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The Kellogg School of Management
Application for Entry in Fall 2007 12
This application may be used to apply for entry in 2007.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>All application materials due by...</td>
<td></td>
<td></td>
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Interview**

<table>
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<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Complete your on-campus interview by...</td>
<td>Dec. 18, 2006</td>
<td>March 9, 2007</td>
<td>April 16, 2007</td>
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</tbody>
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Decision

<table>
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<tr>
<th>Your decision will be rendered by...</th>
<th>Jan. 8, 2007</th>
<th>March 26, 2007</th>
<th>May 7, 2007</th>
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Deposit

<table>
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<tr>
<th>Your tuition deposit is due by...</th>
<th>April 2, 2007</th>
<th>April 30, 2007</th>
<th>Three weeks after the date of the decision letter</th>
</tr>
</thead>
</table>

**To request an off-campus interview:** There are two parts to the Kellogg application. In order to request an off-campus interview, please complete and submit Part 1 of the application. Be sure to check the box requesting an off-campus interview. Submitting Part 1 of your application prior to the completed application deadline is preferred and allows for your alumni interview request to be processed in a timely manner. However, Part 1 may be submitted up to the completed application deadline date. Alumni interview assignments may take from two to six weeks to process depending on demand and location. Requests submitted after the preferred request date will likely experience a longer wait to receive an interview assignment.

**To request an on-campus interview:** Please call the Office of Admissions at 847.491.3308. During our peak season, appointments may fill four to six weeks in advance. Chicago-area applicants must interview off-campus, but are encouraged to visit Kellogg.

ONE-YEAR AND INTERNATIONAL APPLICANTS

We strongly recommend that One-Year and international applicants apply by January 5, the second 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.
PROGRAMS

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 an accelerated MBA program for candidates who have clear and consistent career goals and have completed the requisite coursework either through undergraduate or graduate coursework. While most 1Y students have undergraduate business degrees, the 1Y program is open to both undergraduate business majors and non-business majors. All candidates must have graduated within the last seven years and must have completed accounting and at least five of the following six courses: finance, marketing, operations, statistics, economics, and organizational behavior.

The seventh course may be completed upon enrollment as a non-credit class, either during the summer quarter or as an additional class during the fall quarter at our downtown Chicago campus through the part-time MBA program. The scheduling of the class will be determined by the Student Affairs Office depending on timing and availability.

The Office of Admissions will determine eligibility on a case-by-case basis by reviewing transcripts and work experience for candidates who do not have the requisite coursework; however, preference is given to those who fulfill the academic eligibility requirements. Candidates should submit supporting information to the Office of Admissions to determine eligibility prior to applying and include the phrase “1Y Eligibility.” Because the 1Y program does not include a summer internship, 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. For full consideration for the 1Y program, completed applications are due in the Office of Admissions by the January 5, 2007 deadline.

MASTER OF MANAGEMENT AND MANUFACTURING (MMM)

MMM is a two-year 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.

For more information on the JD-MBA program, please visit jdmba.northwestern.edu.

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 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 Office of Admissions of all names that might be used.

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 supporting documents to their applications.

The Office of Admissions encourages candidates to submit their applications electronically. Electronic submission speeds processing of 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 the 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, only one Career Progress Survey (CPS) is needed for a re-applicant. This CPS must be from a different recommender than in previous applications. Lastly, the evaluative interview is not required if one has been completed within the past 18 months; candidates may re-interview if they wish. If you would like to use your interview from the previous year, please email ksm-aao@kellogg .northwestern.edu. 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 Surveys, 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 5 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.

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.
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. Submitting Part 1 of your application prior to the official application deadline is preferred and allows for your interview request to be processed in a timely manner. 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 may be offered an interview by invitation only or receive 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 via email.

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 TRANSCRIPT

Official academic transcripts from all colleges, universities and professional schools previously or currently attended are required. Transcripts for study-abroad programs are not required if the grades are included in the transcript of the degree-granting institution. 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. Please note that submitting the completed Academic Transcript Request Form with the transcript is strongly encouraged but not required.
TEST OF ENGLISH AS A FOREIGN LANGUAGE
(TOEFL)
Proficiency in reading, writing and speaking English is required. Classes and group work require strong English language skills. A valid score for the TOEFL is required for international applicants whose native language is not English AND who have not received a university degree in one of the following countries: Australia, Canada (not including Quebec), England, Ireland, New Zealand, Scotland, South Africa, the United States and Wales. TOEFL scores are valid for two years.

