



MBA & MBAi POLICIES MANUAL  
Academic Year 2022-23

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## Northwestern | Kellogg

The MBA Academic Policies Manual is a resource to enable incoming and current students to manage their academic experience while seeking a Master of Business Administration at Northwestern University's Kellogg School of Management and to understand their rights and responsibilities while enrolled in the MBA program. The policies in this Manual apply to all students enrolled in the Full-Time (including MBAi, MMM, JD-MBA, and MD-MBA) and Evening & Weekend MBA programs.

This book serves as a supplement to the Northwestern University Student Handbook, which is available online (<http://www.northwestern.edu/handbook>) or in printed form to all students. The Northwestern University Student Handbook describes the expectations for behavior and conduct in the Northwestern community and outlines the procedures to be followed when these expectations are not met. It includes the [Student Code of Conduct](#) and Academic Conduct Policies, as well as other rules, regulations and policies governing student life. As Northwestern University students, Kellogg students are expected to abide by all University policies as well as those found in this Policies Manual.

Kellogg reserves the right to change without notice any statement, rules or policies contained in this manual. Please refer to the most updated version of this publication.

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## ACADEMIC PROGRAMS

### Two-Year MBA Program (2Y)

Two-year (2Y) students begin their studies in Pre-Term prior to the Fall quarter of their first year and are expected to complete the requirements for the MBA degree by the end of Spring quarter during their second year. 2Y students are required to enroll in six quarters as full-time students (minimum 3 credits/quarter), and must complete a 6-12 week work experience during the summer quarter between the first and second years of the MBA program.

This highly flexible six-quarter curriculum allows students to tailor the program to meet their individual interests and needs.

### One-Year MBA Program (1Y)

The One-Year (1Y) MBA Program is an accelerated program for candidates who have clear and consistent career goals and who have previously completed the requisite coursework at graduate or undergraduate institutions and thus are able to waive certain core courses and graduate with fewer credits than a 2Y student. 1Y students enter Kellogg in June and complete the MBA degree in 12 months. 1Y students are required to enroll in for four quarters as full-time students (minimum 3 credits/quarter).

### MMM Program

MMM is a dual-degree program between the J.L. Kellogg School of Management and the Segal Design Institute at the McCormick School of Engineering and Applied Science. This program integrates management, operations, and design, from concept to execution. MMM students learn the best-in-class methodologies for driving innovation, utilizing design thinking, rapid prototyping, and operational implementation.

MMM students enter Kellogg in June and are

expected to complete two master's degrees over two academic years: an MBA from Kellogg and an MS in Design Innovation from the Segal Design Institute. MMM students are required to enroll in for seven quarters as full-time students (minimum 3 credits/quarter).

### MBAi Program

The MBAi Program is a five-quarter joint-degree program between the J.L. Kellogg School of Management and the Robert R. McCormick School of Engineering and Applied Science. This program integrates machine learning, robotics, computational thinking for business, fintech, introduction to the frontiers of science and technology, and how data science and artificial intelligence are driving innovation. Students enroll full-time for five consecutive quarters and are required to complete a Summer internship.

MBAi students begin their studies in Pre-Term (September) prior to the Fall Quarter of their first year and are expected to complete the joint-degree requirements by the end of the Fall quarter (December) of the following year. MBAi students are required to enroll in five quarters as full-time students (minimum 3 credits/quarter). Upon the completion of the five-quarter degree-program, students earn a Master of Business Administration/Artificial Intelligence from both the J.L. Kellogg School of Management and the Robert R. McCormick School of Engineering and Applied Science.

### JD-MBA Program

The JD-MBA Program is an accelerated course of study. The MBA core curriculum is complemented with elective coursework in areas such as finance, entrepreneurship, international business law, real estate law and tax law.

Students complete the program in three years, rather than the five years that it would take to finish the two degrees separately. Students spend their first year of study at the Northwestern University Pritzker School of Law on the Chicago campus. During the first summer, students enroll in a combination of Law and a minimum of three (3) Kellogg credits. Their 2J enrollment in Law Summer term classes and Kellogg Summer Quarter classes cannot exceed a total combined of 12.5 semester credit hours. The entire second year of study takes place at Kellogg. JD-MBA students are required to enroll in four consecutive quarters (Summer-Spring) as full-time students (minimum 3 credits/quarter) during their second year at Kellogg. During their second year at Kellogg, JD-MBA students complete the required core courses and a minimum total of 16 Kellogg credits to satisfy the MBA degree requirements. JD-MBA students may complete a maximum of 20 Kellogg credits.

During the third and final year of the program (3J), students take courses primarily at the Law School, but may take additional electives at Kellogg, without exceeding the 20 Kellogg credit limit, with the exception of Winter Quarter (if they enroll in the Law School Winter Intersession) and Spring Quarter. No JD-MBA student may enroll in Kellogg courses during the Spring Quarter of their third year in the program.

### **MD-MBA Program**

The MD-MBA Program is an accelerated course of study. The MBA core curriculum is complemented with elective coursework in areas such as finance, entrepreneurship, strategy, and health enterprise management.

Students complete the program in five years, rather than the six years that it would take to finish the two degrees separately. Students spend their first three years of study at the Northwestern Feinberg School

of Medicine on the Chicago campus. During the fourth year, students attend Kellogg to complete the required core course and a total of 16 Kellogg credits to satisfy the MBA degree requirements. During the final year of the program, students complete their MD degree requirements at Feinberg, but may take additional electives at Kellogg.

### **Traditional Evening & Weekend MBA Program**

Students in the Traditional Evening & Weekend MBA Program may matriculate in any quarter and have up to five years to complete their MBA. This highly flexible curriculum allows students who hold full-time jobs, live or work out of town to tailor the program to meet their individual interests and needs. Courses are offered in the evenings on the Chicago and Evanston campuses, on Saturdays on the Chicago campus, and on Tuesday and Friday afternoons on the Evanston campus.

### **Accelerated Option (AO)**

The Accelerated Option (AO) is for students in the Evening & Weekend MBA Program who have previously completed the requisite business coursework at graduate or undergraduate institutions and thus are able to waive certain core courses and graduate with fewer credits than a Traditional Evening & Weekend MBA student. Admittance into the program occurs exclusively through the application process. AO students may matriculate in any quarter and have up to four years to complete their MBA. This highly flexible curriculum allows students who hold full-time jobs to tailor the program to meet their individual interests and needs.

## KELLOGG MBA REQUIREMENTS

### Full-Time MBA Program requirements

The graduation requirements for students in the Full-Time MBA programs at Kellogg are displayed in the table below; JD-MBA, MD-MBA and MMM students must also satisfy the degree requirements for their respective joint degree.

Degree Requirements	2Y	MMM	JD-MBA MD-MBA	1Y	Internal Transfer (Traditional E/W to FT)	Internal Transfer (MMM to 2Y)
Minimum Credits	20.5	20.5* <i>(*A minimum total of 28.5 credits is required for the dual degree)</i>	16	15.5	20.5	20.5
Quarters of full-time study**	6	7	4	4	3	3
Kellogg Core Courses (completed or waived)	By Start of Fall Quarter of second year	By Start of Fall Quarter of second year	By end of Spring Quarter of 2J year (JD-MBA) or by end of third quarter (MD-MBA)	By start of Fall Quarter	Prior to transfer into full-time program	Prior to transfer into 2Y program
Required 6-12 week work experience during Summer Quarter between 1 <sup>st</sup> & 2 <sup>nd</sup> year	Yes	Yes	No	No	No	Yes
PACT-440-5 Pre-term course	Required	Required	Optional	Required	Required	Required

\*\*Full-time study is defined as 3.0-5.0 credits per quarter.



## Full-Time MBAi Program requirements

The graduation requirements for students in the Full-Time MBAi programs pursuing a joint-degree between the J.L Kellogg School of Management and the Robert R. McCormick School of Engineering and Applied Science are displayed in the table below.

Degree Requirements	MBAi
Minimum Required Credits	<b>20.5</b> <i>(9 Kellogg core courses credits, 5 required McCormick courses credits, 1 capstone credit, 3 credits of integrative courses, elective course credits)</i>
Quarters of full-time study*	5
Kellogg Core Courses (completed or waived)	By start of Fall Quarter of second year
Capstone	Required
Summer Quarter Internship	Required

\*Full-time study is defined as 3.0-5.0 credits per quarter.

## Evening & Weekend Program Requirements

The graduation requirements for students in the Evening & Weekend MBA Program at Kellogg are as follows:

Degree Requirements	Traditional	Accelerated
<i>Minimum Kellogg Credits</i>	<b>20.5</b>	<b>15.5*</b>
<i>Maximum Time to Complete Degree Requirements</i>	<b>5 Years</b>	<b>4 Years</b>
<i>Required Core Courses (completed or waived)</i>	<b>Recommended completion within first 12 credits</b>	<b>Recommended completion within first half of course of study</b>

*\* Credits needed to graduate are determined through the Kellogg Admissions AO eligibility process. Students who matriculate with core course deficiencies will need more than 15.5 credits to graduate.*



## Core Courses

Students must complete all core courses on their home campus. Exceptions may be made for students in the JD-MBA and MD-MBA programs on a case-by-case basis.

Unless otherwise indicated by a joint-degree/specialized program requirements, all students seeking an MBA must complete (or waive, either by academic waiver or admission) the following core courses.

### One-Year MBA (1Y), Evening or Weekend Accelerated Option Programs:

REQUIRED CORE COURSES (5.5 UNITS)		PARTIAL WAIVER OPTION	FULL WAIVER OPTION
ACCT- 430-0 ACCOUNTING FOR DECISION MAKING	1 unit	✓	✓
STRT- 431-0 BUSINESS STRATEGY	1 unit		
FINC-430-0 FINANCE I or FINC- 440-0 ACCELERATED CORPORATE FINANCE	1 unit	✓	<i>FINC-430</i>
MORS- 430-0 LEADERSHIP IN ORGANIZATIONS	1 unit		
PACT- 440-5 LEADERSHIP AND CRISIS MANAGEMENT	0.5 unit		
PRE-TERM COURSE			

## Two-Year MBA (2Y), Evening or Weekend Traditional Programs:

REQUIRED CORE COURSES (9 UNITS)		PARTIAL WAIVER OPTION	FULL WAIVER OPTION
ACCT- 430-0 ACCOUNTING FOR DECISION MAKING	1 unit	✓	✓
MORS- 430-0 LEADERSHIP IN ORGANIZATIONS	1 unit		
STRT- 431-0 BUSINESS STRATEGY	1 unit		
DECS- 430-5 BUSINESS ANALYTICS I	0.5 unit		✓
DECS- 431-0 BUSINESS ANALYTICS II	1 unit		✓
MECN- 430-0 MICROECONOMICS ANALYTICS	1 unit	✓	✓
FINC-430-0 FINANCE I or FINC- 440-0 ACCELERATED CORPORATE FINANCE	1 unit	✓	<i>FINC-430</i>
MKTG- 430-0 MARKETING MANAGEMENT	1 unit	✓	
OPNS- 430-0 OPERATIONS MANAGEMENT	1 unit	✓	✓
PACT- 440-5 LEADERSHIP AND CRISIS MANAGEMENT PRE-TERM COURSE	0.5 unit		

**MMM Program:**

REQUIRED CORE COURSES (10.5 UNITS)		PARTIAL WAIVER OPTION	FULL WAIVER OPTION
ACCT- 430-0 ACCOUNTING FOR DECISION MAKING	1 unit	✓	✓
MORS- 430-0 LEADERSHIP IN ORGANIZATIONS	1 unit		
STRT- 431-0 BUSINESS STRATEGY	1 unit		
DECS- 440-0 BUSINESS ANALYTICS II	1 unit		✓
MECN- 430-0 MICROECONOMICS ANALYTICS	1 unit	✓	✓
FINC-430-0 FINANCE I or FINC- 440-0 ACCELERATED CORPORATE FINANCE	1 unit	✓	<i>FINC-430</i>
FINC-431-0 FINANCE II	1 unit		
MKTG- 430-0 MARKETING MANAGEMENT	1 unit	✓	
OPNS- 440-0 DESIGNING AND MANAGING BUSINESS PROCESSES	1 unit		
OPNS-441-0 APPLIED ADVANCED ANALYTICS	1 unit		✓
PACT- 440-5 LEADERSHIP AND CRISIS MANAGEMENT PRE-TERM COURSE	0.5 unit		

**MBAi Program:**

REQUIRED Kellogg CORE COURSES (8.5 UNITS)		PARTIAL WAIVER OPTION	FULL WAIVER OPTION
ACCT-435-0 MBAi ACCOUNTING	1 unit	✓	✓
MORS-430-0 LEADERSHIP IN ORGANIZATIONS	1 unit		
STRT-431-0 BUSINESS STRATEGY	1 unit		
DECS-435-0 MBAi BUSINESS ANALYTICS	1 unit		✓
MECN-430-0 MICROECONOMICS ANALYTICS	1 unit	✓	✓
FINC-435-0 MBAi Finance	1 unit	✓	
MKTG-435-0 MBAi MARKETING	1 unit	✓	
OPNS-435-0 MBAi Operations	1 unit	✓	✓



## JD and MD-MBA Programs:

REQUIRED CORE COURSES (8.5 UNITS)		PARTIAL WAIVER OPTION	FULL WAIVER OPTION
ACCT- 430-0 ACCOUNTING FOR DECISION MAKING	1 unit	✓	✓
MORS- 430-0 LEADERSHIP IN ORGANIZATIONS	1 unit		
STRT- 431-0 BUSINESS STRATEGY	1 unit		
DECS- 430-5 BUSINESS ANALYTICS I	0.5 unit		✓
DECS- 431-0 BUSINESS ANALYTICS II	1 unit		✓
MECN- 430-0 MICROECONOMICS ANALYTICS	1 unit	✓	✓
FINC-430-0 FINANCE I or FINC- 440-0 ACCELERATED CORPORATE FINANCE	1 unit	✓	<i>FINC-430</i>
MKTG- 430-0 MARKETING MANAGEMENT	1 unit	✓	
OPNS- 430-0 OPERATIONS MANAGEMENT	1 unit	✓	✓
OPTIONAL CORE COURSE			
PACT- 440-5 LEADERSHIP AND CRISIS MANAGEMENT	0.5 unit		

## Minimum Credits

For all students, the minimum graduation credit requirement includes credits earned from core classes. Students complete Kellogg electives to fulfill the minimum number of credits required for graduation. With permission from the Dean's Office, a student may earn credit for graduate-level electives taken at other Northwestern schools (see Cross-Registration below).

For JD-MBA students, the minimum graduation credit requirement also includes credits earned at the Northwestern Pritzker School of Law in the following courses:

- Business Associations (1 Kellogg credit)
- Clinic: Entrepreneurship Law (1 Kellogg credit)
- Corporate Counsel Practicum (1 Kellogg credit)
- Entrepreneurship Law (0.5 Kellogg credit)

This list will be periodically reviewed and updated as necessary.

## Majors

Whether or not a major is required for graduation depends on a student's matriculation date. Students pursuing the MBAi joint-degree program do not complete majors. More details, such as the requirements to earn the majors, can be found on

the [Majors and Pathways Guidelines](#) webpage; the major requirements are enforced as published.

A given course may count toward more than one major; however, courses with a Pass (P), No Credit (N) or Fail (F) grade on the transcript cannot count towards any major.

An independent study or field study course may be counted toward only one major, and only if provided for in the published major requirements. The professor supervising the independent study or field study must be affiliated with the department offering the major.

Completion of a major will be noted on the student's official transcript upon graduation.

## Pathways

Kellogg students who are interested in building expertise in emerging areas and evolving industries may pursue one (or more) of several academic pathways. A pathway is an integrated, cross-functional sequence of courses designed to address a particular skill set or industry for which there is active student and recruiter demand. Students have the flexibility to pursue any number of pathways and go as deep as they would like into each one. Pathways are not noted on transcripts. More details can be found on the [Majors and Pathways](#) webpages.

## PROGRAM TRANSFERS

All program transfers are subject to the approval of the Associate Dean for Degree Operations.

### MBAi/MMM/2Y to Evening & Weekend Program

Transfer from the Full-Time Program into the Evening & Weekend Program is restricted to students whose circumstances do not allow them to complete their MBA degree as originally planned in the Full-Time Program.

Students are required to complete 20.5 total Kellogg credits, including all required core courses, and any other degree requirements in place at the time of matriculation.

For MBAi students, If completed successfully, the following Kellogg classes will be approved to count toward the required 20.5 Kellogg credits:

MBAi Core Course	2Y/MMM Equivalent Core Course
ACCT-435-0 (MBAi Financial Accounting)	ACCT-430-0 (Financial Accounting) or ACCT-451-0 (Financial Planning & Analysis)
DECS-435-0 (MBAi Business Analytics)	DECS-430-5 (Business Analytics I) & DECS-431-0 (Business Analytics II)
FINC-435-0 (MBAi Finance)	FINC-430-0 (Finance I) or FINC-440-0 (Accelerated Corporate Finance)
MKTG-435-0 (MBAi Marketing Management)	MKTG-430-0 (Marketing Management)
MORS-430-0 (Leadership in Organizations)	MORS-430-0 (Leadership in Organizations)
OPNS-435-0 (MBAi Operations Management)	OPNS-430-0 (Operations Management) or OPNS-440-0 (Designing & Managing Business Processes)
PACT-440-5 (Leadership & Crisis Management)	PACT-440-5 (Leadership & Crisis Management)
MBAI-910-25 (MBAi Seminar Series) (Elective Credit)	N/A
MBAI-920-5 (MBAi AI Leaders) (Elective Credit)	N/A

Any request that MBAi courses offered by the McCormick School of Engineering count toward the 20.5 credits required for a degree will be evaluated on case-by-case basis.

Transfer requests must be submitted using this [e-form](#) by the following deadlines:

Effective Term	Last Day to Submit Transfer Request
Fall Quarter	July 15
Winter Quarter	October 15
Spring Quarter	January 15
Summer Quarter	April 15

### MMM/MBAi to 2Y Program

MMM and MBAi students may apply to transfer to the 2Y program by **April 15** of Spring quarter.

Regardless of the number of remaining credits to satisfy the minimum 20.5 required credits for the 2Y MBA degree, students approved to transfer into the 2Y Program must complete a minimum of 9 Kellogg elective credits and minimum three quarters of full-time enrollment (a minimum of 3 credits/quarter) in their second year. They must fulfill the tuition obligations of at least three full-time quarters.

If completed successfully, the following Kellogg classes will be approved to count toward the required 20.5 Kellogg credits:

MBAi Core Course	2Y/MMM Equivalent Core Course
ACCT-435-0 (MBAi Financial Accounting)	ACCT-430-0 (Financial Accounting) or ACCT-451-0 (Financial Planning & Analysis)
DECS-435-0 (MBAi Business Analytics)	DECS-430-5 (Business Analytics I) & DECS-431-0 (Business Analytics II)

FINC-435-0 (MBAi Finance)	FINC-430-0 (Finance I) or FINC-440-0 (Accelerated Corporate Finance)
MKTG-435-0 (MBAi Marketing Management)	MKTG-430-0 (Marketing Management)
MORS-430-0 (Leadership in Organizations)	MORS-430-0 (Leadership in Organizations)
OPNS-435-0 (MBAi Operations Management)	OPNS-430-0 (Operations Management) or OPNS- 440-0 (Designing & Managing Business Processes)
PACT-440-5 (Leadership & Crisis Management)	PACT-440-5 (Leadership & Crisis Management)
MBAI-910-25 (MBAi Seminar Series) (Elective Credit)	N/A
MBAI-920-5 (MBAi AI Leaders) (Elective Credit)	N/A

Any request that MBAi courses offered by the McCormick School of Engineering count toward the 20.5 credits required for a degree will be evaluated on case-by-case basis.

Transfer requests must be submitted using this [e-form](#) by **April 15**.

## Evening & Weekend Program to Full-Time (2Y/1Y)

Transfer from the Evening & Weekend Program into the Full-Time Program is restricted to students whose circumstances do not allow them to complete their MBA degree as originally planned in the Evening & Weekend Program.

Students may transfer into the Full-Time program only at the beginning of the Fall Quarter. Since transfer students will be joining students who have completed their first year in the Full-Time Program, the following minimum requirements must be satisfied for transfer:

- The core curriculum must be completed.
- Traditional Students: at least 9, but no more than 12, credits must be completed as an Evening & Weekend MBA student by the end

of the Summer quarter preceding the Fall transfer.

- Accelerated Option Students: at least 3, but no more than 6, credits must be completed as an Evening & Weekend MBA student by the end of the Summer quarter preceding Fall start.
- Transfer requests must be submitted using this [e-form](#) by the end of the Fall Quarter preceding the transfer.
- Completion of an in-person interview.

Final decisions for transfer students will be made before the end of Winter Quarter. Students will be notified by e-mail.

## Transfer Within the Evening & Weekend Program

Students in the Evening & Weekend program must choose a registration preference for Evening or Weekend courses at the time of admission to Kellogg. Students can change this registration preference one time during the student's career at Kellogg. This one-time change must occur before completion of the degree requirements; students may not change their registration preference to pursue additional credits/courses. Registration preference change requests must be submitted using this [e-form](#) and by the following deadlines:

Effective Term	Last Day to Submit Transfer Request
Fall Quarter	<b>July 10</b>
Winter Quarter	<b>October 15</b>
Spring Quarter	<b>January 30</b>
Summer Quarter	<b>April 30</b>

Registration preference changes cannot occur once course bidding has begun.

## **Other Transfers**

Transfer between 2Y and 1Y programs is not permitted.

Transfer from the Traditional to the Accelerated Option program is not permitted.

Students with a change in life circumstances that are not covered by these transfer provisions should contact the Assistant Dean, Student Life for their program.



## GRADUATION

All students who will be completing the MBA or MBAi degree in the current academic year are required to file an Application for Degree located in BidReg according to the following deadlines.

Expected Graduation Term	Deadline to Submit Application for Degree
Fall Quarter	<b>July 1</b>
Winter Quarter	<b>October 1</b>
Spring Quarter	<b>February 1</b>
Summer Quarter	<b>April 1</b>

At the end of the anticipated graduation quarter, after final grades are submitted, student transcripts are reviewed by Academic Experience to verify successful completion of all degree requirements and provide graduation clearance. The Diplomas will be withheld if there are any outstanding holds on the student record.

All students must graduate in the academic year in which they complete the degree requirements for their program.

## CORE COURSE WAIVERS

Students who come to Kellogg with proficiency in core course material may request a core course waiver (or waivers), if available. Course waivers are available for all of the required courses except the following courses: Leadership in Organizations (MORS-430), Business Strategy (STRT-431) and Leadership and Crisis Management (PACT-440-5). Students may waive a core course in one of two ways: by application or by exam. Specific waiver requirements and procedures vary by course. Details and deadlines for waiver dates are posted on the student intranet ([Evening & Weekend](#) | Full-Time).

Students who receive a full course waiver in a core subject are not required to take any additional courses to fulfill the core course requirement in that subject. Students who receive a partial waiver may substitute a full-credit elective or two half-credit electives (specific approved courses vary by department) to fulfill the core course requirement. Partial waiver requirements must be completed by graduation. To satisfy a partial waiver, the student must earn a letter grade for the elective course; a course in which a student receives a "P" or "N" grade will not fulfill a partial waiver requirement.

A waiver does not decrease the number of credits required to graduate.

For students in the 1Y and AO Evening & Weekend Program only, waivers of the following courses are processed by Admissions: Business Analytics (DECS-431), Marketing Management (MKTG-430), Microeconomics (MECN-430), and Operations (OPNS-430).

## INDEPENDENT AND FIELD STUDY

Students who have established superior academic records (cumulative GPA of 3.0 or higher) and who wish to study more in depth than what is provided in regular courses may register for independent study with a selected faculty advisor. Those who wish to work with an outside company or non-profit organization to address a real-world business challenge may register for field study under the oversight of a faculty advisor. Students seeking a field study must find a faculty advisor and a project sponsor. Permission of the instructor and the department is required for both independent and field studies. Independent and field study enrollment is limited to 1.0 credit per quarter, beginning in the second quarter of study. The total credits earned in independent and field study courses in addition to



credits earned as a part of a Kellogg study abroad program and Non-Kellogg Northwestern graduate-level courses approved to count toward the MBA degree cannot exceed 25 percent of the total number of credits required to satisfy the degree requirements.

Independent and field study courses may not be used as a substitution for a required core course. Students may not receive financial compensation for any work completed as part of an Independent or Field Study. The deadline for enrolling in independent and field study courses is Friday 12pm of the first week of the quarter for 10-week and first 5-week classes or Friday 12pm of week 6 for 0.5 credit second 5-week independent and field study classes.

More information about Independent and Field Study and the application process, is posted on the student intranet ([Evening & Weekend](#) | [Full-Time](#)).

### MAINTAINING FULL-TIME STATUS

Students in the Full-Time MBA, MMM and MBAi Programs are required to maintain full-time status for each quarter of study, defined as three to five credits per quarter. All Pre-Term courses count towards graduation credits. The first-year Pre-Term Business Analytics I (DECS-430-5) for 2Y MBA students, the first-year AI Leaders (MBAi-920-5) for MBAi students, and second-year Leadership and Crisis Management (PACT-440-5) courses for MBA and MMM programs do not count toward the subsequent Fall quarter 5-credit limit. The first-year Pre-Term Leadership in Organizations (MORS-430) course credit, as well as any elective taken during the Pre-Term, does count against the subsequent Fall quarterly credit limit.

The MBAi Seminar Series (2-quarter series), 0.25-credit course MBAi-910-25, and the 0.5-credit Data

Visualization course MBAi-925-5 do not count against the quarterly credit limit.

Full-Time students with extenuating circumstances who have fulfilled all graduation requirements may submit [a request for early graduation](#). Students who graduate early must pay all outstanding tuition on an accelerated basis (accelerated tuition) during the final quarter of study.

### CROSS-REGISTRATION

Full-Time and Evening and Weekend students may enroll in up to one credit per quarter of non-Kellogg Northwestern classes beginning in the second quarter of study.

The total credits earned in Non-Kellogg Northwestern graduate-level courses approved to count toward the MBA degree in addition to credits earned as a part of a study abroad program and Kellogg independent and field study courses cannot exceed 25 percent of the total number of credits required to satisfy the MBA degree requirements.

Non-Kellogg Northwestern classes will count in the term and cumulative GPA calculation and against the quarterly credit limit, but will not automatically count towards the MBA degree requirements unless the student receives approval. The minimum requirements for a course to be considered include the following:

1. Graduate- level
2. Relevant to an MBA career or academic goal
3. Must not overlap in content with courses in the Kellogg curriculum.

Students may [submit a petition](#) to have a non-Kellogg class count towards their degree. They will have to explain how the course is relevant to their career goals, and they will be required to submit a

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copy of the course syllabus.

More information about how to enroll in a non-Kellogg course and how to petition to earn Kellogg credit for a non-Kellogg course is posted on the student intranet ([Evening & Weekend](#) | [Full-Time](#)).

## TRANSFER CREDIT (EVENING & WEEKEND MBA ONLY)

In limited circumstances, Evening & Weekend MBA students may receive transfer credit for courses completed at another AACSB-accredited graduate school of management or business prior to matriculation at Kellogg. Pursuant to this policy, current and incoming students in the Traditional Program may transfer up to three credits earned at another AACSB-accredited graduate school of management or business and apply these credits toward the requirements of their Kellogg degree.

Course equivalents of MORS-430 (Leadership in Organizations), STRT-431 (Business Strategy) and FINC-430 (Finance I) are not eligible for transfer credit. Accepted transfer credits are reflected in the student's transcript with a grade of "T" (Transfer), not the actual grade received at the other institution. The "T" grades are not included in the Kellogg cumulative grade point average (GPA) and do not count toward fulfilling the requirements of a Kellogg major or the global elective (required for those students matriculating during or prior to Spring 2013).

The online application, instructions, and deadlines are posted on the [Transfer Credit webpage](#).

The Evening & Weekend Traditional MBA Program is the only Kellogg program that offers an option to transfer in credit earned prior to matriculation.



## FOREIGN EXCHANGE

Students in Kellogg's MBA programs have the opportunity to participate in short-term study abroad programs at Kellogg's partner institutions. The

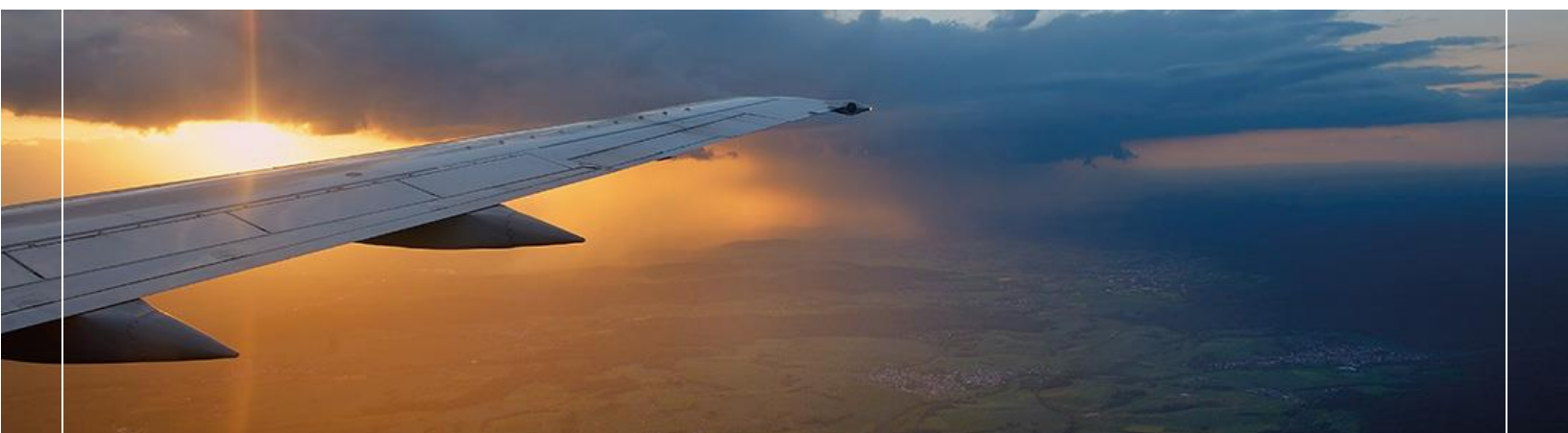
maximum number of credits that can be earned on exchange is determined by the length and nature of a student's academic program and partner school credit-earning opportunities:

Program	Maximum number of exchange credits allowed for transfer
2Y, MMM, