

Northwestern | Kellogg

DEI ANNUAL REPORT:

The Kellogg Community Experience 2020-2021





A MESSAGE FROM FRANCESCA CORNELLI

Dear Kellogg community,

I am pleased to share our inaugural *DEI Annual Report: The Kellogg Community Experience 2020-2021*. We've gathered stories from across our school and programs, and spotlighted the experiences of our students, faculty and staff. We hope the breadth of what we share in this report reflects our [commitment](#) to fostering an environment of exemplary diversity, equity and inclusion (DEI), where our entire community can feel a deep sense of belonging and have the support to achieve great things.

Pulling together this snapshot of our community experience has been an opportunity to reflect and think more broadly about Kellogg's role in advancing DEI. Our accountability is not limited by the boundaries of our campuses, and we recognize our impact as a global business school whose graduates go on to lead organizations around the world and whose faculty generate insights that shape how business is done.

DEI Is Fundamental to the Pursuit of Our Purpose

Educating leaders for a world that is increasingly complex and more connected means we must prepare them to embrace the power of teams with diverse experiences and perspectives. We are called to equip these leaders to create a sense of belonging and respect among team members, collaborating in a way that expands thinking and achieves innovative outcomes.

Our culture — which is deeply rooted in collaboration — fuels our ability to advance our purpose. When we are operating at our best, our culture fosters an empathetic mindset that informs every decision we make. However, our culture is not just about the student journey. Faculty, staff, students, alumni — we are all stewards of the Kellogg culture.

And while the long overdue reckoning with injustice and racial inequity generated tremendous alignment of intention and action in 2020-2021, this was not the beginning of our journey; it began much further in the past and will certainly stretch long into the future,

precisely because advancing DEI is deeply intertwined with what we seek to do in the world and how we hope to do it.

Our Impact

When we live into our commitment, we can have tremendous impact:

- Creating a more innovative and inspiring learning and research environment,
- Putting wiser, more capable, more effective leaders in organizations who can drive change at scale and who are unafraid to challenge the status quo,
- Shaping an engaging experience for our students, staff and faculty that enables them to excel, and
- Being a source of insight and continued learning for our alumni.

Our Ongoing Journey

Looking forward, we'll continue to work to fulfill our Kellogg commitment with rigor and transparency, as well as play our role in advancing Northwestern University's [social justice commitments](#). As an institution, we'll seek to model the behaviors and mindsets we hope to instill among our students. We'll encourage candor, mutual accountability and find inspiration from one another.

I'm proud of what we have accomplished together but certainly humble in the face of the work before us. I am grateful for the strength of this community and our shared commitment to do more.

FRANCESCA CORNELLI

Dean, Kellogg School of Management
Donald P. Jacobs Chair in Finance
Professor of Finance



A MESSAGE FROM BERNARD BANKS

Dear Kellogg community,

Our inaugural *DEI Annual Report: The Kellogg Community Experience 2020-2021* is designed to serve as an accountability tool and vehicle for fostering transparency into the school's recent efforts, current state and future aims for advancing diversity, equity and inclusion (DEI) within our community.

Kellogg's intent is to foster greatness not just within our community but wherever we interact with others. Doing so requires us to attract and develop great talent, expose the world to great ideas, and embody great behaviors habitually. This pursuit of greatness, undertaken with humility, requires true inclusion and can only be advanced when every member of our community has the opportunity to bring forth their authentic self — and is fully embraced for doing so.

Great Talent

Great outcomes emanate from great people and Kellogg continued to attract exceptional talent last year. The 2020-2021 additions to our staff, faculty and student body were outstanding. Yet we acknowledge the need to keep pushing the school's efforts to diversify each of these groups. To highlight talent within our community, Kellogg created vehicles such as the Distinguished Alumni and Black Leadership Speakers Series, providing a platform for several remarkable individuals to share their insights and experiences, making us all wiser in the process. Great talent migrates to where great support resides. And so, our 2020-2021 increases in scholarships, professional development resources and staff support all underscore this institutional commitment.

Great Ideas

Our faculty continued to foster intellectual innovation during 2020-2021. Several Kellogg faculty members published [path breaking research](#) to help us better understand the dimensions of diversity, equity and inclusion. The recent creation of a [Diversity, Equity and Inclusion Pathway](#) within our [Full-Time](#) and [Evening & Weekend](#) MBA Programs reflects Kellogg's dedication to developing curriculum and growing leaders who foster

inclusion. Additionally, new courses and workshops on topics, including bias reduction and empathetic leadership will be consistently included in our offerings.

Great Behaviors

The renowned social psychologist Kurt Lewin developed a heuristic formula that stated an individual's behavior is a function of the person and their environment. At Kellogg, we understand the importance of not only attracting people who share our beliefs but also reinforcing great behaviors. The recent creation of an Advancing DEI Award for staff is one example of how Kellogg is fostering a community-wide mindset of inclusion, self-reflection and personal growth. Kellogg's ability to educate and equip leaders who can truly engender real collaboration is highly correlated with fostering inclusion within diverse teams. Such teams are required to adroitly address complex challenges in a dynamic world. Great behaviors must always be a hallmark of the Kellogg community.

Continue Commitment

At Kellogg, we've set forth a [commitment](#) that requires us to shape and enable a community where everyone is empowered to wisely leverage the power of teams with diverse perspectives, lived experiences, and senses of belonging, and where we see inclusion as a required mechanism of effective collaboration that allows different voices to be heard and shapes better solutions to complex challenges. We made progress in each of our community experience objectives during 2020-2021. Together, we'll continue to do so in the journey ahead.

BERNARD (BERNIE) BANKS

Associate Dean for Leadership
Development and Inclusion
Clinical Professor of Management

TABLE OF CONTENTS

Understanding Our DEI Landscape	4
A Pivotal Year	5
Galvanizing Action	6
Advancing Our Objectives	9
Representation	10
Academic Exposure	14
Community Experience	15
Cornerstone Initiatives	15
New Initiatives	17
Evolving Our DEI Landscape	24
Reflections & Discoveries	25
The Path Forward	25
Join Us	25
Acknowledgements	26



SECTION ONE: UNDERSTANDING OUR DEI LANDSCAPE

Minya Nance, assistant dean of student experience strategy, addressing One-Year Program students during CIM, their orientation experience, in June 2021.

A PIVOTAL YEAR

In 2020-2021, the world experienced the monumental events of a pandemic, an economic depression, civil wars and civil unrest, natural disasters brought on by climate change, threats to democracies, and a rise in hate crimes and white supremacy.

These events revealed the particular inequity experienced by those who are poor, under-resourced and in the minority. They also revealed the systems in place that not only didn't serve or protect those communities but, in many instances, worked to suppress and harm them.

In the winter and spring of 2020, the killings of Ahmaud Arbery, Breonna Taylor and George Floyd thrust into the center the longstanding history and crisis of racism in the United States. The protests that followed — for police reform, for systemic change, for racial justice, for racial equity, for the safety of Black and brown people — resonated in communities across the globe.

This collective outcry demanded our attention, our introspection, our humility and our honesty. It demanded an understanding of the lived experiences

of our community members and the specific ways racism is experienced across countries and cultures. This broader understanding of our community — and how we want to make our impact — drove us to recommit ourselves to advancing diversity, equity and inclusion and devise a new path forward to honor that commitment.

In this report, we share the steps we took last year to redefine our commitment to advancing diversity, equity and inclusion, as well as the community-wide efforts we've undertaken to achieve a set of five-year objectives.

While we are proud of our history of advancing this work, we understand that there is progress to be made. That progress, and meaningful change, requires unyielding commitment not just by a few, but from an entire community. It also requires accountability and transparency for our actions every day.

We hope this report serves as a tool to share our progress, to be transparent with where we are in our path forward, and to hold us to account for the commitment we've set in place.

GALVANIZING ACTION

THE KELLOGG INCLUSION COALITION (KIC)

As Kellogg holds collaboration dear, we spearheaded our efforts to advance DEI at the school in a collaborative manner. In the summer of 2020, we held one-on-one conversations with roughly 800 of our stakeholders of alumni, faculty, staff, students and organizational partners to understand each individual's lived experiences, perspectives and what actions Kellogg leadership needed to take. Those conversations led to the formation of the Kellogg Inclusion Coalition (KIC), a collaborative platform with the goal of engendering Kellogg's ability to fully achieve the institution's goals as they relate to DEI.

KIC is co-chaired by Deans Francesca Cornelli and Bernie Banks '08, and comprises representatives from the entire Kellogg community, including faculty, staff, students and alumni. KIC members meet and collaborate regularly to identify, drive and advance Kellogg's DEI initiatives throughout the year, and to communicate progress with the entire Kellogg community.

Initially, KIC prioritized DEI initiatives designed to address the needs of Kellogg's Black community members due to the urgency of conditions faced by these community members. However, the intention is to continuously examine DEI of all members of our community and to determine how Kellogg can further develop and live these values.

If you have any questions about or for the Kellogg Inclusion Coalition, please direct them to KIC@kellogg.northwestern.edu.

KIC MEMBER PERSPECTIVES

Our KIC members are vital to advancing our objectives and creating an exemplary community experience. Hear from some of our members on why they joined KIC and how they seek to advance DEI as members of the Coalition.

"For me, advancing DEI has always been part of my journey. I'm passionate about discussing the nuances of business, and as a Black woman in business, I often raise the perspectives that typically aren't represented in cases. As the projected demographics continue to shift across the globe, I think about how that will transform industry and communities. I also think about how Kellogg intersects with that shift.

I joined KIC because I wanted to be part of equipping fellow alumni and the next generation of industry leaders to have a more holistic view of the world, to speak about business from a nuanced perspective and to ensure they are not leaving anyone out.

We are really at a global inflection point, and it feels natural to be part of leading that conversation."

Joi Freeman '20

"I joined the Kellogg Inclusion Coalition because I love Kellogg and believe deeply in the mission of creating a safe, equitable and inclusive environment for our whole community. I hope to advance DEI at Kellogg specifically within the student experience, ensuring that each student's unique identity and perspective is engaged wholly. When students feel invited to bring their whole selves into Kellogg, we better live our mission to educate and equip future business leaders to understand the power of diversity and leverage that power through empathy, effective communication, and courage to do what's right for business and for people, even when it's difficult. The members of KIC are dedicated, diverse members of the Kellogg community who themselves bring a vast array of experiences, passions and perspectives that will challenge the status quo and seek to hold us and our community accountable to this mission."

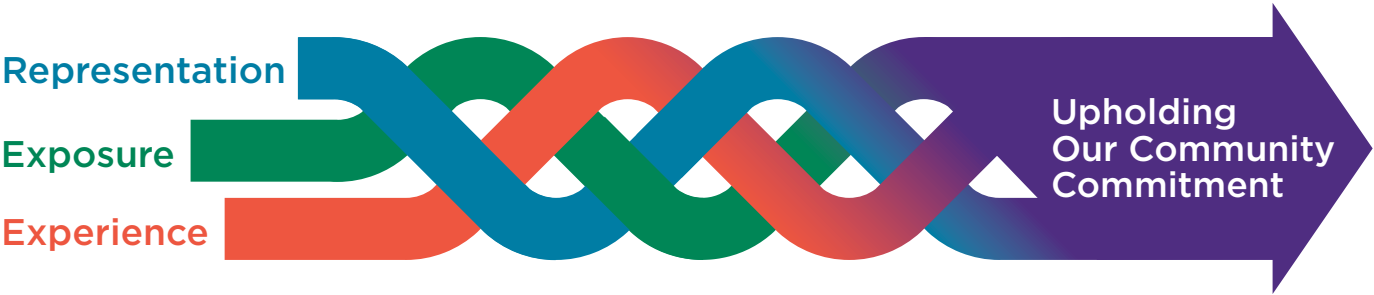
Minya Nance, Assistant Dean of Student Experience Strategy

"I joined KIC because I felt it was the least that I could do in my position both professionally and societally to help further promote diversity, equity, and inclusion, and I hope to advance DEI through concrete and material solutions rather than incremental and symbolic ones, to make the university a more equitable place."

Adam Waytz, Morris and Alice Kaplan Chair in Ethics and Decision Management

KELLOGG’S FIVE-YEAR OBJECTIVES

From our conversations with stakeholders in the summer of 2020, we began to understand that our work of advancing DEI would fall under three primary objectives:



**INCREASE REPRESENTATION
AMONG STUDENTS,
FACULTY & STAFF**

- Adopted Diverse Candidate Slates policy June 2021
- Raised \$5.2M in AY2021 to increase diversity

**INCREASE ACADEMIC
EXPOSURE TO DEI
RESEARCH & FRAMEWORKS**

- Launched DEI Curriculum Pathway March 2021
- Launched Black Leadership Speakers Series Fall 2020

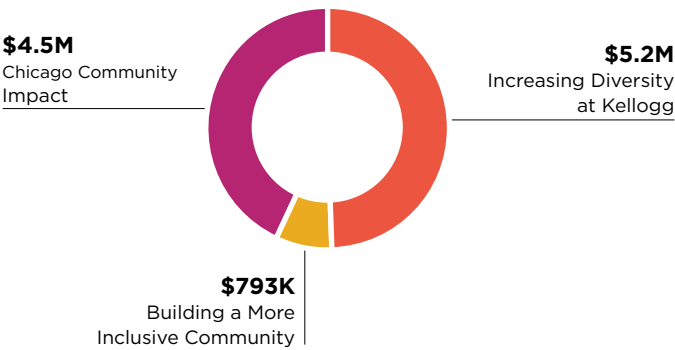
**IMPROVE DAILY
EQUITY & INCLUSION
EXPERIENCE**

- Launched Annual Climate Survey in October 2020
- Launched staff Advancing DEI Award March 2021

It is incumbent upon all of our community members to advance these objectives, and we must hold each other to account. When we do this work on a daily basis, we are upholding our [commitment statement](#).