While we strongly encourage international candidates to take the TOEFL, we will grant exemptions for candidates who graduated with an undergraduate degree in which English was the only language of instruction AND who have worked three consecutive years within the last five years in an English-speaking country where business was conducted in English. Please note that the Admissions Office reserves the right to request a TOEFL score if additional information is required to assess one’s English skills.

Candidates who fulfill the requirements for a TOEFL exemption must indicate such in the Additional Information section of the application. Candidates also must submit documentation from the university that all courses were taught in English.

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

APPLICATION FEE
Candidates using online applications remit payment electronically with the application and should not send the fee directly to Kellogg. Paper applications require the submission of a non-refundable fee of U.S. $225. This fee must be paid in the form of a check or money order drawn on a U.S. bank and made payable to Northwestern University. The applicant's name should be clearly printed on the check or money order. Credit cards or wire transfers are not accepted.

ADMISSION DECISIONS
Admission decisions will be sent electronically by the corresponding decision date. To ensure confidentiality, decisions are not released over the phone. A non-refundable enrollment deposit of U.S. $1,000 will be due according to the date located on the chart on page 3.

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 important questions about academic and student life. 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 15–18, 2007 and April 26–29, 2007. 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. Approximately 72 percent of enrolled students currently receive financial aid.

ESTIMATED EXPENSES
Tuition and living expenses for the 2006-2007 academic year are estimated below.

2006-2007 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>$41,115</td>
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<tr>
<td>Room and Board</td>
<td>$14,190</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>$1,647</td>
</tr>
<tr>
<td>Computer Equipment*</td>
<td>$2,500</td>
</tr>
<tr>
<td>Travel</td>
<td>$1,266</td>
</tr>
<tr>
<td>Personal and Health</td>
<td>$4,896</td>
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<tr>
<td>Federal Stafford Loan Fees</td>
<td>$186</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$65,800</td>
</tr>
</tbody>
</table>

* 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>$54,820</td>
</tr>
<tr>
<td>Room and Board</td>
<td>$18,920</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>$2,196</td>
</tr>
<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>$5,896</td>
</tr>
<tr>
<td>Federal Stafford Loan Fees</td>
<td>$372</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$86,392</td>
</tr>
</tbody>
</table>

JD-MBA program tuition information is available at jdmba.northwestern.edu.

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

The Kellogg Office of Financial Aid will begin making provisional financial aid decisions by mid February. 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 to U.S. citizens and permanent residents. 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 forego 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. The Kellogg Scholarship Application is the only required application form 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
The prestigious F.C. Austin scholarship is awarded to 20 outstanding men and women admitted to the Two-Year and MMM programs who are preparing for careers in management. Established in 1929 by Frederick C. Austin, these scholarships, totaling $36,000 for the two academic years, 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. Recipients are selected on the basis of academic excellence, demonstrated leadership and community service.

PETER L. FRECHETTE SCHOLARSHIP
The Peter L. Frechette Scholarship provides the total tuition for each academic year to an exceptional entering student in the Two-Year MBA Program, based on merit.

DAVID F. AND MARGARET T. GROHNE FAMILY FOUNDATION SCHOLARSHIP
The David F. and Margaret T. Grohne Family Foundation Scholarship provides the total tuition for each academic year to an entering student in the Two-Year MBA Program, based on merit. Preference is given to an incoming student who is a U.S. citizen by birth, has completed a non-business major at an undergraduate institution, and who has demonstrated leadership potential and scholastic achievement.
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 2Y and MMM Programs. The recipients of the scholarships are awarded $10,000 for each academic year. All admitted international applicants are considered for this merit-based scholarship during the admissions cycle.

FORTÉ FOUNDATION/KELLOGG SCHOLARSHIPS
The Forté Foundation and Kellogg offer scholarship opportunities to women who are pursuing full-time MBA studies at Kellogg. The Admissions Committee considers exceptional women, who have been admitted to Kellogg, for the Forté Foundation scholarship. The Kellogg Forté scholarship amount is $15,000 per academic year. For more information about the Forté Foundation, visit fortefoundation.org.

