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Introduction
This guide outlines graduate student resources available at Northwestern University and the Kellogg School of Management. There are links to additional student resources on the PhD Program’s general Web site and the PhD student Intranet site:

http://www.kellogg.northwestern.edu/Programs/DoctoralProgram/CommunityResources

http://www.kellogg.northwestern.edu/doctoral/intranet/

The Kellogg Setup
The Kellogg School of Management’s full-time MBA and PhD programs are housed in the Donald P. Jacobs Center. The Jacobs Center has 17 classrooms, a student computer lab, conference rooms, a quiet study area, student lounges, and administrative, faculty and PhD student offices. Its centerpiece is the glass-topped atrium where students gather to study and socialize. The building is also equipped with Wi-Fi Internet access. Kafé Kellogg offers an assortment of foods for breakfast, lunch and dinner that caters to all tastes: American and international cuisine, vegetarian, and more.

Student office space is located within each academic department so that students have direct access to faculty and departmental resources. This close proximity enables students to become an integral part of the research culture of the department. Doctoral seminars and classes are normally held within the department’s seminar room. A list of Kellogg PhD classes is found online:

http://kellogg.northwestern.edu/Programs/DoctoralProgram/Programs/PhDClasses

Each program has an academic PhD coordinator (a professor) who can answer your questions about the overall program and curriculum.

Program Guidelines
The Program Guidelines document outlines the coursework and degree requirements for each PhD program. Students should review their program guidelines to become familiar with the overall program of study. The Program Guidelines document is found on the PhD Program Web site under the “Programs” heading and then under the particular program of study:

http://www.kellogg.northwestern.edu/Programs/DoctoralProgram/Programs

Any questions about these requirements should be directed to the PhD coordinator.

Arrival on Campus/Important Dates
Arrival on campus varies by program. Students in Accounting Information & Management, Finance, Managerial Economics & Strategy, Operations Management, and quantitative Marketing should arrive for Math Review on Tuesday, September 4. Students in Management & Organizations and behavioral Marketing are not required to attend Math Review (Microeconomics not being required coursework); therefore, international students should arrive by Tuesday, September 12, for the International Office’s orientation, and US/permanent students by Monday, September 17, for new student orientation week. What follows is a very preliminary calendar for summer and September. Dates should be finalized in late April/early May.
**Important Dates**

Sunday, July 1
- Admission Health Record form due to Health Service.

Monday, July 16
- Photo, name and degree information due for Kellogg’s photo directory.

Monday, July 30
- Order forms for Kellogg laptops due for fall delivery.

August -
Tuesday, September 25
- **For international students**, visit the International Office and register your passport within **three (3) business days** of your arrival on campus.

Tuesday, September 4 - Friday, September 21
- Math Review; 3-week course.

Tuesday, September 12 (tentative)
- **For international students**, the International Office’s orientation program. Details will be available shortly on the International Office’s Web site.

August -
Monday, September 24
- For payroll purposes, you must complete E-Verify Section 1 of the electronic I-9 form on or before Monday, September 24 (first day of classes at Kellogg). Please contact Northwestern Payroll if you require any assistance.

August –
Monday, September 24
- For payroll purposes, you must meet with Northwestern Payroll on or before Monday, September 24 (first day of classes at Kellogg) to complete Section 2 of the E-Verify process and to submit paperwork to Payroll.

August -
Friday, September 25
- Clear any registration holds you have (e.g., original transcripts to the Graduate School, register your passport with the International Office, Admission Health Record submission, etc.).

Wednesday, September 19
- The Graduate School’s orientation for entering doctoral students 9:00 a.m. - 5:00 p.m., *(lunch included)*, Pick-Staiger and Norris Center.

**Week of September 17**
- Kellogg's orientation for entering doctoral students – tentatively scheduled to begin at 10:30 a.m. with lunch to follow, Allen Center.

**Week of September 17**
- PhD Tech Camp – orientation for new PhD students on computing resources at Kellogg, 12:45 - 4:00 p.m., Jacobs Center, room TBA. *Lunch provided.*

Tuesday, September 25 - Wednesday, October 3
- Registration for new graduate students.

Monday, September 24*
- **Kellogg** PhD classes begin.

Thursday, September 27*
- **Northwestern** “non-Kellogg” classes (Economics, Sociology, etc.) begin.

*In Fall Quarter Kellogg and Northwestern classes start on different days.*
Math Review

To provide incoming doctoral students with the essential mathematical tools for their programs, the Economics Department at Northwestern offers a course during the three weeks prior to the start of fall quarter classes. This year Math Review is held Tuesday, September 4, through Friday, September 21, 2012. The class is open to any student from Kellogg who wishes to prepare for the ECON 410 (Microeconomics) sequence of classes, but Math Review is primarily for students in Accounting Information & Management, Finance, Managerial Economics & Strategy, Operations Management, and Marketing (quantitative students). The class is tuition-free. There is no need to register for this class, and no official grades are recorded.

The course covers topics in real analysis, linear algebra, optimization, and dynamics. Aside from providing mathematical tools, one of the primary aims of this course is to develop the level of mathematical sophistication necessary to conduct research in modern economics. The course will emphasize logical clarity and mathematical rigor, along with the ability to follow and construct mathematical proofs. There will be daily lectures, followed by problem sessions and daily problem sets.

Information on Math Review for summer 2012 will be available shortly. For your reference, here is information from summer 2011:

http://sites.google.com/site/toddsarver/teaching/econ-401

In certain circumstances students may be waived from attending Math Review due to their prior academic training. Waivers would be granted by the PhD coordinator for each student’s program; otherwise, attendance at Math Review is expected.