DEI FUNDRAISING CAMPAIGN

**RAISED \$10.5M IN SUPPORT
OF DEI AT KELLOGG**



Last year, Kellogg launched a DEI Fundraising Campaign in an additional effort to galvanize our community towards upholding [our commitment](#) to diversity, equity and inclusion. Guided by the Kellogg Inclusion Coalition and the DEI Five-Year Objectives, the goal of the campaign was to invest in programs, partnerships, initiatives and events that challenge conventional thinking, broaden perspectives and highlight the transformative power of diversity and inclusion in the Kellogg community. The desired outcome was to provide more prepared, equipped and experienced leaders for businesses around the globe.

This monumental effort engaged alumni and community members across industries, geographies, cultures and identities — raising \$10.5M through the campaign. Last year, these funds were dedicated to increasing representation among students, enhancing Kellogg’s impact on its surrounding community, and growing programming that fostered an environment of inclusion and belonging at Kellogg.

[Learn how the campaign contributed to increasing representation among students >](#)

[Learn how the campaign contributed to growing inclusive programming >](#)

[Learn how the campaign contributed to enhancing Kellogg’s community impact >](#)



SECTION TWO: ADVANCING OUR OBJECTIVES

Two-Year Program students during CIM, where they gain the tools to navigate the start of their MBA journey, including a foundation for belonging.

DEI has always been in the DNA of our culture as Kellogg holds collaboration dear. Solving problems using one's own experiences as a guide is easy. Solving complex problems in consideration of multiple points of view, lived experiences and senses of belonging is significantly more difficult, but creates better results for all, not just some. It is through the framework of our five-year objectives that we seek to continue to advance this work, where every community member has a role to play — from staff to students to faculty to alumni.

One of our biggest partners in advancing this work is Northwestern University — leveraging their expertise and resources where it's needed and ensuring that our efforts are in support of their priorities related to DEI.

Below are some of the actions we took as a community last year to increase representation at Kellogg, increase academic exposure to DEI research and frameworks, and improve the overall equity and inclusion experience for our community members.

REPRESENTATION AMONG STUDENTS, STAFF AND FACULTY

We continue to be committed to increasing representation of underrepresented minority groups among our students, faculty and staff — including developing, attracting, and supporting candidates from these groups. Last year's efforts focused on fundraising, providing individual outreach from our admissions team, adopting a Diverse Candidate Slate policy and supporting the doctoral program pipeline.

FUNDRAISING

Raised Over \$5M to Increase Representation Among Students

Since the launch of the DEI Fundraising Campaign, Kellogg has raised over \$5M in support of increasing representation among students, including providing eight scholarships to students in the two-year program Class of 2023, and helping attract the most diverse class in the history of Kellogg.

[Learn more about Kellogg's Two-Year Program Class of 2023 >](#)

FULL-TIME MBA ADMISSIONS

Admissions Outreach

Kellogg Admissions has had a long-standing, dedicated outreach effort to underrepresented minority groups and women to increase representation among students. In typical years, Kellogg Admissions plans day-long programs specifically for prospective students who identify as an underrepresented minority (URM) applicant. However, with the need to pivot to all-virtual events last year due to the ongoing pandemic, Admissions focused on engaging URM candidates through virtual events designed specifically for them as well as increasing individual outreach efforts. These outreach efforts included weekly, small-group chats with the director of diversity admissions, current URM students and alumni, and monthly chats with student-led affinity groups. URM candidates were invited to directly contact the director of diversity admissions and the admissions team at any time throughout the admissions process.

SECTION TWO: ADVANCING OUR OBJECTIVES

External Partnerships

Kellogg continued to leverage its existing [external partners](#) to engage meaningfully with URM prospective students and recruit the best talent. Some of these partners include:

- [Management Leadership for Tomorrow](#)
- [Prospanica](#)
- [National Black MBA Association](#)
- [The Robert TOIGO Foundation](#)
- [The Riordan MBA Fellows Program](#)
- [The Posse Foundation](#)
- [Jumpstart](#)

DIVERSE CANDIDATE SLATES POLICY

In June 2021, Kellogg formally adopted Northwestern University's [Diverse Candidate Slates Policy](#). The objectives of the policy are to establish procedures that will support equitable and inclusive recruitment processes, broaden existing sources of talent for recruitment across the University, mitigate the historic adverse impact of bias on underrepresented groups in the recruitment and selection process, and ensure leadership accountability in upholding Northwestern's commitments to social justice. Training on the policy is required for all managers and individuals at Kellogg who partake in hiring processes.

DOCTORAL PROGRAM PIPELINE

Last year, Kellogg co-hosted [Introduction to Diversity in Doctoral Education and Scholarship \(IDDEAS\)](#) alongside the University of Chicago Booth School of Business. The IDDEAS program originated at the Wharton School of the University of Pennsylvania and is designed to expose undergraduate students from diverse backgrounds and experiences to doctoral education and to the rich possibilities of careers in research and academia. The program will help IDDEAS Scholars build an individual road map that will prepare them for a successful application for doctoral education, as well as support student and faculty diversity. This will be Kellogg's third consecutive year co-hosting this event with Booth.

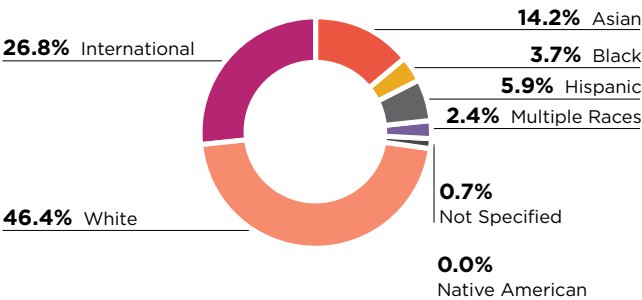
KELLOGG DEMOGRAPHICS

The below demographic data follow federal reporting guidelines.