KENNETH J. LESTRANGE, SR., SCHOLARSHIP
The Kenneth J. LeStrange, Sr., Scholarship was established to provide financial support for an outstanding incoming student pursuing full-time MBA studies at Kellogg. The recipient of this merit-based scholarship is awarded approximately half of the current Kellogg tuition amount for each academic year. No additional application is required.

MITTAL SCHOLARS PROGRAM
Funded by the Mittal Steel Company, the Mittal Scholars Program fosters education in the area of global leadership and management in emerging markets. These scholarships are primarily merit-based awards for incoming students in the full-time 2Y and 1Y MBA and MMM programs who have a background or demonstrated interest and potential for working in an emerging-market country. A committee comprised of Kellogg faculty members and administrators selects the recipients for these scholarships. The scholarship supports approximately half the tuition for each academic year and includes activities exclusively for Mittal scholars. No additional application is required.

DIVERSITY GRANTS AND SCHOLARSHIPS
A grant and scholarship program to attract students that enhance the diversity of our student body is sponsored by the Kellogg School, as well as a number of corporations and foundations. Among the corporate-sponsored scholarships available are the Citigroup, Exxon, Goldman Sachs, and Morgan Stanley as well as the Toigo Foundation Fellowships. These awards are presented to students that demonstrate academic excellence, career advancement and leadership ability. Additionally, some scholarships require the student to demonstrate financial need.

ENDOWED AND ANNUAL SCHOLARSHIPS
The Kellogg School administers more than 95 corporate or individually funded scholarships. These funds provide crucial financial support to many of our students.

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 Perkins Loan and the Northwestern University Loan. Most loans are awarded based upon financial need. For more information, visit studentloans.northwestern.edu.

APPLYING FOR FINANCIAL AID
To be considered for financial assistance, all admitted students must complete the steps outlined below, but not before January 1, 2007.
1. All admitted students that are U.S. citizens and permanent residents must submit a completed 2007-2008 Free Application for Federal Student Aid (FAFSA). The FAFSA requires your 2006 tax information. Estimates are acceptable, but you must revise your FAFSA application with your completed tax return. Kellogg does not require parental information on FAFSA.

Apply online at fafsa.ed.gov.
The FAFSA code for Kellogg is 001739.

After your FAFSA has been processed, the Department of Education will send to you a copy of your Student Aid Report (SAR). The Financial Aid Office will receive a copy of your processed application only if you put the Kellogg Code on your FAFSA.

Other Required Documents
In addition to the FAFSA (for U.S. citizens and permanent residents) all students requesting financial aid will need to submit the following documents.
1. 2007-2008 Kellogg Application for Financial Aid. A copy of this application will be online.
2. A signed copy of your 2006 Tax Return or an income statement from your employer.
3. W2(s)
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 6 must be mailed to Kellogg in one envelope labeled “online application.”

For a paper application, checklist items numbered 1-9 must be mailed to Kellogg in one envelope labeled “paper application.”

Checklist items 10 and 11 should be submitted to Kellogg by the appropriate sources.

Part 1:

1. Data form
2. U.S. $225 nonrefundable application fee
3. Request off-campus interview by completing Part 1 (checklist items 1 and 2) or call to schedule an on-campus interview.

Part 2:

4. Release of Contact Information
5. Essays
6. Transcript(s)
7. Résumé
8. Career Progress Surveys (two required)
10. GMAT scores ordered

If applicable:

11. TOEFL scores ordered
12. 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
jdmba.northwestern.edu
Doctoral Program
Phone: 847.491.2832
kellogg-phd@northwestern.edu
kellogg.northwestern.edu/doctoral

PART-TIME PROGRAMS
Executive MBA Program
Phone: 847.467.7020
emba@kellogg.northwestern.edu
kellogg.northwestern.edu/EMBA

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
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)
tofl@ets.com
tofl.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 impressed 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.

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 during the fall, winter and spring quarters.

DIRECTIONS TO CAMPUS

Air
From O’Hare Airport, call Continental Air Transport/Airport Express bus (312.454.7799) for fares and schedule. The 303 Cab Company (847.256.0309) 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.

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.”) For more information, see chicagotransitauthority.com.

