APPLICATION FOR
FULL-TIME PROGRAMS
for Students Entering
in 2002 or 2003

Master of Business Administration
Master of Management
and Manufacturing

Kellogg
School of Management
Northwestern University
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.

Auto
Due to very limited parking, we encourage visitors to use alternate means of transportation.

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 Rd. exit east. Follow Golf Rd. to Evanston, where it becomes Emerson. Follow Emerson to Sherman Ave.; turn left. Drive one block to Foster St.; turn right. Foster ends at Sheridan Rd., across from the Jacobs Center.

Parking may be available in the university lot north of 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 above.)

Accommodations
Holiday Inn
1501 Sherman Avenue
Evanston, IL 60201
847.491.6400
847.491.6400

Omni Orrington Hotel
1710 Orrington Avenue
Evanston, IL 60201
847.866.8700
847.328.8966

North Shore Doubletree Hotel
9599 Skokie Boulevard
Skokie, Illinois 60077
847.679.7000
847.679.7000

Hampton Inn Suites
5201 Old Orchard Rd.
Skokie, Illinois 60077
847.583.9074

See page 5 for more information about campus visits.
**KEY APPLICATION, INTERVIEW AND DECISION DATES**

This application may be used to apply to enter in 2002 or 2003.

<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 9</td>
<td>January 14</td>
<td>March 15</td>
<td></td>
</tr>
</tbody>
</table>

AND

Request your Alumni Interview by...

| October 15         | December 14  | February 18   |

OR

Complete your on-campus interview by...

| December 10        | January 28   | April 15      |

Your decision will be mailed by...

| January 28         | March 25     | May 10        |

**Four-Quarter and International Applicants**

Four-Quarter and international applicants should apply by January 14, the second-period application date, 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 mailed. Please allow two weeks for the decision letter to reach you.

Applicants should contact the Admissions Office at least six weeks prior to the application deadline to schedule their evaluative interview. Interviews may be conducted prior to submitting the application.

Applications are considered complete when all materials, including test scores, transcripts, Career Progress Survey and the interview report, have been received by our office.
APPLYING FOR ADMISSION

Please read the following information carefully. It explains the steps necessary to complete your admission application to our full-time master’s programs. Please retain the instructions in this application for future reference. For additional information about applying and Kellogg, you may also visit our Web site at www.kellogg.nwu.edu.

Admission Policies

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

Candidates will be considered for only one program in any given year: Six-Quarter, Four-Quarter, or Master of Management and Manufacturing.

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.

Applications are processed and decisions 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 mailed by the corresponding decision date. To ensure confidentiality, decisions are not released over the phone. A nonrefundable enrollment deposit of U.S. $1,000 will be due on April 28 or approximately one month after the date of your letter of admission, whichever is later.

Eligibility

Individuals holding a bachelor’s degree or its equivalent from an accredited college or university are eligible to apply to Kellogg. In addition to the Six-Quarter (6Q) Master of Business Administration (MBA), Kellogg offers degree programs with the following eligibility requirements:

Four-Quarter Program (4Q)

The Four-Quarter (4Q) MBA program is designed for people with clear and consistent career goals and enables these students to return to the workforce 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 4Q program, which begins in June. All other full-time students enter in September.

Candidates eligible for the 4Q program who choose to apply to the 6Q 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 14 application deadline.

Equal Opportunity

It is the policy of Northwestern University not to discriminate against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, marital status, age, handicap or veteran status, in matters of admissions, employment, housing or services in the educational programs or activities it operates, in accordance with civil rights legislation and university commitment.

Any alleged violations of this policy or questions regarding the law with respect to nondiscrimination should be directed to: Office of the Provost, Rebecca Crown Center, Evanston, Illinois 60208-1101, Phone: 847.491.5117; Office of the Equal Opportunity Officer/Affirmative Action and Disability Services Coordinator, 720 University Place, Evanston, Illinois 60208-1147, Phone: 847.491.7458.

Northwestern University reserves the right to change without notice any statement in this application concerning but not limited to rules, policy, tuition, fees, curricula and courses.