FT MBA PROGRAM DEMOGRAPHICS

Fall 2020

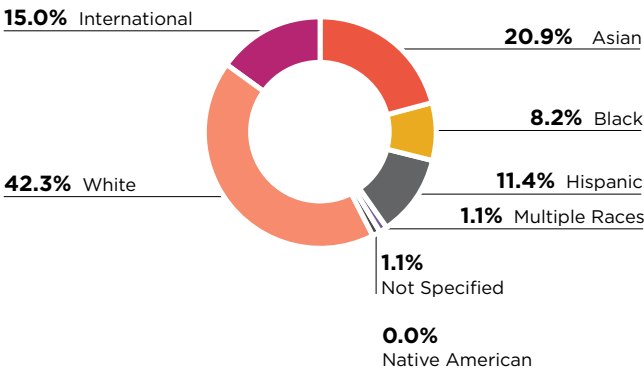
39.9% Women



EMBA PROGRAM DEMOGRAPHICS

Fall 2020

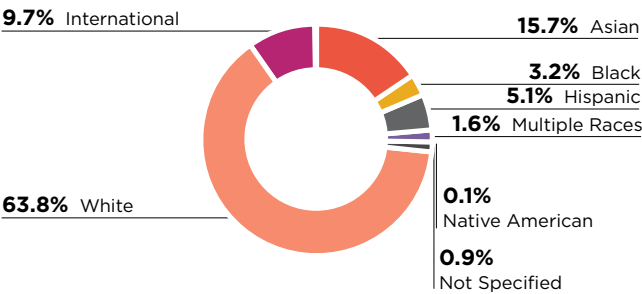
30.7% Women



EW MBA PROGRAM DEMOGRAPHICS

Fall 2020

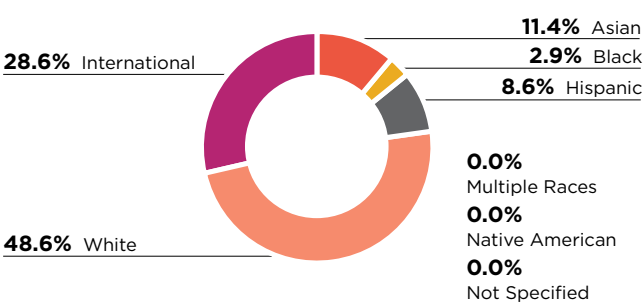
33.3% Women



MSMS PROGRAM DEMOGRAPHICS

Fall 2020

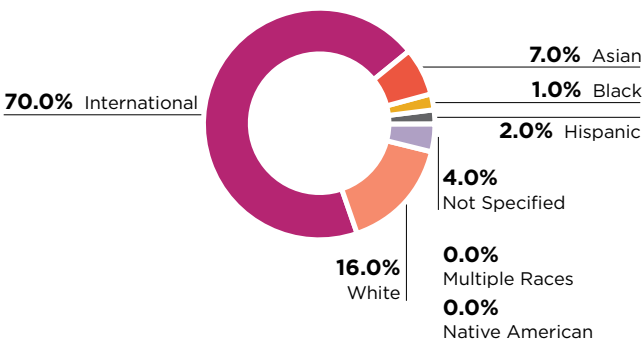
40.0% Women



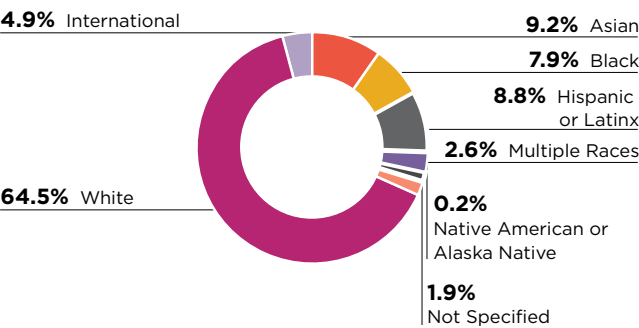
PHD PROGRAM DEMOGRAPHICS

Fall 2020

39.0% Women

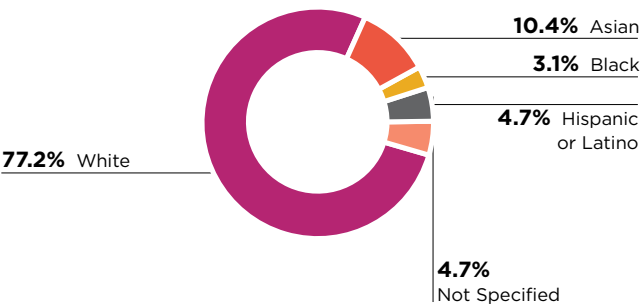


STAFF DEMOGRAPHICS Summer 2021 65% Women



Our staff is mostly white (64.5%) and female (65.1%). Staff in leadership roles (director and above) are mostly white and the majority are women. A small percentage of URM staff members hold senior leadership roles.

TENURE-LINE & CLINICAL FACULTY DEMOGRAPHICS Summer 2021 28.46% Women



These demographics represent Kellogg's tenure-line and clinical professors and do not include adjunct, post-docs, or research professors.

Generally speaking, these faculty members are mostly white (77.2%) and male, with roughly a quarter (28.46%) female. URM faculty make up a small portion of this population. It is important to us to increase representation in these underrepresented groups. This change will take time, unyielding commitment, and partnership — especially with our partners in Northwestern University.

ACADEMIC EXPOSURE TO DEI RESEARCH AND FRAMEWORKS

In response to our community's appetite for growing their understanding of how to advance diversity, equity and inclusion — as well as Kellogg's own priority to equip our students to effectively lead diverse teams in an increasingly complex world — we took several actions last year in support of this objective.

DEI PATHWAY

In the Spring of 2021, Kellogg launched a new [Diversity, Equity and Inclusion \(DEI\) Pathway](#) open to both Full-Time MBA and Evening & Weekend MBA students. [Each of our interdisciplinary pathways](#) describes an integrated, cross-functional sequence of courses designed to address a particular skillset or industry for which there is active student and recruiter demand.

This new DEI Pathway was created by Professors [Nicole Stephens](#), [Mike Mazzeo](#) and Associate Dean [Bernie Banks](#) and made possible in part by the fundraising efforts dedicated to advancing DEI last year. This pathway combines different learning approaches, including conceptual frameworks in academic courses, experiential learning and interdisciplinary collaboration opportunities. It is also supported by a rich set of co-curricular activities. The DEI pathway prepares students for careers in any industry where diverse talent and perspectives reside.

BLACK LEADERSHIP SPEAKERS SERIES

Conversations with stakeholders in the summer of 2020 also revealed a need to bring DEI research and frameworks to the Kellogg community through on-campus speaker events. In the fall of 2020, student leaders from the [Evening & Weekend Black Management Association](#), with the support of faculty and staff members, launched the Black Leadership Speakers Series.