ACCOMMODATIONS

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)

Best Western University Plaza 847.491.6400
1501 Sherman Ave., Evanston, IL 60201 (8 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)
Name __________________________________________

First __________________________________________
Middle ________________________________________
Last ____________________________________________

Preferred Name __________________________________

Birth date________________________ Social Security number __________________________

Month / Day / Year U.S. citizens or permanent residents

Gender* ________________________________________ Male / Female

Current mailing address

Street Address __________________________________________
Apt. # ____________________________________________

City __________________________ State __________ Zip __________
Country (if foreign) __________________________

At this address until what date? ____________
Home telephone __________________________________

Month / Year Area Code / Number

Business telephone

Area Code / Number

Mobile telephone __________________________________

Area Code / Number

Email __________________________________________

Permanent mailing address  □ Check here if same as current

Street Address __________________________________________
Apt. # ____________________________________________

City __________________________ State __________ Zip __________
Country (if foreign) __________________________

Telephone number __________________________________

Area Code / Number

Academic Information

Institution granting undergraduate degree __________________________________________

Major __________________________ Date received ____________ Cumulative GPA ____ out of ____

Month / Year

Degree: □ BA □ BBA □ BS □ Other __________________________

Institution granting graduate degree __________________________________________

Major __________________________ Date received ____________ Cumulative GPA ____ out of ____

Month / Year

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

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

□ Full-time □ Part-time

For office use only

W . . . . . . . . . . . . . . M . . . . . . . . . . . . . . G . . . . . . . . . . . . . . . . . . . . . . .
A . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .
RFD ________________ WL Y/N ______________ 2 ______________
RFDHI ________________ IC ______________ 3 ______________
INC ________________ 1 ______________ Dep 2 ______________
E/D/NR ________________ ADM 200 ______________ Dep 3 ______________
DEF 200 ______________

Select one of the following programs for entry in 2007:

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

Proposed Majors

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

Citizenship

Place of Birth __________________________

□ U.S. Citizen
□ Permanent Resident:

Number of years in U.S. ______________
□ Foreign Citizen:

Country __________________________

Type of visa you hold (if applicable)

For U.S. citizens or permanent residents only

Ethnic Background*

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

Have you applied to Kellogg before?

□ No □ Yes, for admission in _____ Year

□ Full-time □ Part-time

Financial Aid

Will you apply for financial aid?

□ Yes □ No

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

### Current Employment and Career Goal

<table>
<thead>
<tr>
<th>Years of full-time work experience</th>
<th>Number of years of military experience (leave blank if zero)</th>
</tr>
</thead>
<tbody>
<tr>
<td>at time of proposed entrance <strong><strong><strong>/</strong></strong></strong> (Years/Months)</td>
<td><strong><strong><strong>/</strong></strong></strong> (Years/Months)</td>
</tr>
</tbody>
</table>

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 <strong><strong><strong>/</strong></strong></strong> (Month/Year)</th>
<th>Test Date <strong><strong><strong>/</strong></strong></strong> (Month/Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal</td>
<td>Total</td>
</tr>
<tr>
<td>Score ______ %</td>
<td>Score ______ %</td>
</tr>
<tr>
<td>Quantitative</td>
<td>AWA</td>
</tr>
<tr>
<td>Score ______ %</td>
<td>Score ______ %</td>
</tr>
</tbody>
</table>

### TOEFL

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

<table>
<thead>
<tr>
<th>Computer/Paper-Based</th>
<th>Internet-Based</th>
<th>Computer/Paper-Based</th>
<th>Internet-Based</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test Date <strong><strong><strong>/</strong></strong></strong> (Month/Year)</td>
<td>Test Date <strong><strong><strong>/</strong></strong></strong> (Month/Year)</td>
<td>Test Date <strong><strong><strong>/</strong></strong></strong> (Month/Year)</td>
<td>Test Date <strong><strong><strong>/</strong></strong></strong> (Month/Year)</td>
</tr>
<tr>
<td>Listening</td>
<td>Reading</td>
<td>Listening</td>
<td>Reading</td>
</tr>
<tr>
<td>Score ______</td>
<td>Score ______</td>
<td>Score ______</td>
<td>Score ______</td>
</tr>
<tr>
<td>Structure/ Writing</td>
<td>Speaking</td>
<td>Structure/ Writing</td>
<td>Speaking</td>
</tr>
<tr>
<td>Score ______</td>
<td>Score ______</td>
<td>Score ______</td>
<td>Score ______</td>
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<tr>
<td>Reading</td>
<td>Writing</td>
<td>Reading</td>
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<tr>
<td>Score ______</td>
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<td>Total</td>
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<tr>
<td>Score ______</td>
<td>Score ______</td>
<td>Score ______</td>
<td>Score ______</td>
</tr>
</tbody>
</table>