Visa Process

International students who accept the offer of admission from the Kellogg School of Management will need to apply for a visa to study in the United States. They should apply for this visa as soon as possible. All fall 2012 doctoral enrollees must submit their I-20/DS-2019 requests to the International Office School by June 1, 2012.

The Graduate School at Northwestern University provides a nice introduction for international students on their Web site regarding services and English language and cultural programs, housing, and other issues concerning matriculation:

- For all enrolling graduate students: http://www.tgs.northwestern.edu/admission/admitted_students/

- For all enrolling doctoral students (specific information relating to their program of study):
  http://www.tgs.northwestern.edu/admission/admitted_students/phd/

The International Office at Northwestern University assists students and faculty with the visa process. The first step would be to visit the International Office’s Web site: http://www.northwestern.edu/international/. Once on this site, you want to access the link for “New Students” and complete the I-20/DS-2019 Request Form.

IMPORTANT: When entering information into the request form, in the section that requests the “Program,” make sure you select “The Graduate School (TGS): PhD” in the dropdown menu. Do not select any programs from “Kellogg,” which are tied to MBA study. The PhD Program at Kellogg falls under the Graduate School at Northwestern University.

Once completed, this form, along with a pdf/scanned copy of your Kellogg offer letter documenting your financial support, should be sent by e-mail to the International Office: intadmit@northwestern.edu.
Once this form is received by the International Office, processing time for the visa documents is about 10 business days or two weeks. **Please note that the earliest you can enter the country is August 13, 2012 (tentative).** The program start date is universally set for graduate students and that date is tentatively scheduled September 12, 2012. You can enter the country 30 days before (8/13/12). Although Math Review starts Tuesday, September 4, we cannot change the program start date any earlier to accommodate Math Review students.

**For Current US Visa Holders:** If you are currently enrolled in a college/university in the US, have recently graduated from a college/university in the US, or completed or are completing a period of Optional Practical Training (OPT) or Academic Training (AT), you must transfer your SEVIS record to Northwestern University. To initiate your transfer, ask your current (or previous) institution’s International Student Advisor to complete the **Transfer Form for Northwestern.**

The **International Office will not accept an I-20/DS-2019 Request for a student transferring unless the student completes and includes the Transfer Form with the request.** The student must indicate a “SEVIS Release Date” on the Transfer Verification Form which will inform the International Office when they will be given access to your SEVIS record. Processing time for current visa holders will be 10-business days from the SEVIS Release Date.

Any questions regarding the I-20/DS-2019 process can be directed to Susan Jackman, Administrative Director, Office of Doctoral Studies, Kellogg School of Management. She can be reached by telephone at 847-491-2832 or by e-mail at s-jackman@kellogg.northwestern.edu.

The International Office at Northwestern has a great deal of information helpful to new students, so you are strongly encouraged to visit their Web site: [http://www.northwestern.edu/international/](http://www.northwestern.edu/international/)

**Evanston Community**

Living in such a diverse area, Northwestern students have many options concerning housing, shopping, and entertainment. Housing is discussed in more detail in a separate section.

The City of Evanston has a population of 74,000 people and is characterized by small-town friendliness but with the benefits of what a larger city can provide. For more information on Evanston demographics, please visit this link:


Evanston caters to the Northwestern University student community by providing affordable housing and student discounts at stores. Evanston’s main shopping district is located conveniently to Northwestern’s campus and offers a variety of dining experiences, recognizable brand-name stores, and small boutiques catering to many tastes. Many new condos, movie theaters, and restaurants have been added to the Evanston skyline in recent years. Evanston has a stunning natural setting along Lake Michigan which provides miles of running/biking trails, a boat launch, boat rentals, and beautiful, sandy beaches. For more ideas for fun stuff to do in Evanston, visit:

Chicago Community

Evanston’s close proximity to Chicago provides even more resources for students. Chicago is the third largest city in the United States and the country’s second largest financial center and headquarters for some of the nation’s largest banks, brokerage houses, and consulting and commodity firms. Additionally, Chicago is home to two top business schools: the Kellogg School of Management, Northwestern University, and the Booth School of Business, University of Chicago.

Chicago is known for its “neighborhoods”: Lincoln Park (the heart of Chicago’s North Side includes shopping, the zoo, the park, and restaurants), Streeterville (high-end shopping featuring Water Tower Place), Gold Coast (Magnificent Mile – Michigan Avenue – expensive shopping and restaurants, Oak Street Beach), Wrigleyville (shopping and ethnic cuisine and the home of the Chicago Cubs), Loop (business/commercial center), River North (Chicago’s version of New York’s SoHo with many art galleries, dance clubs, trendy restaurants and Merchandise Mart), and many more.

Chicago also offers lots of opportunities for fun with its many museums, art galleries, beaches, parks, musical festivals and neighborhood fairs, theater (“Broadway in Chicago” and the Steppenwolf Theater), Second City Comedy Club (the training ground for many comedians from the television show “Saturday Night Live”), dining (“Chicago-style” pizza), and sports (football, baseball, basketball, hockey, and more!). For more details on things to do in Chicago, visit:

http://www.choosechicago.com/things-to-do/

International students feel at home within Chicago’s Asian, Hispanic, Indian, Irish, Polish and Middle Eastern communities that provide ethnic grocery stores, restaurants, shopping and cultural outreach opportunities for students and their families.