Master of Management and Manufacturing (MMM)

MMM is a dual degree program that combines the technical fundamentals of product development and manufacturing with the strategic tools of business planning. Individuals who are 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. Most MMM graduates are awarded an MBA and an MEM.

For more information on the MMM program, please return the enclosed card or visit our Web site at www.mmm.nwu.edu.

Master of Business Administration – Juris Doctor (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 Northwestern 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 must interview on campus with a member of the Admissions Committee; all other applicants are encouraged to interview on campus. Applicants must take the Graduate Management Admissions Test (GMAT); the LSAT is not required but may be submitted.

**Individual Dual-Degree Programs**

Occasionally, MBA students complete dual-degree programs with other schools within Northwestern University, including the Medical School, as well as with other colleges and universities.

Individuals who wish to pursue a dual degree must complete a Kellogg application, including an interview. For additional information, please contact the Office of Admissions.

**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 and evaluative interview report to assess each applicant’s status as compared to the overall pool of applicants.

The Committee highly values full-time work experience; students entering Kellogg have considerable 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 for a management career through careful review of experience and accomplishments in work settings, military service and extracurricular activities.

**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 minimum non-refundable deposit of U.S. $1,000 in the year of deferral and an additional U.S. $1,000 deposit in the year 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.

**International Candidates**

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

- 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 an English-speaking country (Australia, Canada not including Quebec, England, Ireland, New Zealand, Scotland, South Africa and Wales) must take the Test of English as a Foreign Language (TOEFL) in addition to the GMAT test. TOEFL registration forms are often available at American embassies and consulates, and offices of the United States Information Service. Information may also be obtained directly from the Educational Testing Service, which administers the TOEFL.

The visa application process generally requires two months.

---

**The TOEFL codes for all Kellogg master’s programs are:**

- 02 — department code;
- 1565 — institution code.

---

- 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, please visit the Kellogg International Web site via www.kellogg.nwu.edu.
COMPLETING THE APPLICATION

Please complete and submit the application and supporting documents in one package. (Refer to the Application Checklist on page 8 for more details.) By doing so, you control the timing and 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.

If you need additional forms, please photocopy the forms in this packet.

Candidates Reapplying to Kellogg

Candidates who have previously applied to Kellogg must submit a new application. However, because we do retain applications for two years, there is no need to resubmit academic transcripts and GMAT/TOEFL score reports. In addition, the evaluative interview is not required if you have completed one within the past 18 months. However, you may reinterview if you wish. All other instructions should be followed as if you are applying for the first time.

Evaluative Interviews

The Admissions Committee requires every applicant, both domestic and international, to request an evaluative personal interview with a member of either the Admissions staff, student Admissions counselors or Kellogg’s Alumni Admissions Organization (AAO). Kellogg conducts interviews throughout the year.

Only reapplicants will be granted a second interview within any 18 month period.

The interview is an important element in evaluating an applicant’s level of maturity, interpersonal skills, career focus and motivation—areas the Admissions Committee considers essential to effective management. However, the interview is only one criterion used in the admission decision.

Interviews also allow candidates to learn more about Kellogg. On-campus interviews usually last 30 minutes. Your file is not reviewed in advance of the meeting. Please bring a current résumé to the interview.

Members of Kellogg’s AAO are located in most metropolitan areas around the world. Please contact the Admissions Office to request an alumni interview. You should not contact alumni directly to request an interview. The Admissions Office will make every effort to assign you an alumni interview. However, in a few cases of unusually heavy demand or remote location, we may be unable to meet all requests.

Chicago-area applicants must interview with an alumnus. Local applicants should request the interview at least six weeks prior to the deadline for which they wish to be considered. We encourage all applicants to visit the campus. Please see “Campus Visits” on page 5 for more information.

A applicants requesting an alumni interview will be notified of their assignment by e-mail. If no e-mail address is provided, candidates will be notified by post, which may take several weeks. During peak season (November to April), please expect up to eight weeks between the date of your request and receipt of your interview assignment.