### 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 ____________________ (date) at ____________________ (time).
- I have completed an interview. Date of interview ____________________ Name of interviewer ____________________

### Career Progress Surveys

Applicants are required to submit two Career Progress Surveys.

<table>
<thead>
<tr>
<th>Name of recommender (1)</th>
<th>Title and Organization</th>
<th>Email</th>
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<tbody>
<tr>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Name of recommender (2)</th>
<th>Title and Organization</th>
<th>Email</th>
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<tbody>
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</table>

### Transcripts

List in chronological order all colleges, universities and study abroad programs that you have attended or are currently attending. An official transcript from each institution must be included with your application. Transcripts for study-abroad programs are not required if the grades are included in the transcript of the degree-granting institution.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Location</th>
<th>Attendance (Month/Year)</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

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</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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</table>

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

____________________________________________________________________________________________________________
____________________________________________________________________________________________________________
____________________________________________________________________________________________________________
____________________________________________________________________________________________________________

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

____________________________________________________________________________________________________________
____________________________________________________________________________________________________________
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____________________________________________________________________________________________________________
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: RELEASE OF CONTACT INFORMATION

Name

First Middle Last

Birth date __________ / __________ / __________

Month / Day / Year

Release of Contact Information:

☐ Yes — Upon admission to the Kellogg School of Management, I grant permission to the Office of Admissions to release my name and contact information to student organizations, alumni, scholarship organizations, and faculty and staff at Kellogg for the purposes of student and alumni contact, alumni events, etc.

☐ No — Please do not release my contact information to any organization outside of the Office of Admissions.
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.

* In addition to essays 1, 2, and 3, all re-applicants must answer question 4F and two of the other essays from this grouping.

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 six questions or statements. (two to three double-spaced paragraphs for each question)
   A. What have been your most significant leadership experiences to date?
   B. Describe an ethical dilemma that you faced and how it was resolved.
   C. Outside of work, I...
   D. Describe a professional situation in which you were able to successfully persuade others to see things your way.
   E. I wish the Admissions Committee had asked me...
   *F. Since your previous application, what are the steps you have taken to strengthen your candidacy?
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

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

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

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

Date ______________ Signature ________________________________

Name _______________________________________________________

Please print your full name legibly
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
www.kellogg.northwestern.edu

To be completed by the applicant: (Use this form only when requesting a transcript from your university registrar. Please note that submitting the completed Transcript Request Form with the transcript is strongly encouraged but not required.)

Name ____________________________________________

Social Security number ________________________________

School ______________________________________________

Dates of enrollment ____________________________ Degree and year ____________________________

Language of instruction ________________________________

Applicant signature ___________________________________

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

Cumulative grade point average ____________ Cumulative rank in class ____________ out of ____________

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


ACADEMIC TRANSCRIPT REQUEST FORM
(one for each institution attended)

To be completed by the applicant: (Use this form only when requesting a transcript from your university registrar. Please note that submitting the completed Transcript Request Form with the transcript is strongly encouraged but not required.)

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**

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

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.)

This survey is used for admissions purposes only and does not become a part of the student’s permanent file upon matriculation. Applicants do not have access to this evaluation.

Name of recommender completing this form (print or type) ____________________________  
Last  First  Middle

Highest degree attained and educational institution where degree attained ____________________________

Recommender position/title ____________________________  
Company/Organization ____________________________

Recommender address ____________________________  
Business telephone ____________________________

Email address ____________________________

Professional relationship to candidate ____________________________  
Candidate job title ____________________________  
Have known candidate for years / months ____________________________

Please rate the applicant on the following 10 components. To whom are you comparing the applicant? ____________________________

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

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)