Purple Pages – Guide to Life Outside of Kellogg

Kellogg MBA students assembled a community resource guide for the MBA students and their families called the Purple Pages:

http://www.kellogg.northwestern.edu/Serial/PurplePages

The Purple Pages contains guides to restaurants, cafes and coffee shops, pubs and bars, and shopping in Evanston. Information concerning banks, housing, health clubs, and more is included. You might want to take a look at Evanston Downtown, which highlights resources for housing, dining, shopping and more:

http://downtownevanston.org

Northwestern University Graduate Student Association (NUGSA)

Graduate students at Northwestern have pulled together resources for the graduate student community at Northwestern. There’s information on clubs and organizations, intramural sports, professional development opportunities, events, resources for graduate students and parents, and more:

http://nugsa.wordpress.com/about-2/
**Dress Code/Weather**
The academic environment at Kellogg is very casual and friendly. There is no formal dress code. Students often wear jeans, khakis, and shorts for every day. PhD students who are making a formal presentation to the faculty or are teaching should dress more formally.

And we also have a saying in Chicago: “If you don’t like the weather, wait five minutes because it will change!” Evanston is located near Lake Michigan, and the lake greatly affects the weather in the area. It keeps us cooler in the summer and warmer in the winter. In the summer, we can have temperatures (Fahrenheit) in the 80’s and 90’s, and in the winter, we have daytime temperatures in the 30’s and 40’s. You will definitely need to invest in a warm coat for the winter months. And yes, it does snow in Chicago, but that makes it fun for winter sports, such as ice skating, cross-country skiing, sledding, and more!

**Homestay Program**
For international students looking for temporary housing when they arrive in the US, there is the "Homestay" program. This program is administered by the Community Council for International Students, which is an all-volunteer group of women and men dedicated to making you feel welcome in this country and at Northwestern University. You are housed by a local individual or family for 2-7 days before your permanent housing is available. Information is available online:

http://www.northwestern.edu/international/ccis/

The application for the Homestay Program is available below:

http://www.northwestern.edu/international/ccis/CCIS%20Homestay%20Application_2006.pdf

**Housing**
Evanston is definitely a university town, so there are a wide variety of housing options available to you depending on what you are looking for and where you want to live. Evanston is also close to Chicago, if you would prefer to live in the city. When speaking with doctoral students, they feel that it is better to live close to campus during the first couple of years while you are taking classes because you will be spending many hours at the Jacobs Center. During your third year, you will be pursuing research full time, so your schedule will be more flexible and allow for a varying travel schedule. These are things to keep in mind when considering locations.

**Transportation**
When determining housing, you should consider public transportation options, such as the U-Pass. Evanston is a great hub for public transportation that includes buses, shuttles, and trains. Northwestern’s campus is in a good location for accessible transportation, including University shuttles that provide transportation around Evanston and to the Chicago campus. The City of Evanston has a Web site devoted to getting around Evanston using public transportation:

http://www.cityofevanston.org/evanston-life/directions-transportation/

More information about transportation is found on the PhD student Intranet site; however, I do want to mention the U-Pass. Through the Graduate School, students utilize the CTA U-Pass program that provides a reduced fare card used on all Chicago Transit Authority (CTA) transportation systems: the El (elevated train/subway) and Pace buses. A mandatory student activity fee of $78 ($74 toward the U-Pass) is charged to each student’s account each quarter. The U-Pass should influence housing decisions.
Students can also drive to campus. On weekdays after 4:00 p.m. and weekends, parking is free. Students living off campus and outside the walking zone are eligible for a Northwestern parking permit. For the 2011-2012 academic year, a parking permit costs $501. Increases to the fee should be expected each year.

There is another option for parking on campus and that is parking at Ryan Field, the football stadium. Ryan Field permits are sold during the fall and winter quarters only and cost $25 for the year. There is a shuttle that takes people from Ryan Field to various spots on campus (including the Jacobs Center where Kellogg is housed), so that is a cheaper option for you. During the summer months, you can park on the main campus.

More information on transportation can be found here:

http://www.kellogg.northwestern.edu/doctrinal/intranet/NewStudent/gettingaround.htm

**On-Campus Housing**
The Graduate Housing Office at Northwestern assists students with on-campus and off-campus housing:

http://www.northwestern.edu/gradhousing/

**Engelhart Hall** is Northwestern's graduate housing facility. Apartments go very quickly, and many of the apartments are taken by international students. You should visit their Web site to see the types of apartments they have and availability:

http://www.northwestern.edu/gradhousing/housing/engelhart/

**Seabury** is another option for graduate students. Furnished studios, one-bedroom, two-bedroom, and three-bedroom apartments are available to students and their families at 605-615 Garrett or 621-623 Garrett Place. This housing is ideal for students with classes on north campus:

http://www.northwestern.edu/gradhousing/housing/seabury/

**McManus Living and Learning Center** is a building managed by the Kellogg School. Please note that housing is primarily for the MBA students and tends to be at full capacity each year. However, PhD students have found accommodations at McManus. Applications from students with children are also being accepted. McManus could accommodate a family of four pretty comfortably; any families larger should look elsewhere.

**Please note:** Housing is quite tight for McManus this year. There is also a wait list from last year to consider. Currently, the availability of apartments to new PhD students for fall 2012 is looking unlikely. If you choose to apply, you should know by late May if accommodations are possible at McManus.

More information on McManus is found at the links below:

http://www.kellogg.northwestern.edu/stu_aff/housing/

http://www.kellogg.northwestern.edu/stu_aff/housing/features.htm

The online application form is available on April 1st at the link below:

http://www.kellogg.northwestern.edu/stu_aff/housing/apply.htm
When applying, you should identify yourself as a PhD student in the drop down menu under "enrolled program." Contacts at McManus are Janet Olson (janet-olson@kellogg.northwestern.edu) and Cathy Gluckman (c-gluckman@kellogg.northwestern.edu). They will be in touch with you directly about an apartment. Please tell them that you are an incoming Kellogg doctoral student when you contact them.