“My desire and commitment as a board member of Kellogg’s Evening & Weekend Black Management Association is to help lead our community with purpose, which includes prioritizing diversity, equity, and inclusion. Together, with tremendous support and engagement from Bernie Banks, our board launched the Black Leadership Speaker Series this past fall. At the heart of our effort, we set out to accomplish an experience that supports our Black students in having tailored opportunities to develop their leadership skills to their fullest potential. As a board, we are committed to doing our part to foster an environment of exemplary diversity, equity, and inclusion, and this series is one of the steps we are taking to do so.”

Nesa Mangal, '22
Vice President, Evening & Weekend
Black Management Association

This quarterly series is designed to showcase prominent Black leaders sharing insights and perspectives. In addition to an hour-long session facilitated by Associate Dean Banks, the program includes a private salon, which serves as an opportunity for off-the-record reflections from the session with a small group of community members. Past speakers have included Shundrawn Thomas, the president of asset management at Northern Trust; Pamay Bassey, chief learning and diversity officer at the Kraft Heinz Company; and Tamika Curry Smith '99, president of the TCS Group.

In the fall of 2021, the first speaker in the Black Leadership Speakers Series will be Cynthia Bowman '98, chief diversity and inclusion and talent acquisition officer at Bank of America.

THE KABILLER SCIENCE OF EMPATHY PRIZE

This year, [Kabiller Science of Empathy Prize](#) was created through the generosity of David G. Kabiller '85, '87 MBA with the intention of advancing the understanding of empathy and its consequences. It will be awarded biennially to a Kellogg faculty member who has conducted novel research that advances analytical and rigorous critical thinking about human empathy, understanding and trust. Additionally, the prize will also recognize a Kellogg alumnus/a who leads with exceptional empathy or who is a thought leader in the broader field of empathy. This year, the inaugural prize was awarded to [Nicole Stephens](#), Jeanne Brett Chair, Professor of Management & Organizations, Kellogg; Professor of Psychology, Weinberg College of Arts & Sciences (courtesy) and Michael George '83, '85 MBA, president and CEO, Qurate Retail, Inc.

Developing empathy is our North Star in our work to advance DEI. We consider the empathetic leader to be one who seeks to understand difference, create an environment where everyone can bring their full selves, and leverages diverse talent to solve complex problems to create better results for all, not just some.

ALUMNI COMMUNITY ENGAGEMENT WITH FACULTY & THOUGHT LEADERS

In conjunction with Kellogg's priority of increasing academic exposure to DEI research and frameworks, we saw an increased appetite from our alumni community to engage with these efforts as well.

This Is Kellogg Series. This series exposes Kellogg alumni to the breadth of Kellogg thought leadership and initiatives through programming on a quarterly basis. Last year, programming during its winter quarter focused on advancing alumni participants' understanding of diversity, equity and inclusion. Events included a fireside chat between Dean Francesca Cornelli and James Lowry, senior advisor at Boston Consulting Group; a panel featuring prominent alumni advancing DEI in their organizations and industries; and a faculty panel featuring [Ivuoma Ngozi Onyeador](#), assistant professor of management and organizations, [Nicole Stephens](#), professor of management and organizations, and [Lauren Rivera](#), professor of management and organizations — all of whom have produced research related to DEI.

DEI Webpages. In collaboration with Associate Dean Banks, Kellogg's Integrated Marketing & Communications team revised Kellogg's DEI webpages to be more transparent on our progress to advance our five year objectives, amplify more stories from the diverse members of our community, and expose our community members — including alumni — to DEI [research, thought leadership](#) and [resources](#) if they are seeking to advance their understanding of DEI.

COMMUNITY EQUITY AND INCLUSION EXPERIENCE

Increasing our equity and inclusion experience is paramount to our ability to uphold our commitment to advancing DEI. Without our community members' ability to bring their full selves to Kellogg — and be welcomed and celebrated for this — we cannot grow or be competitive as an organization. Further, increasing equity and inclusion requires the participation of all our community members and must be enacted within every part of the Kellogg experience.

Below is a list of cornerstone initiatives we're proud of that were launched prior to 2020 and continue to promote inclusion and equity at the school, as well as initiatives launched in the 2020–2021 academic year.

CORNERSTONE INITIATIVES

Kellogg's Commitment to Women. Kellogg prides itself on its longstanding history of supporting women at all stages of their career journey, and offering programming, resources and networking opportunities to accelerate these journeys. Some examples include:

- **Strong women's networks**, such as the [Full-Time Women's Business Association \(WBA\)](#) and [Evening & Weekend WBA](#), and "[Together We #ChoosetoChallenge](#)," a virtual event that brought together female students and allies from Kellogg and Booth to create strong networks and challenge the idea of competition.

SECTION TWO: ADVANCING OUR OBJECTIVES

- **Co-curricular experiences to advance leadership development**, such as the [Women in Leadership Program and Seminar](#) (a series of lectures, panels and discussions to help students navigate strategies for female-specific professional challenges and develop an effective and long-term leadership style); Kellogg's partnership with [Poker Power](#) (which offers a program designed to empower women in negotiations strategy, decision-making and emotional intelligence); and the annual Women in Finance dinner (an evening of networking and programming dedicated to supporting Kellogg women pursuing a career in finance).
- **Kellogg's Center for Executive Women.** The Center helps senior-level women advance to top executive and board positions, with programming that includes the [Women's Senior Leadership Program](#) and the [Women's Director Development Program](#).
- **American Culture and English Program (ACE).** ACE is an acculturation program offered to international students as part of their matriculation experience at Kellogg. This program assists students in cultivating the skills and confidence they need for success in their recruiting process and in the MBA classroom amid American culture. Every year, roughly 100 students take advantage of this opportunity. Additionally, [Kellogg Culture Camp](#) was recently created this year for incoming domestic and international students to foster greater empathy and curiosity among a diverse population of peers.

Faculty & Staff Resource Groups. These groups strive to provide an added sense of community and belonging for both staff and faculty. Resource groups include: Kellogg Women in Action, Kellogg Black/African American Network, Kellogg Parents, Kellogg Enlace Network, Kellogg Caregivers, Kellogg Honoring Asian Identities, Kellogg Parents, and K-Proud.

Student-Led Co-Curricular Programming. Throughout the year, a wide range of student-led programming engages peers in meaningful dialogue that promotes understanding, empathy, allyship, inclusion and ultimately, equity. Some of these events include [Hear My Story](#), [Pride Week](#), [Black Management Association Week](#), and [Chai Nights](#).

[Chai Nights](#) is a series of student-initiated weekly gatherings that bring small groups of Kellogg students together. By fostering conversations on topics that don't usually come up during run-ins at the Global Hub or in class, Chai Nights intends to facilitate deeper connections over a cup of homemade tea. In their first year, Two-Year Kellogg students, Shubhendra Agrawal '21 and Aarushi Magan '21, had the opportunity to attend a Chai Night organized by founder Ayyub Bokhari '20. They carried on this tradition in their second year, but had to make several pivots due to the pandemic.

