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<tr>
<th>Birth date</th>
<th>Social Security number</th>
<th>Gender*</th>
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<tbody>
<tr>
<td>Month / Day / Year</td>
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<td>Male / Female</td>
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Current mailing address

<table>
<thead>
<tr>
<th>Street Address</th>
<th>Apt. #</th>
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<tr>
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</table>

At this address until what date?  

<table>
<thead>
<tr>
<th>Home telephone</th>
<th>Area Code / Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

Business telephone

<table>
<thead>
<tr>
<th>Area Code / Number</th>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

Mobile telephone

<table>
<thead>
<tr>
<th>Area Code / Number</th>
</tr>
</thead>
<tbody>
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<td></td>
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</tbody>
</table>

Email

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Permanent mailing address  

<table>
<thead>
<tr>
<th>Check here if same as current</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Street Address</th>
<th>Apt. #</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>City</th>
<th>State</th>
<th>Zip</th>
<th>Country (if foreign)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

Telephone number

<table>
<thead>
<tr>
<th>Area Code / Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

### Academic Information

Institution granting undergraduate degree

<table>
<thead>
<tr>
<th>Major</th>
<th>Date received</th>
<th>Cumulative GPA</th>
<th>Degree:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>BA</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>BBA</td>
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<td></td>
<td></td>
<td></td>
<td>BS</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>

Institution granting graduate degree

<table>
<thead>
<tr>
<th>Major</th>
<th>Date received</th>
<th>Cumulative GPA</th>
<th>Degree:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td>JD</td>
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<td>MD</td>
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<td></td>
<td></td>
<td>MS/MA</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>PhD</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>

Have you applied to Kellogg before?  

<table>
<thead>
<tr>
<th>No</th>
<th>Yes, for admission in Year</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
</tbody>
</table>

### Citizenship

Place of Birth

<table>
<thead>
<tr>
<th>U.S. Citizen</th>
<th>Permanent Resident:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of years in U.S.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Foreign Citizen:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country</td>
</tr>
<tr>
<td>Type of visa you hold</td>
</tr>
</tbody>
</table>

For U.S. citizens or permanent residents only

### Ethnic Background*

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

### Financial Aid

Will you apply for financial aid?  

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

* Self-identification of ethnic background and gender is entirely voluntary.
PART 1: DATA FORM (continued)

Current Employment and Career Goal

Years of full-time work experience at time of proposed entrance ______________________/
___________
Number of years of military experience (leave blank if zero) ______________________/
___________

Current employer ____________________________________________________________
Current position _____________________________________________________________
Position desired after Kellogg __________________________________________________
Long-term career goal __________________________________________________________

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>Verbal</th>
<th>Quantitative</th>
<th>Total</th>
<th>AWA</th>
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<tbody>
<tr>
<td>Month</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
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<tr>
<td>Year</td>
<td>%</td>
<td>%</td>
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</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>Listening</th>
<th>Structure/Writing</th>
<th>Reading</th>
<th>Total</th>
<th>AWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Month</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
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<tr>
<td>Year</td>
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Interview Request

☐ I am requesting an off-campus interview. (The Office of Admissions 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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</table>
PART 1: DATA FORM (continued)

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

<table>
<thead>
<tr>
<th>Dates (From-To)</th>
<th>Hours Week / Month / Year</th>
<th>Offices held, if any (E=Elected, A=Appointed)</th>
</tr>
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<tbody>
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</table>

Extracurricular Activities and Business/Professional Organizations Since College/University
(List from most to least significant on the lines provided below.)

<table>
<thead>
<tr>
<th>Dates (From-To)</th>
<th>Hours Week / Month / Year</th>
<th>Offices held, if any (E=Elected, A=Appointed)</th>
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<tbody>
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</table>
PART 1: DATA FORM (continued)

Employment History
Beginning with your most recent position, please list your full-time work history in the format below for your last three employers.

1. Employer ______________________________________________ Position__________________________Industry__________________
   Date from ____________________ to________________________ Location __________________________________________________
   Starting annual base salary $ _____________ Ending annual base salary $ ____________
   Bonus/commission earned in last 12 months $ _____________
   Responsibilities ______________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   Reason for leaving____________________________________________________________________________________________________

2. Employer ______________________________________________ Position__________________________Industry__________________
   Date from ____________________ to________________________ Location __________________________________________________
   Responsibilities ______________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   Reason for leaving____________________________________________________________________________________________________

3. Employer ______________________________________________ Position__________________________Industry__________________
   Date from ____________________ to________________________ Location __________________________________________________
   Responsibilities ______________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   ______________________________________________________________________________________________________________________
   Reason for leaving____________________________________________________________________________________________________
PART 2: ESSAYS

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 five questions or statements. (two to three double spaced paragraphs each)
   A. What have been your most significant leadership roles to date? What was the most valuable lesson learned?
   B. Describe an ethical dilemma that you faced and how it was resolved.
   C. Outside of work, I...
   D. Describe a situation in which you provided a solution that met with resistance. How did you address this situation?
   E. I wish the Admissions Committee had asked me...
PART 2: THE KELLOGG HONOR CODE

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

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

1. Not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during completion of academic requirements;
2. To truthfully represent fact and self at all times;
3. To respect the property and personal rights of all members of the Kellogg community;
4. To uphold the Kellogg Honor Code by reporting all material violations, and by fully cooperating with 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, placed on probation, or required to withdraw from any school or college?  ❑ 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
PART 2: ACADEMIC TRANSCRIPT REQUEST FORM

(one for each institution attended)

Office of Admissions
Kellogg School of Management
Northwestern University
2001 Sheridan Road
Evanston, IL 60208-2001
USA

MBAadmissions@kellogg.northwestern.edu
kellogg.northwestern.edu

To be completed by the applicant:

Name ____________________________________________
Last First Middle

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. _____________________________________________________________

ACADEMIC TRANSCRIPT REQUEST FORM

(one for each institution attended)

Office of Admissions
Kellogg School of Management
Northwestern University
2001 Sheridan Road
Evanston, IL 60208-2001
USA

MBAadmissions@kellogg.northwestern.edu
kellogg.northwestern.edu

To be completed by the applicant:

Name ____________________________
Last First Middle

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. _____________________________________________________________
PART 2: CAREER PROGRESS SURVEY

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.
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

<table>
<thead>
<tr>
<th>Position/Title</th>
<th>Company/Organization</th>
<th>Highest degree attained and the educational institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>Business telephone</td>
<td></td>
</tr>
<tr>
<td>Email address</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Professional relationship to candidate</th>
<th>Candidate job title</th>
<th>Have known candidate for years / months</th>
</tr>
</thead>
</table>

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 candidate’s weaknesses?
PART 2: CAREER PROGRESS SURVEY (continued)

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></th>
<th>No information</th>
<th>Outstanding Top 5%</th>
<th>Strong 15%</th>
<th>Average 50%</th>
<th>Below Average Bottom 30%</th>
</tr>
</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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<tr>
<td>Listening skills</td>
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<tr>
<td>Team skills</td>
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<tr>
<td>Respect for different viewpoints</td>
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<tr>
<td>Demonstrated leadership</td>
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<tr>
<td>Leadership potential</td>
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</table>

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____________