**Off-Campus Housing**
Northwestern University does not provide an apartment finding service. However, there are a number of off-campus resources online:

[http://www.northwestern.edu/offcampus/](http://www.northwestern.edu/offcampus/)

**The Student Affairs Office** at Kellogg has a Web site for the MBA students with tips for locating off-campus housing:

[http://www.kellogg.northwestern.edu/stu_aff/housing/offcampus.htm](http://www.kellogg.northwestern.edu/stu_aff/housing/offcampus.htm)

**The International Office** has a Web site with information on housing and other resources for new arrivals. I suggest visiting their site as well:

[http://www.northwestern.edu/international/student/resources/arrival.html](http://www.northwestern.edu/international/student/resources/arrival.html)

You may also want to check the local newspapers for information on rentals:

- **Chicago Tribune**: [http://www.chicagotribune.com/](http://www.chicagotribune.com/) (click on “Apartments”)
- **Chicago Reader**: [http://www.chireader.com/](http://www.chireader.com/) (click on “Apartments” or “Houses/Condos”)

**Apartment People** is a free service (funded by landlords’ ads). Apartments are listed by area, price range, amenities, etc. Apartment People also provides information on neighborhoods and Evanston is included. For more one-on-one service, complete their contact form and they will search their database and suggest places to show you. They will even drive you to the apartment. If you are interested in this service, you should visit their Web site:

[http://www.apartmentpeople.com](http://www.apartmentpeople.com)

**Colfax Realty Group** provides home finding service for MBA, Law, Medical, and Graduate students. This is another free service to students looking for housing. In the drop-down menu, select “Northwestern” and “Graduate Students” and you’ll be directed to a page for “Buys” and “Rentals.” You’ll pinpoint your search, and then browse their database. Here’s the link to their services:


**Roommates**
The PhD Office assists students who are looking for a roommate. Interested students should e-mail Jo Falk (jo-falk@kellogg.northwestern.edu). Jo will put you in touch with other students who are looking to share apartments, but you will have to work out all other arrangements. She will also forward any information she has on sublets and rentals from current PhD students.
Childcare Resources
The Office of Childcare, Family Resources, and Work Life at Northwestern assists graduate students who are parents with finding appropriate childcare resources for their children. The following Web site outlines the services they provide:

http://www.northwestern.edu/hr/benefits/childcare/

When you contact staff about these services, you should identify yourself as a PhD student at Kellogg. MBA students don’t qualify.

Under “Childcare Solutions,” there are tips for finding childcare, a listing of childcare programs, backup childcare resources, and financial assistance programs. A list of University funded programs is found there:

http://www.northwestern.edu/hr/benefits/childcare/solutions/

Financial assistance may be available to graduate students for the YMCA program. Those allocations are typically exhausted by January of the coming fall quarter. However, there is a wait list, so you could apply for funding in case some families drop out of the program. Some slots may still be available in the YMCA Child Care Center. Please call the YMCA for further details at 847-475-8580 or visit their Web site:

http://www.northwestern.edu/hr/benefits/childcare/solutions/ymca.html

Also referenced on the Web site above is Action for Children:

http://www.northwestern.edu/hr/benefits/childcare/solutions/finding.html

While this organization is for benefits-eligible Northwestern faculty and staff, for a fee, PhD students could use their services for childcare referrals and childcare solutions. Call 312-823-1275 to reach a designated Northwestern representative. The consultation services include the following:

- Parent consultations about the variety of state-licensed child care options available.
- Child care provider referrals that are customized to the search criteria provided by the parent.
- Up-to-date information on more than 4,500 child care centers, family childcare homes, nanny agencies, sick care, camps and before and after school programs in Cook County and the surrounding area.
- Printed resource materials to help parents throughout their childcare search, including tips for interviewing and selecting a quality provider.
- Information about financial assistance, including state subsidy programs and providers that offer sliding scale fee programs.

Childbirth Accommodation Policy
The Childbirth Accommodation Policy, instituted by the Graduate School, applies to Kellogg doctoral students. The policy provides academic milestone extensions and, in most circumstances, continued financial support to eligible women graduate students who are candidates for doctoral degrees and give birth during their eligibility. More details regarding the policy and the academic accommodation period are provided here:

http://www.tgs.northwestern.edu/academicservices/leave/childbirth/

Any questions about this policy should be directed to the senior associate dean of faculty and research and director of Kellogg’s Doctoral Program.
Eligible doctoral students are required to notify their PhD coordinator, dissertation chair (if they have a chair at that stage in their studies), the administrative director for the Office of Doctoral Students at the Kellogg School, and their student services representative at the Graduate School of the date of their intended time away at least sixty days prior to the expected date of childbirth.

Teaching and Research Assistance
Success as a faculty member requires development of the abilities to conduct innovative research and to be an effective instructor. Doctoral students are expected to supplement their coursework training by becoming involved in the teaching and research activities of the department during the years they are enrolled at Kellogg. As teaching and research assistants, students have opportunities to work alongside faculty in the classroom and on various research projects. These appointments are like apprenticeships; students receive “on the job” training under the guidance of the faculty.

While these are paid positions, there is an expectation that doctoral students will provide assistance to faculty. Teaching assistance, such as grading and running review sessions, is necessary to support the MBA curriculum, but it also provides experience that is necessary for development as an instructor. Research assistance supports the continued research productivity of the faculty, but it also provides first-hand experience in overcoming the hurdles that researchers inevitably face. The timing of these appointments may vary among doctoral programs, and doctoral coordinators will ensure that they do not create undue interference with coursework. For any questions about the TA/RA expectations for your program, please contact your PhD coordinator.