"The wrench in our plans was that our lives had moved to a virtual setting owing to the COVID-19 pandemic. While on one hand we were excited to meet new classmates, not being able to do it in-person and share hot cups of chai was a challenge. However, on deeper reflection we realized that meeting new people and forming deeper connections had become even harder in the virtual world. So, the purpose of Chai Nights became even more pertinent, providing us the perfect platform to invite classmates into our homes virtually and offer a safe and inclusive space to get to know one another."



Shubhendra Agrawal '21



Aarushi Magan '21

NEW INITIATIVES LAUNCHED IN AY 2020–2021

FUNDRAISING

Raised Over \$700K to Grow a More Inclusive Community Experience. As part of the DEI Fundraising Campaign, Kellogg raised funds to help foster a more inclusive community experience through the creation of a DEI Programmatic Fund.

Through this Fund, Kellogg strives to enhance the experience of every member of our community, providing more prepared, equipped and experienced leaders for businesses around the globe. We are dedicated to establishing vibrant new curricular, co-curricular and extracurricular offerings that ensure all students leave Kellogg as prepared leaders who can foster environments of inclusion.

These funds helped support the development of pod experiences — an initiative to foster inclusion during COVID-19 — and will support additional initiatives in the coming academic year, including providing funds to increase access for students to participate in co-curricular activities, resources and trainings.

INAUGURAL ANNUAL CLIMATE SURVEY

From our conversations with stakeholders in July 2020, we identified the need to issue an annual climate survey among students, faculty and benefits-eligible staff. The survey was created in partnership with the Human Capital and Faculty Affairs teams at Kellogg; students were given an opportunity to integrate their feedback into the survey, as well.

The guiding principles for this endeavor were threefold: (1) to establish a data-driven sense of accountability, (2) to engage all stakeholders in the process to meet the school's five-year DEI objectives, and (3) to bring transparency by making this data available to our community.

The first survey was issued in October 2020, and the next annual survey will be issued in the fall of 2021.

Key Insights:

While many findings from the 2020 climate survey aligned with data gathered from other efforts (e.g., student midpoint and exit surveys), some responses provided new insights regarding the magnitude of certain behaviors within our community, as well as areas where we have an opportunity to improve and areas of current strength. Some key insights include:

- The majority of stakeholders perceive that the institution takes the issues of diversity, equity and inclusion seriously.
- Kellogg must continue with and launch initiatives that acknowledge, study and celebrate the myriad of differences (e.g., cultural, racial, ethnic, gender, ideological) that exist within our community.
- There's a desire for transparency around staff promotion processes at Kellogg.
- Kellogg can more tangibly demonstrate how DEI is being integrated throughout the curriculum via academic material and how the classroom experience is structured.

All of the data collected was confidential. It will be used not only to identify initiatives and priorities for academic year 2021–2022, but also to inform our discussions and engagements with community members in order to advance change and make progress where it is needed.

ESTABLISHMENT OF THE DRAKE SCHOLAR NETWORK

Through a transformative gift from Ann M. Drake '84 in the winter of 2020, Kellogg was able to establish the [Drake Scholar Network](#), as well as expand existing programming and scholarships to connect and support women leaders.

The Drake Scholar Network includes recipients of the Drake Scholarship, faculty and alumnae who together form an enduring, influential and intergenerational network. The Drake Scholar Network focuses on three areas: 1) enhanced educational programming and intergenerational network building, 2) recruitment of faculty thought leaders, and 3) continued scholarship support through the Drake Scholars program, which has provided significant student funding since 2017. In all, over five years the gift will create a network that has lasting impact for all Kellogg women, institute a biennial women's summit, enable the recruitment of five to seven new faculty, and continue to fund student scholarships.



NEW MATRICULATION EXPERIENCE INITIATIVE

While international students have long had the option to participate in the American Culture and English (ACE) Program outlined above, we realized Kellogg lacked a complementary program to equip domestic students to behave in a culturally adept manner with their international peers. To address this gap, we launched the [Kellogg Culture Camp](#) in summer 2021. This two-week program designed for both incoming domestic and international students features a variety of programming, including alumni speakers on inclusion and belonging; exposure to cultural and ethnic traditions; storytelling opportunities for participants; and opportunities to connect informally with peers and learn about their unique backgrounds and perspectives.

RAISED OVER \$4.5M TO ENHANCE LOCAL COMMUNITY IMPACT

Our commitment to diversifying and supporting our own community opens the door for expanded local engagement. Our students and faculty can help advance Chicago-area efforts and contribute to local progress while engaging students in experiential learning.

Last year, as part of the DEI Fundraising Campaign, Kellogg raised over \$4.5M in funds dedicated to enhancing Kellogg's local community impact. Below are a few recipients of this campaign effort:

- **Local nonprofit capacity building.** Last year, Kellogg received a [\\$3.5 million gift from Golub Capital](#) to sponsor its [Board Fellows program](#) for five years and create a second [Golub Capital Social Impact Lab](#). The gift is designed to enhance the existing Board Fellows program, facilitate more advanced social impact research and share the program's learnings and expertise with a broader network of leading business schools. The Board Fellows program, to be named the Golub Capital Board Fellows Program, is a 20-month curriculum that prepares 100 top Kellogg MBA students annually for board service at Chicago-area nonprofits through a combination of academic coursework, board placement and strategic consulting. The Golub Capital Social Impact Lab will recruit eight Golub Capital Postdoctoral Fellows to

KELLOGG CULTURE CAMP PERSPECTIVES

Below are a few insights from our inaugural participants.



Ishita Deshmukh '23

“One of the primary reasons that I decided to pursue an MBA at Kellogg was to get the opportunity to learn from and grow with a diverse group of peers from across the globe. The first-ever Kellogg Culture Camp was a chance to begin this journey even before I arrived on campus. Sessions on curiosity and fostering belonging were extremely helpful in thinking about having truly meaningful conversations with those around me. Hearing from business leaders and Kellogg alumni about the power of diverse networks and humility was a crash course in effective leadership. With every small group session, I was able to start making organic connections and begin understanding varied perspectives on culture, equity and biases.”



Jackson Montalbano '23

“To date, I’ve spent my entire life in the Midwest and my entire career in the financial services industry. Coming into business school, one of my goals was to meet a more diverse group of people, including people from different geographic areas, races, and industries. Kellogg’s Culture Camp was a great way to get started toward this goal, as I met students from all over the world. Not only did I learn about their unique cultures, but I also heard their remarkable coming-of-age stories. I left Culture Camp with a greater understanding and appreciation for the power of diversity.”



Sherry Zhuang '23

“The experience was truly rewarding because it provided a safe space for students from different cultures to share stories, concerns, and challenges. With the online camp space that we had, it’s humbling to read posts about their backgrounds, cities, and cultures. And what’s most comforting about this experience is that we were able to have voices representing both American and non-American cultures. This allowed us to put a lot of the issues in perspective and understand where each other was coming from. Coming out of this camp experience, I gained invaluable insights into key characteristics of diverse cultures, I learned to approach everything with curiosity and cultivate cultural humility, and I set my own goals and ambition to serve as an advocate for cross-cultural integration during my Kellogg experience.”

SECTION TWO: ADVANCING OUR OBJECTIVES

Kellogg over five years, creating a “think tank” that works with the MBA students in the Board Fellows program. Golub Capital Postdoctoral Fellows will also collaborate with faculty members across different Kellogg departments on a range of social impact-related research, and help export the program to other business schools to encourage broader impact.

- **New Kellogg Venture Equity Course.** From the DEI Fundraising Campaign, funds were directed towards creating a new class that will connect Kellogg MBA students with Chicago-area minority-founded businesses to offer strategic consulting services. Students will benefit from experiential learning while businesses will gain valuable insights and business-building solutions. This course will help companies build capacity while overcoming the barriers faced by underrepresented Chicago entrepreneurs. An additional goal of this course is for Kellogg to bring value to these entrepreneurs, including readiness for further investment and scale and connection with investment firms. We envision the Venture Equity Course could launch a broader opportunity to grow equity in the market and engage students in this important work.

[Learn how the campaign contributed to increasing representation among students >](#)

[Learn how the campaign contributed to growing inclusive programming >](#)

INCLUSION DURING COVID-19

In the summer of 2020, our entire community shifted to a hybrid learning model due to the pandemic. It yielded a simultaneous in-person and remote experience we called “[Room-and-Zoom](#),” which allowed us to promote the safety of our community and provide opportunities to those who were able to opt into an in-person experience.

However, as there were many members of our community who were not able to opt into these in-person experiences, we knew we also needed to ensure we were providing an inclusive experience for those who were remote.



In the classroom

Classrooms were set up to fully integrate students who were joining remotely. In addition to having a Virtual Course Moderator to support remote students, faculty used every Zoom tool at their disposal to create an inclusive experience, which included: breakout rooms, polls and soliciting questions from the chat feature throughout the class. Lastly, Faculty also held virtual office hours at times that were specifically selected with their international students in mind.

Outside the classroom

All programming planned throughout the year was iterative, and steeped in our culture of feedback, collaboration among staff, faculty and students. We also knew that creating inclusive programming required a shared creativity and an empathetic mindset to constantly be thinking about the experience of the remote participant.

- **Pods.** For first-year students in our Full-Time MBA program, pods were small groups of seven or eight students created for them to regularly connect and intentionally designed to be inclusive of in-person and remote students — structured to support self-reflection, leadership development, or just to casually connect.

- **Hybrid programming.** In typical years, many of our cornerstone events connected to admissions and matriculation rely so much on the value of the in-person experience to help attendees get a sense of our community and culture and foster networking and connection among community members. Last year, we pivoted for some of these events, including [CIM](#) — which is Kellogg’s orientation for new students — to take on a hybrid model, offering opportunities for both in-person and remote experiences, and ensuring that fully-remote attendees were offered robust and meaningful programming.
- **Exclusively virtual programming.** Some of our signature programming remained completely virtual with the intention of not only ensuring this programming was inclusive of the entire student body, but to allow all participants to engage in a similar format to allow for more sensitive topics to be discussed (this is particularly true for a student-led event called “Hear My Story,” which allows students to share stories that are deeply personal).

EQUITY & INCLUSION EDUCATION

The following are some of the ways in which our community members led and participated in educational opportunities so staff, faculty, students and alumni could create more inclusive environments within Kellogg or their organizations.

Staff-Founded Allyship Subcommittee. In the fall of 2020, members of Kellogg’s Integrated Marketing and Communications team co-founded the [IMC Allyship Subcommittee](#) to facilitate DEI initiatives on a department level as part of Kellogg’s broader DEI objective. In addition to participating in Northwestern University’s [One Book One Northwestern](#) program and inviting Professor [Jennifer Lackey](#) to speak on racial equity and justice, the Allyship Subcommittee partnered with Northwestern’s [Social Justice Education](#) department to host and coordinate their Bystander Intervention Training for IMC staff in May of 2021.

CREATING AN INCLUSIVE EXPERIENCE FOR CIM



Below is an excerpt from [Jamie McLaughlin’s ’21 blog post](#) on co-chairing CIM, Kellogg’s orientation experience, in a hybrid format and ensuring programming was engaging, inclusive and equitable.

“To responsibly deliver CIM in a COVID-19 environment, we needed to plan hybrid programming where incoming students could safely attend both virtually and in-person. The easy answer would have been to simplify the logistics and strip down the CIM programming to its bare bones, delivering only the required information. Instead, when we asked ourselves “What experience are we trying to deliver?” our responses were:

- We want to engage and inspire people, not just hold hours of Zoom meetings.
- It has to be inclusive; all students need to be building connections.
- It has to be a consistent experience across all channels and audiences — equal.

This meant breaking apart programming into the pieces that would be best delivered virtually and those best delivered in hybrid fashion, training all speakers on how to facilitate discussions across platforms so everyone participated equally, holding complementary virtual and in-person meal options so all attendees had the opportunity to build connections, and working tirelessly to deliver excellence for all.”

Practicum in Foundations of Online Teaching. Last year, in addition to participating in IDDEAS and being panelists for [This Is Kellogg Series](#) dedicated to DEI, Kellogg faculty opted into Northwestern University's Practicum in Foundations of Online Teaching. The Practicum provided hands-on experience, enabled instructors to broaden their skills in teaching fully online courses, and provided a network of resources for them to call upon going forward including having accessibility accommodation implementation strategies as well as practical examples of how best to integrate equity and inclusion in an online learning environment.

KHAI Supporting Social Justice & Black Lives Matter.

In response to George Floyd's murder and the uprising surrounding it, Kellogg Honoring Asian Identities (KHAI, a staff resource group) created a program on racial justice and Black Lives Matter. On June 3, 2020, over 60 staff members attended KHAI Supporting Social Justice & Black Lives Matter: A Discussion to share with their colleagues how they were feeling, show support for each other and the topic, and heal. [Learn more about the staff who created this programming.](#)

Listening Training for Staff

Last year, staff members of Kellogg Resource Groups were able to participate in a two-part training series to foster more empathetic listening. The first part of the training included a session called "Listen Courageously," which explored a framework for understanding one's own ability to walk in the shoes of another person through intentional listening. This was then followed by a second workshop where staff participants engaged in small group breakouts where each participant shared parts of their identity and practiced intentional listening by applying the frameworks they learned in the first session.