On-campus interviews take place Monday through Friday year-round, and also on Saturdays from late fall to early spring. Please schedule your campus or alumni interviews according to the deadline schedule. On-campus interviews in the spring and summer are available for prospective applicants seeking admission in the following year.

It is not necessary to submit an application prior to the interview. Similarly, applicants are encouraged to submit their completed applications whether or not they have received an alumni interview assignment.

Academic Transcripts

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

Type or print your name and address on the front of the envelope marked “transcript” and submit one to the registrar of each school along with a transcript request form asking that the registrar complete the designated portion of the request.
form; seal the request form and the transcript in the envelope; place a signature across the seal; and return the envelope to you. Two envelopes are provided.

- If additional envelopes are needed, please use a plain white envelope and, to ensure confidentiality, have the registrar sign across the back flap of the envelope.

**Graduate Management Admission Test (GMAT)**

All applicants, domestic and international, are required to take the GMAT. The GMAT is offered three weeks per month, six days per week, throughout the year at testing centers in North America and selected international cities. The Graduate Record Examination (GRE) is not accepted.

The GMAT code for all Kellogg master's programs is 1565. For additional information, please call 609.771.7330.

You must request to have your scores sent to Kellogg. Scores will be received at Kellogg approximately three weeks after your request.

**Career Progress Survey (CPS)**

The CPS serves as your recommendation letter to Kellogg. One completed CPS form is required for admission.

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

Your application will be considered complete when one CPS is received and included in your file.

- Give the enclosed CPS and envelope marked “Career Progress Survey” directly to your recommender. Ask the recommender to: complete the CPS; seal the CPS in the envelope; place a signature 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 their contact information.

- Additional letters of support (recommendations) are not required and are not encouraged. However, they will be accepted if recommenders use letterhead, explain the nature of their relationship to you, address your managerial potential and submit the letters directly to you. Please use discretion when submitting additional recommendations.

**Application Fee**

Each applicant must remit, along with the application, a non-refundable U.S. $175 fee. This fee must be paid in the form of a check or money order drawn through a U.S. bank and made payable to Northwestern University. The applicant’s name should be clearly printed on the check or money order. No credit cards or wire transfers are accepted.

**Social Security Number**

Northwestern and many other institutions use Social Security numbers as student identification numbers. Please include your Social Security number on all correspondence.

**Campus Visits**

We encourage prospective students to visit Kellogg, sit in on classes and meet current students. Information sessions are held throughout the year in the Admissions Office at 2:00 p.m., Monday through Friday. No appointments are necessary.

- Visits are best scheduled when school is in session. (There are no classes on Wednesdays. Please see the calendar for other days when there are no scheduled classes.)

- Personal, student-led tours of the campus and informal, shared-cost lunches with the student guides are generally available starting the second week of classes each quarter.

- From fall through early spring, out-of-town applicants may stay one night (Sunday through Thursday) before or after the interview with a student in his or her apartment in Evanston. Contact the Student Host program at 847.467.1968 at least three weeks in advance to make arrangements.
TUITION AND COSTS

Kellogg is committed to enrolling the most qualified students, regardless of their ability to pay. Financial Aid staff members will work with admitted students to tailor their financial aid package. Approximately 70 percent of the students currently enrolled are receiving financial aid.

Estimated Expenses

Tuition and living expenses for the 2001–2002 academic year are estimated below. Past increases have ranged from 5 to 8 percent each year.

2001–2002 Academic Year Estimated Costs

<table>
<thead>
<tr>
<th>Program</th>
<th>Tuition</th>
<th>Room and Board</th>
<th>Books and Supplies</th>
<th>Computer Equipment</th>
<th>Transportation</th>
<th>Personal and Health</th>
<th>Federal Stafford Loan Fees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six-Quarter Program</td>
<td>$30,255</td>
<td>12,177</td>
<td>1,476</td>
<td>3,000</td>
<td>1,230</td>
<td>3,840</td>
<td>555</td>
<td>$52,533</td>
</tr>
<tr>
<td>Four-Quarter Program</td>
<td>$39,814</td>
<td>16,240</td>
<td>1,968</td>
<td>3,000</td>
<td>1,640</td>
<td>4,724</td>
<td>556</td>
<td>$67,942</td>
</tr>
</tbody>
</table>

FINANCIAL AID INFORMATION AND APPLICATION PROCEDURES

Educational loans, grants and scholarships are available to all students. Eligibility for most grants and scholarship 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. Six-Quarter MBA and MMM applicants applying for admission during the first two decision periods are more likely to receive grant assistance. Because 4Q students complete their MBA in one 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- and Kellogg-sponsored scholarships are available to 6Q MBA and MMM students; separate applications, other than the Kellogg Scholarship Application, are not required unless otherwise notified. 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.

Minority Scholarships

More than 50 percent of Kellogg’s minority students receive assistance from a number of corporate, foundation- and Kellogg-sponsored scholarships. Minority candidates who submit financial aid materials will automatically be considered for all grants and scholarships. Separate applications for scholarships, other than the Kellogg Scholarship Application sent to all admitted applicants, are not required unless otherwise notified. 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.

Austin Scholarships

No separate application is needed for the Austin Scholarships. All admitted students will be considered for these prestigious, merit-based awards.

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), the Northwestern University Parent/Student Loan, and the Kellogg Student Loan for international students. 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, 2002.

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 (SAR) is sent to you after the FAFSA has been processed. If you have listed “Northwestern Univ Kellogg Mgmt” 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 us the original SAR unless otherwise notified.

To obtain the FAFSA, apply online at www.fafsa.ed.gov or call 800.433.3243. The FAFSA code for Kellogg master’s programs is E00302.

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

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

All students must submit to Kellogg a signed copy of your income statement such as your income tax filing.

3.  

All students should submit a completed Kellogg Scholarship Application, mailed along with your letter of admission, to the Kellogg Office of Financial Aid. Do not staple anything to this form.

APPLICATION FORMS
Please type your 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.

SUBMITTING THE APPLICATION
Candidates are responsible for gathering and submitting all of their application materials, including forwarding test scores to Kellogg and requesting an evaluative interview. Please review the Application Checklist on page 8 to be certain that you have sent all the appropriate items. We discourage candidates from adding lengthy documents to their applications.

Electronic and On-Line Applications
Applicants may obtain an electronic version of our application by downloading the Kellogg.app from the Kellogg Admissions Web site.

No preference is given to applications submitted online.

Mailing Information
If submitting your application online, please check or print “Online Application” on the envelope.

When you have completed and collected all the appropriate application materials, please mail them to:

Office of Admissions
Kellogg School of Management
Northwestern University
Donald P. Jacobs Center
2001 Sheridan Road
Evanston, IL 60208-2001
U.S.A.
Please complete the items on this list for your application. Items numbered 1–8 should be submitted together in one envelope; items 9–12 should be submitted by the appropriate sources.

___ 1. Data form
___ 2. Transcript(s)*
___ 3. Personal background and essays
___ 4. Employment history
___ 5. Résumé*
___ 6. Career Progress Survey (one required)
___ 7. Kellogg Honor Code*
___ 8. U.S. $175 application fee

___ 9. Interview requested
___ 10. GMAT scores sent/code 1565 Evanston
___ 11. TOEFL scores sent/code 1565, Dept. 02 (as required, see p. 3)

___ 12. Upon completion of off-campus interview, send an e-mail to kgsm-aao@kellogg.nwu.edu.

* Individuals using an online service to submit an application must mail these items together in one envelope, directly to Kellogg. To expedite processing, please print “online application” on the envelope.
**Please type carefully.**

<table>
<thead>
<tr>
<th>Name</th>
<th>First</th>
<th>Middle</th>
<th>Last</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preferred Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Birth Date</th>
<th>Social Security number</th>
<th>Gender*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Male/Female</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current mailing address</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Telephone number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Business Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Fax Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Telephone number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Month/Year</th>
<th>Area Code/Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<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>out of</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Degree: [ ] BA [ ] BBA [ ] BS [ ] Other ______________________

Institution granting graduate degree

<table>
<thead>
<tr>
<th>Major</th>
<th>Date received</th>
<th>Cumulative GPA</th>
<th>out of</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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:**

- [ ] Six-Quarter MBA Program
  - Entry Date: Sept ______ Year
- [ ] Four-Quarter MBA Program
  - Entry Date: June ______ Year
- [ ] Six-Quarter MMM Program
  - Entry Date: Sept ______ Year
- Dual-Degree Programs (check if applicable)
  - [ ] JD-MBA
  - [ ] MD-MBA
  - [ ] Other ______________________
  - Entry Date: Sept ______ Year

**Proposed Majors**

- Accounting Information & Management
- Biotechnology Management
- Decision Sciences
- Entrepreneurship & Innovation
- Finance/Analytic Finance
- Health Industry Management
- Human Resources
- International Business
- M management & Organizations
- M management & Strategy
- M anagerial Economics
- M arketing
- M edia M anagement
- Operations M anagement
- Public/Nonprofit M anagement
- Real Estate M anagement
- Technology & E-Commerce
- Transportation & Logistics M anagement
- 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 Hawaiian origin
- [ ] African-American/Black
- [ ] Native-American/Alaskan native
- [ ] Asian-American/Pacific Islander
- [ ] Puerto Rican
- [ ] Mexican-American/Chicano
- [ ] Hispanic/Latin
- [ ] Other ______________________

**For office use only**

<table>
<thead>
<tr>
<th>W . . . . . . . . . . . . . . M . . . . . . . . . . . . . . T A . . . . . . . . . . . . . . TOEFL/TSE . . . . . . . . . . . . . .</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>RFD</th>
<th>W</th>
<th>L</th>
<th>Y/N</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RFDHI</th>
<th>IC</th>
<th>Dep 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INC</th>
<th>ADM 200</th>
<th>Dep 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E/D</th>
<th>DEF 200</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Self-identification of ethnic background and gender is entirely voluntary.
Transcripts
List in chronological order all colleges and universities attended. 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>Institutions attended</th>
<th>Location of each school</th>
<th>Month/Year of attendance</th>
<th>Degree awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Application Requirements

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.

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

TOEFL
If applicable, have you taken the Test of English as a Foreign Language?

- Yes – Date(s) taken ________________ score ________________
- No – Date you plan to take the TOEFL ________________

Interview Request
All domestic and international applicants must request an evaluative interview.

- Date of alumni interview request ________________
  If completed, date of interview ________________ name of interviewer ________________
- Date of on-campus interview ________________
  If completed, name of interviewer ________________

Career Progress Survey
Applicants are required to submit one Career Progress Survey.

- Name of Recommender ________________
- Position ________________
- Address ________________
- Telephone ________________ E-mail ________________

Current Employment and Career Goal
Years of full-time work experience at time of proposed entrance: ____________
Number of years of military experience: ____________

Current Employer
______________________________
Current Position
______________________________
Position desired after Kellogg: ________________
Long-term career goal: ________________

Application Requirements

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.

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

TOEFL
If applicable, have you taken the Test of English as a Foreign Language?

- Yes – Date(s) taken ________________ score ________________
- No – Date you plan to take the TOEFL ________________

Interview Request
All domestic and international applicants must request an evaluative interview.

- Date of alumni interview request ________________
  If completed, date of interview ________________ name of interviewer ________________
- Date of on-campus interview ________________
  If completed, name of interviewer ________________

Career Progress Survey
Applicants are required to submit one Career Progress Survey.

- Name of Recommender ________________
- Position ________________
- Address ________________
- Telephone ________________ E-mail ________________

Current Employment and Career Goal
Years of full-time work experience at time of proposed entrance: ____________
Number of years of military experience: ____________

Current Employer
______________________________
Current Position
______________________________
Position desired after Kellogg: ________________
Long-term career goal: ________________
In completing these sections, you may use additional pages 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>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Extracurricular Activities</th>
<th>Dates (From-To)</th>
<th>Hours/week</th>
<th>Offices held, if any (E=Elected, A=Appointed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</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>Extracurricular Activities</th>
<th>Dates (From-To)</th>
<th>Hours/week</th>
<th>Offices held, if any (E=Elected, A=Appointed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Employment History
Beginning with your most recent position, please list your full-time work history in the format below and attach a current résumé.

1. Employer ______________________________________________ Position ________________________________________
   Date from ______________ to ________________ Location ____________________________________________________
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for Leaving ________________________________________________________________________________________

2. Employer ______________________________________________ Position ________________________________________
   Date from ______________ to ________________ Location ____________________________________________________
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for Leaving ________________________________________________________________________________________

3. Employer______________________________________________ Position ________________________________________
   Date from ______________ to ________________ Location ____________________________________________________
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for Leaving ________________________________________________________________________________________

4. Employer______________________________________________ Position ________________________________________
   Date from ______________ to ________________ Location ____________________________________________________
   Responsibilities __________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   ________________________________________________________________________________________________________
   Reason for Leaving ________________________________________________________________________________________
Please submit your responses to the following questions with your application materials. Suggested lengths are given below. If possible, please print your essays using both sides of the paper to conserve our natural resources.

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 4Q program who choose to apply to the 6Q 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 Kellogg. (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 and non-work-related activities 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 six questions or statements. (two to three paragraphs each)
   A. Through the course of your life, what would you identify as your most valued accomplishment?
   B. Outside of work I enjoy...
   C. The best mistake I ever made was...
   D. People may be surprised when they learn that I...
   E. What personal qualities would you like to develop to become a more effective leader?
   F. I wish the Admissions Committee had asked me...
This page is blank.
The community of the Kellogg School of Management regards 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, up to and including dismissal from the program.

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, 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.

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; and
4. to uphold the Kellogg Honor Code by reporting all material violations and by fully cooperating with any Honor Code proceedings.

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

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

This application must be accompanied by a nonrefundable U.S. $175 application fee that is not creditable toward tuition or other fees in the event of admission.

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, in 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 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

THE KELLOGG HONOR CODE
This page is blank.
ACADEMIC TRANSCRIPT REQUEST FORM
(one for each institution attended)

Office of Admissions
Kellogg School of Management
Northwestern University
2001 Sheridan Road
E-mail: MBAadmissions@kellogg.nwu.edu
Web: www.kellogg.nwu.edu
Evanston, Illinois 60208-2001

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 the envelope provided. To assure confidentiality, please seal the envelope and sign on the line across the seal 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. ________________________________________

(Photocopy if you need additional forms.)

ACADEMIC TRANSCRIPT REQUEST FORM
(one for each institution attended)

Office of Admissions
Kellogg School of Management
Northwestern University
2001 Sheridan Road
E-mail: MBAadmissions@kellogg.nwu.edu
Web: www.kellogg.nwu.edu
Evanston, Illinois 60208-2001

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 the envelope provided. To assure confidentiality, please seal the envelope and sign on the line across the seal 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. ________________________________________

(Photocopy if you need additional forms.)
This page is blank.
To be completed by the applicant:

Name of candidate (Print or type)  Last  First  Middle

Candidate’s Social Security number

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.

Place the completed survey in the envelope addressed to the applicant. Please seal the envelope, sign the back flap to ensure confidentiality, and return it to the applicant.

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.

Name of individual completing this form (print or type)

Position/Title
Organization
Highest degree attained and institution

Address
Business telephone

E-mail address
Professional relationship to candidate
Have known candidate for years/months

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

2. What do you perceive to be the applicant’s weaknesses?
3. Please address the following components of the candidate's character. Cite specific examples where possible.
   a. Intellectual ability (e.g. analytical skills, communication, creativity, curiosity)

   b. Career performance (relative to others in the industry)

   c. Career focus (clarity of post-degree plans)

   d. Interpersonal skills (e.g. maturity, listening skills, team skills, sense of humor, sincerity, concern for others)

   e. Leadership potential (e.g. initiative, contribution beyond expected responsibilities)

4. Please rate the applicant on the following five components. To whom are you comparing the applicant?

   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 ___________

Since your evaluation will become a part of the applicant's formal application, your prompt response in returning this form is essential to a timely decision. Thank you for your assistance.
This page is blank.