Stipends and Taxes
Here are some basics regarding the payment schedule and tax implications of stipends. To begin with, the admission and financial aid letter you received from Kellogg outlining your financial aid package should be kept for your records when reporting the income. Stipends are paid in equal payments over 12 months (September through August). The first payment will be made at the end of September. Stipend payments are deposited on the last day of the month. If the last day of the month falls on a weekend, then your stipend will be available on the previous Friday. All payments are made through direct deposits into your bank account.

The Graduate School has information on financial aid and taxes posted on their Web site:

http://www.tgs.northwestern.edu/financial-aid/

This site should answer your questions. The Graduate School also references publications from the Internal Revenue Service (IRS) that discuss fellowships and taxes. There is information for US and international students.

For US citizens and permanent residents, fellowships are considered income, but you will not receive a W2 form and taxes are not withheld from your check unless you request it. You could deduct educational expenses (books/supplies, equipment required for attendance, etc. – save your receipts!) against your fellowship, so that would affect how you report your income. Beginning in year two, a portion of your stipend funding will be allocated toward teaching and research assistance. The IRS treats assistantships differently than fellowships – you are not permitted to deduct educational expenses (books/supplies, etc.) from the amount you report to the IRS. Your entire earnings as a teaching/graduate assistant or research assistant will be reported to the IRS. So TA/RA work is taxed as wages, and Northwestern will issue a W-2. Tuition is not taxable.

I cannot provide much guidance for international students because their tax status is based upon any tax treaties that may exist between the US and their home countries. Unless you are eligible for a US treaty agreement, Northwestern withholds 14 percent federal tax and 3 percent Illinois tax from your fellowship stipend for tax
purposes. International students receiving scholarship earnings or who have claimed a treaty for earned wages will receive a 1042-S for the calendar year.

Because of these complexities, all students should refer to the Graduate School’s Web site for information concerning their tax status or the following publication: Internal Revenue Service Publication 970, Tax Benefits for Higher Education:

http://www.irs.gov/publications/p970/

International students should also visit the Web site of the Payroll Office at Northwestern University for more information regarding taxation:

http://www.northwestern.edu/hr/payroll/nonresidentinfo.html

Payroll has some helpful links with more information concerning tax treaties and other questions for nonresident aliens, such as a link to the IRS Publication 519 US Tax Guide for Aliens:

http://www.northwestern.edu/hr/payroll/p519.pdf

Please note: Questions concerning taxes should be directed to the IRS by calling 800-829-3676. Questions concerning tax treaty agreements should be directed to Northwestern’s Payroll Office. They are located at 720 University Place. The Payroll Office can also be reached by phone at 847-491-7362. The PhD Program Office cannot provide any tax advice other than providing direction to the resources available through the Web resources above.

**Student Loans**

Federal student loans are available to qualified US citizens and permanent residents with financial need. Applicants for federal student loan funds must submit the Free Application for Federal Student Aid (FAFSA) on an annual basis. Here’s the link to FAFSA:

http://www.fafsa.ed.gov

Applicants for federal student loans should refer to the Graduate School Web site to obtain the application forms and supporting materials:

http://www.tgs.northwestern.edu/financialaid/studentloans/

International students are not eligible for federal student loans, but they may be eligible for alternative loans. The approval of these loans is based on creditworthiness. Students may apply under their own signature, but if not initially approved, may need to apply again with a credit-worthy cosigner. A student’s eligibility is determined by subtracting any aid to be received for the loan period (including other loan funds) from the determined cost of education.

Please note: Federal student loans from previous undergraduate or graduate programs can be deferred upon joining the PhD Program. Once you are registered as a full-time student in September, the Registrar at Northwestern (Rebecca Crown Center) can provide the necessary University signature attesting to your full-time status.
### External Funding Opportunities
The Graduate School’s Financial Aid Office has information concerning external funding sources available on their Web site:

http://www.tgs.northwestern.edu/financialaid/fellowshipsandscholarships/externalfunding/

Additionally, the Office of Fellowships at Northwestern assists students in locating national and international fellowship competitions. Some fellowships provide funding to attend graduate school; others allow you to study or to conduct research overseas to gain practical experience in your field of study. The Office of Fellowships has a Web site:

http://www.northwestern.edu/fellowships/

The Office of Fellowships assists all graduate students who are part of the Graduate School. If you speak to one of the staff members in the Office of Fellowships, please make sure you tell them you are a PhD student. If you identify yourself as a Kellogg student, they may assume you are an MBA student, and MBA students don’t qualify.

You should look to the closest field describes research area to identify fellowship opportunities. Additionally, there are national databases you can tap into:

http://www.northwestern.edu/fellowships/fellowships/databases%20and%20resources.html

Eligibility requirements vary. Some opportunities may exclude business school students, so read eligibility and requirement sections very carefully. The Office of Fellowships also has a listserv, so I strongly encourage subscribing to the listserv for information on fellowship opportunities. Email the listserv address (listserv@listserv.it.northwestern.edu); leave the subject BLANK; in the message, type "SUBSCRIBE fellowships (firstname) (lastname)".

### Conference Travel Grants
When appropriate, the Kellogg School provides funding for students to attend conferences. The Dean’s Office looks to the individual departments/programs to provide this type of funding. Please contact your PhD coordinator if a conference opportunity becomes available to you or you have an interest in attending a particular conference due to the research focus and professional development opportunities.

For those students who have been asked to present a paper at a conference or at another research institution/university, the Graduate School provides funding matched by the student’s department. **Please note:** The student must be making a presentation on behalf of Northwestern University, so just “attending” a conference would not qualify you for this type of funding.