Kellogg Alumni for Diversity, Equity & Inclusion (KADEI).

This year, Kellogg created a new affinity group comprised of Kellogg alumni dedicated to eradicating inequity in our communities, organizations and industries. Through the power of the Kellogg network, they seek to:

- Leverage local and global resources of the Kellogg community to drive systematic change.
- Host quarterly events focused on best practices for creating an equitable culture for *all*.
- Support continued educational conversations among alumni by establishing chat channels.

KELLOGG AGENTS OF CHANGE

In addition to the initiatives led by our community members above, we want to take this opportunity to highlight the work of a few individuals who advanced diversity, equity and inclusion last year.

Inaugural DEI Summit

The 2020-2021 Kellogg Student Association's DEI team, in partnership with other U.S. business schools, launched an inaugural cross-business school virtual summit on diversity, equity, and inclusion called DEI: Make it Your Business. The virtual summit took place in April 2021 and was co-hosted by Harvard Business School, University of Michigan's Ross School of Business, Carnegie Mellon's Tepper School of Business, Dartmouth's Tuck School of Business, University of Pennsylvania's Wharton Business School, and the University of Virginia's Darden School of Business.

The summit was inspired by the events and movements of 2020 and driven by a central question: "As an MBA student, how do I help advance diversity, equity, and inclusion?"

BRINGING INCLUSION & BELONGING TO THE EMBA EXPERIENCE



Below is an excerpt from Lenton Davies on what drove him to lead these recurring discussions for his EMBA cohort, Cohort 127.

“I’m a Black man, an immigrant, an American, and a United States Diplomat with an African accent. I want to take an active role in how people understand what it means to embrace folks that are different from them. Everyone has a bias — biases we don’t even recognize — and I want to be able to understand those biases and take an active step in combating them. When I got to Kellogg, I started turning thoughts and putting words into action.

In the Spring of 2021 during Derek Chauvin’s trial, my cohort was talking about understanding the process of emotions experienced by Black and brown people. I said, “Among us are executives, hiring managers, and leaders. I want to empower us to have difficult conversations, and to learn from each other in this safe zone of our cohort. Let’s create recurring sessions so we can talk about these subjects.”

Lenton Davies ’22

Advancing DEI Award

In the winter of 2020, Kellogg created the Advancing DEI Award, which will be presented monthly to a staff member who is committed to actively advancing the work of DEI in support of staff at Kellogg.

Here are just a few examples of the many exemplary efforts undertaken so far by recipients of this award:

- Led meaningful and challenging conversations about DEI with peers.
- Leveraged their expertise to serve as an advisor for Kellogg affinity groups.
- Created racial justice programming for Kellogg staff.
- Developed programming for mixed-race identities across Northwestern University.
- Partnered with Northwestern University to host a bystander intervention training.

EMBA Lunch & Learns

Executive MBA student Lenton Davies ’22 created a series of diversity, inclusion, and belonging (DIB) sessions to accompany Cohort 127’s MBA journey. Davies was inspired to create the series by the ongoing protests for racial justice over the course of the past year. These sessions are designed to create a safe and judgement-free space where students can share DIB challenges and obstacles they have encountered at their workplace, or throughout their professional and personal lives. The goal is for the students to learn from each other and develop situational awareness that will foster stronger leadership skillsets they can leverage to build inclusive and equitable cultures in their organizations. The first session took place in July 2021.

A young Black woman with long, curly hair is speaking into a microphone. She is looking upwards and to the right with a thoughtful expression. She is wearing a green jacket over a black shirt. In the background, several other people are visible, but they are out of focus. The lighting is warm and indoor.

SECTION THREE: EVOLVING OUR DEI LANDSCAPE

A One-Year Program student during 'Crucible Moments' in CIM 2021, where students are introduced to purposeful leadership and what it means to be a Kellogg leader.



REFLECTIONS & DISCOVERIES FROM 2020

From our conversations and engagements with stakeholders throughout the year, as well as the data received through our inaugural [Climate Survey](#) in October 2020, we learned some key insights about our community experience:

- Community members must be able to bring their full identities to every part of their Kellogg experience to reach their full potential.
- Community members want to be better equipped to create more inclusive cultures.
- Barriers to access for some community members must be addressed to create a more equitable experience.
- Building and sustaining trust among our community members is paramount to advancing meaningful change and thriving through disruption.

These insights are critical not only to better understanding our community members, but how we hope to shape and improve the community experience in the coming year — and years to come.

THE PATH FORWARD

As we begin academic year 2021-2022, we are energized by the collective commitment to advance diversity, equity and inclusion by our entire community — a community inclusive of our students, faculty, staff, alumni, our colleagues at Northwestern University and our organizational partners across the globe. Together, we are all moving forward.

We know that if we are to exceed our commitment statement, our approach must be rigorous. This rigor requires unyielding participation by all of our community members. It requires action that is data-driven. It requires transparency with our stakeholders and accountability for when we fall short.

Additionally, we now know that our thinking must be agile. While our commitment will remain our North Star, our community and the world are incredibly dynamic and constantly evolving. Our thinking must be, too.

We look forward to continuing to engage our community members, to evolve alongside our community and for meaningful change to be an outcome of our partnerships.

JOIN US

The change we seek to advance is prodigious and requires global participation and commitment. We not only invite you to join us in this work, but we need you. Advancing diversity, equity and inclusion cannot be the responsibility of a few, as it is not sustainable or effective. It is a shared responsibility.

Every act to understand and learn is meaningful as it has the power to transform your actions and behaviors — the impact of which knows no bounds.

Lastly, we also need you to hold us to account. Please share suggestions and questions when you have them, and be our partners in this work. To connect with us, please email KIC@kellogg.northwestern.edu.

ACKNOWLEDGEMENTS

Shubhendra Agrawal '21

Nikki Albertson

Raven Bedenfield

Chad Bergmann

Carole Cahill

Melinda Cervantes

Robin Means Coleman

Lenton Davies '22

Ishita Deshmukh '23

Sara Elsassar

Linda Feeney

Matthew Feldman '86

Tracey Fetherson '21

Mariela Flores

Joi Freeman '20

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Suzanne Muchin

Minya Nance

Ifeanyi Nnaji '22

Nicholas Pearce '10 '12

Reid Rauterkus

Annie Reagan

Lauren Rivera

Armando Santana

Kathryn Shapiro

Iffat Siddiqui '21

Emma Stanton

Nicole Stephens

Karen Tamburro

Patricia Terhune

Rashmi Trivedi

Adam Waytz

B. Michelle Williams '20

Jon Yates

Sherry Zhuang '23

Lastly, we thank all of our students, who are inspiring and integral partners for us — especially in this work.

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