Students must present a budget with their application to the Graduate School and the amount to be provided by the department. For the 2011-2012 academic year, the maximum amount matched by the Graduate School was $700; so possibly $1,400 in funding could be provided if the travel budget calls for it. This Conference Travel Grant is a great opportunity for students, and I encourage you to visit the Graduate School’s Web site for more information:

**Student Health Insurance Plan**

Northwestern University requires that all full-time students have health insurance; it’s the major medical or hospitalization plan. For routine medical care, students should use the Northwestern student clinic (more information is provided later). Referrals to other doctors, if needed, would be made through the Northwestern student clinic or Searle/Student Health.

- **US or Permanent Residents**
  You can have your own private health insurance plan or enroll in the Northwestern Health Insurance Plan. With the private medical insurance plan, you must provide proof of comparable insurance coverage in order to be waived from Northwestern's plan. **You will enroll in the health insurance plan via CAESAR, the online student enterprise system.** CAESAR is also used for class registration. Your NetID and password will give you access. **Students must enroll in the plan or decline coverage by October 1, 2012.**

- **International Students**
  The Vice President for Student Affairs has mandated that effective the 2012-2013 academic year, all first-year incoming international students must purchase health insurance from the University recommended vendor, Aetna Student Health. There will be no exceptions. The Vice President has also mandated that these same first year incoming international students shall maintain coverage from Aetna Student Health (or an alternative vendor selected by Northwestern University) for the entire time they are studying at Northwestern. **International students will be automatically enrolled in the plan.**

Rates have not been determined for the 2012-2013 academic year. For 2011-2012, the Aetna Student Health Plan costs $2,584 for the year for students with a $250 deductible. Coverage is also available for a student’s spouse/partner ($5,164) and children ($3,232 per child).

**Part of your financial aid package from Kellogg includes coverage of this health insurance fee.** Please note that Kellogg covers the health insurance fee for the student only; fees for dependents are not covered by Kellogg’s financial aid package. **Kellogg does not cover the cost of the deductible or “out of pocket” expenses.**

Upon satisfaction of the deductible, the plan will pay 80% of covered medical expenses. The maximum out of pocket cost a student will incur is $1,000, not including the $250 deductible. This provision does not apply to prescriptions or behavioral health; there is no out pocket maximum for these two benefits.

More information about the health insurance plan is available on the Graduate School’s Web site:

[http://www.tgs.northwestern.edu/studentlife/health/](http://www.tgs.northwestern.edu/studentlife/health/)

**Health insurance coverage will begin on September 1, 2012.** For any questions regarding health insurance, please contact the Health Insurance Office at Northwestern. Their phone number is 847-491-2113.

**All Kids Healthcare Program**
The State of Illinois also has a plan to provide affordable health insurance coverage to children living in Illinois. Here's a link to the site:


You can read more about this opportunity to see if this insurance plan is sufficient for your child or children. I don’t have information on private health insurance plans, so you would have to do your own research.
Health Service/NU Medical Clinic
Northwestern has a medical clinic where students receive general medical services through Health Service. Those services are covered by student tuition fees (paid for by Kellogg). Information on the clinic and services offered is available here:

http://www.nuhs.northwestern.edu/evanston/default.aspx

Computer Resources/Laptop Program
PhD students have access to network systems and databases at Kellogg and Northwestern to conduct their research. PhD students have access to computers and printers within the PhD student offices and the Kellogg Computer Lab. In September Kellogg Information Systems (KIS) offers a computing orientation (PhD Tech Camp) for incoming PhD students to introduce them to the general technology environment at Kellogg. There is also a Research Computing component to PhD Tech Camp.

Additionally, the Kellogg School of Management will purchase a laptop computer for all admitted doctoral students entering in fall 2012. This is a one-time only computer purchase. The timing of this purchase is determined by the student and can be acquired in the summer before year one, two, or three. Students who choose not to purchase a computer in year one will have to make use of the equipment available within the department and the Kellogg Computer Lab or their personal computers.

No substitutions may be made with the Kellogg-endorsed laptop model; therefore, any individual laptop purchases made by students outside of the Kellogg Laptop Program are not eligible for reimbursement. The new model (Lenovo) is available in the summer – model type will be announced in June and the order will be handled within the PhD Program Office c/o Susan Jackman. Laptops purchased are the property of the students who are in good academic standing, and technical support will be provided by Kellogg Information Systems (KIS), Kellogg’s IT group. More information about the laptop will be provided later in spring when details have been finalized with KIS.

Links to computer resources from KIS are outlined here:

https://kis.kellogg.northwestern.edu/Pages/Home.aspx

Doctoral students fall under the “faculty support” areas at Kellogg for computer support and services.

Research Computing and Research Resources
Kellogg has a Research Computing group that assists faculty and doctoral students with their research needs. Research Computing maintains the various research resources and facilities available at Kellogg in addition to supporting their use, educating users, and troubleshooting in statistical computing. I suggest visiting the Web site for more details on the services offered:

http://www.kellogg.northwestern.edu/researchcomputing/

Another resource is a handy document available online that outlines the Research Computing group, data sources available, computing platforms, statistical and research software, facilities (including the Behavioral Lab), and subject pool:

http://kellogg.northwestern.edu/researchcomputing/docs/RC_resources.pdf
Professional Development Resources
During their years at Kellogg, our doctoral students have transitioned from students to colleagues due to the professional development and mentoring they received from our faculty – they emerge as researchers and teachers in their own right. Professional development workshops, sponsored by The Graduate School, include graduate student success strategies, writing tips, presentation skills, dissertation boot camp, English as a Second Language (ESL), working with research advisors, teaching excellence, job market tips, career exploration and job searching, and more.

More information on these programs is found online:

http://www.tgs.northwestern.edu/prof-dev/nu-directions/index.html

Writing Resources
The ability for scholars to communicate complex research ideas in a clear manner is very important. Northwestern University offers writing resources for students so that they can fine-tune their writing skills for the academic audience.

NU Write – Northwestern has consolidated many resources on writing through NU Write. This is a very comprehensive Web site for anyone who wants help with core writing skills, along with models and advice about writing for specific purposes. Materials include advice on writing, instructional handouts, quotation and citation advice, and more. NU Write has also customized their resources for the various writing communities on campus, such as Social Science or more specifically Writing in Economics and Writing in Psychology. Here’s the link to their Web site:

http://nuwrite.northwestern.edu/communities/

The Writing Place – This is Northwestern's peer tutoring center for writers. A Writing Place consultant can help students at any stage of the writing process, from talking about ideas to developing a plan to preparing the final copy. The Writing Place offers free writing advice and tutoring on a drop-in basis. The tutors are students who are experienced writers and attentive readers. They can help determine the kind of help students need, examine what they’ve written so far, and point out patterns in their writing that they may wish to modify: organization of points, sentence patterns, word choice, tone, etc. Tutors can also direct students to resources: library information, style sheets and formatting instructions, and other information on writing.

http://www-writing.northwestern.edu/

Dissertation Editors – The PhD Program Office has a list of dissertation editors who have worked with Kellogg doctoral students. The students are responsible for this fee themselves or could request funding from their dissertation advisor or department.

English as a Second Language Programs
Many graduate students at Northwestern University are international students whose native language is not English. To address this community, there are a wide variety of English as a Second Language (ESL) programs and services. Students should never hesitate in asking for help with their written and spoken English. In fact, this type of assistance is strongly encouraged by program PhD coordinators and the deans, so students should make use of these resources.
Here’s a short list of some of the programs and services available. Any questions should be directed to Susan Jackman, PhD Program Office.

**International Summer Institute** – Offered in partnership by the Graduate School and Linguistics Department, the International Summer Institute (ISI) provides an opportunity for **incoming international PhD students** to polish their spoken English skills, learn more about American academic life, and receive help with practical matters (setting up a bank account, dealing with landlords, etc.). While ISI helps students with their English, it also helps them become acclimated to Northwestern and the Evanston/Chicago area.

Here’s the link to ISI:

[http://groups.linguistics.northwestern.edu/isi/](http://groups.linguistics.northwestern.edu/isi/)

ISI is a full-time program during the month of August, and is highly recommended for nonnative speakers who have never been in an English-speaking environment. ISI attendees are with a group of other new students (many from the same countries), so they can make friends early and gently ease into Northwestern. ISI also provides social events where students will use their English and see a bit of the Evanston/Chicago area. Students receive a stipend during the month of August to offset living expenses.

Students are nominated by their program to attend, and ISI reviews all nominations and selects the incoming class.

**ESL Classes offered by the Linguistics Dept.** – There are three courses that are offered by the Linguistics Department. Students register for these classes through CAESAR. **This would be an ideal “4th class.”** These classes are offered as pass/no pass and auditing is also available.

Here’s a brochure on ESL opportunities at Northwestern:

[http://groups.linguistics.northwestern.edu/esl/brochure.pdf](http://groups.linguistics.northwestern.edu/esl/brochure.pdf)

1. **Linguistics 380: Spoken English for Nonnative Speakers** (series of three separate courses, offered in the fall, winter, and spring)
   These courses address all aspects of oral language skills, from informal conversational English to formal academic English. The goal of these courses is to significantly improve nonnative speaker intelligibility (the ability to be easily understood by others), improve the interactions students have in English, increase students’ comfort and confidence in speaking with Americans, and further refine skills involved in fluency and comprehensibility in conversation.

2. **Linguistics 381: Written English for Nonnative Speakers** (Offered in the spring)
   This course focuses on written argumentation skills needed by graduate students for writing class assignments, journal articles, theses, and dissertations, as well as all other aspects of academic writing. The class is tailored to the particular skills and needs of the students enrolled in the course. Work on assignments for other classes, research papers, and thesis chapters are incorporated into the class plan.

3. **Linguistics 480: American Academic Culture** (Offered in the winter)
   This course is a collaboration of the Department of Linguistics and the Searle Center for Teaching Excellence that provides an opportunity for students to learn about culture and language issues specific to American universities while gaining valuable skills for teaching and working as a teaching assistant.
Sports and Recreation
Northwestern University’s location along the shores of Lake Michigan makes it an ideal setting for recreational sports such as swimming, sailing, beach volleyball, jogging, in-line skating, ice skating, and cycling. Northwestern University also offers sports leagues that compete at the club level and has numerous sports facilities that are free to students. The Henry Crown Sports Pavilion and Dellora A. and Lester J. Norris Aquatics Center house racquetball courts, squash courts, an indoor track, courts for tennis and basketball, an Olympic-sized swimming pool, a weight room, stair climbers, upright and recumbent bicycles, rowing machines, free weights, weight machines, and a sun deck. The Sports Pavilion has a wall of windows that face the lake – great views when working out on the treadmill.

Currently enrolled, full-time students at Northwestern University have access and automatic membership to the Henry Crown Sports Pavilion/Norris Aquatics Center or "SPAC." A portion of the tuition fee paid for by Kellogg goes toward funding the health/fitness program, which is why full-time students receive an automatic membership. Students are eligible to use SPAC, Patten Gymnasium, and Blomquist Recreation Center by presenting a valid WildCARD (Northwestern ID card) to the front desk attendant. Family members of Northwestern students have the option of paying a daily fee to gain access to the facilities rather than purchasing a membership. Here is information on SPAC:

http://www.northwestern.edu/fitness-recreation/

The Intramural Sports Program and Sports Clubs at Northwestern University offer students, faculty, and staff opportunities to participate in a variety of sports.

Sports Clubs & Intramurals: http://www.fitrec.northwestern.edu/sportclubs/index.html
Intramural website: http://www.nuim.northwestern.edu/

Cultural Opportunities on Campus
Northwestern’s Pick-Staiger Concert Hall brings in world-recognized musical acts of every genre, the Block Museum of Art presents several exhibits annually in addition to its permanent art collection, and the Theatre & Interpretation Center offers theatrical, musical and dance performances by students and renowned professionals. Here’s a link to these resources:

http://www.kellogg.northwestern.edu/doctoral/overview/culturalops.htm

Campus Bookstore
Northwestern's on-campus bookstore is located at Norris Center, Northwestern's Student Union. Your textbooks and other class materials can be purchased there. The Web address is:

http://northwestern.bkstore.com/bkstore/content
Northwestern Student Discounts
All faculty, staff, and students are required to have a Northwestern ID card. We refer to this card as the "WildCARD." The WildCARD can also be used as a debit card by setting up an account at US Bank. Additionally, your WildCARD makes you eligible for discounts on purchases and services through the WildCARD Advantage Discount Program. Discounts are available at Evanston restaurants, bookstores, hair salons, dry cleaners, hotels, etc. A complete list of vendors participating is available on the Web:

http://www.univsups.northwestern.edu/WildCARDAdv/

Look for stores displaying the WildCARD Advantage Sticker or ask if they provide discounts to Northwestern students.
Kellogg Application Statistics for Fall 2012

<table>
<thead>
<tr>
<th>Program</th>
<th>Applications Received Fall 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Information &amp; Management</td>
<td>60</td>
</tr>
<tr>
<td>Finance</td>
<td>248</td>
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<tr>
<td>Managerial Economics &amp; Strategy</td>
<td>112</td>
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<tr>
<td>Marketing</td>
<td>150</td>
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<tr>
<td>Management &amp; Organizations</td>
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<tr>
<td>Management &amp; Organizations &amp; Sociology</td>
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<tr>
<td>Operations Management</td>
<td>59</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>853</strong></td>
</tr>
</tbody>
</table>

PhD Applications Received by Program Fall 2012

- Management & Organization: 22%
- Management & Organization & Sociology: 4%
- Operations: 7%
- Accounting: 7%
- Finance: 29%
- Managerial Economics & Strategy: 13%
- Marketing: 18%
**Kellogg PhD Student Class for 2011-2012***

<table>
<thead>
<tr>
<th>Year</th>
<th>Accounting</th>
<th>Finance</th>
<th>Marketing</th>
<th>Managerial Econ &amp; Strategy</th>
<th>Mgmt &amp; Organizations</th>
<th>Mgmt &amp; Org &amp; Soc</th>
<th>Operations</th>
<th>Total</th>
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<tr>
<td>Year 1</td>
<td>5</td>
<td>6</td>
<td>5</td>
<td>6</td>
<td>3</td>
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<td>5</td>
<td>32</td>
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<tr>
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<td>7</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>27</td>
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<tr>
<td>Year 3</td>
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<td>6</td>
<td>5</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>26</td>
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<tr>
<td>Year 4</td>
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<td>6</td>
<td>2</td>
<td>3</td>
<td>7</td>
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<td>2</td>
<td>22</td>
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<tr>
<td>Year 5</td>
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<td>4</td>
<td>3</td>
<td>3</td>
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<td>17</td>
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<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
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<td>25</td>
<td>25</td>
<td>27</td>
<td>3</td>
<td>12</td>
<td>141</td>
</tr>
</tbody>
</table>

*Reflects class size in September 2011 and this doesn’t include quarterly graduations in December 2011 and March 2012.

**Kellogg PhD Students by Program 2011-2012**

- Accounting: 10%
- Finance: 23%
- Marketing: 18%
- Managerial Econ & Strategy: 19%
- Mgmt & Org & Soc: 10%
- Operations: 7%

*Reflects class size in September 2011 and this doesn’t include quarterly graduations in December 2011 and March 2012.*
DEGREE REQUIREMENTS

All Kellogg doctoral students must complete a set of required courses, pass written qualifying and oral examinations, and write a dissertation. The program requirements also include annual research presentations, summer research papers, teaching and research assistance, and other program-specific requirements.

Each of our PhD programs oversees the curriculum for its field of study and monitors students’ progress toward the degree under the guidelines of the Kellogg School of Management and The Graduate School at Northwestern University.

THE KELLOGG Ph.D. TIMELINE

With slight differences among degree requirements across programs, Kellogg PhD students progress along the same general timeline.

YEAR: 1

COURSEWORK
QUALIFYING (FIELD) EXAMINATION

YEAR: 2

COURSEWORK
INITIATING RESEARCH PROJECTS
QUALIFYING (FIELD) EXAMINATION
CANDIDACY
TEACHING/RESEARCH ASSISTANCE
PROFESSIONAL DEVELOPMENT

YEAR: 3

CONTINUE RESEARCH
RESEARCH PRESENTATIONS (DEPARTMENTAL AND ACADEMIC/INDUSTRY CONFERENCES)
FORMING DISSERTATION COMMITTEE
DISSERTATION PROPOSAL
TEACHING/RESEARCH ASSISTANCE
PROFESSIONAL DEVELOPMENT

YEAR: 4 AND 5

DISSERTATION PROPOSAL
CONTINUE RESEARCH
RESEARCH PRESENTATIONS (DEPARTMENTAL AND ACADEMIC/INDUSTRY CONFERENCES)
TEACHING/RESEARCH ASSISTANCE
PROFESSIONAL DEVELOPMENT
POSSIBLE TEACHING APPOINTMENT
DISSERTATION AND FINAL EXAMINATION
ACADEMIC JOB PLACEMENT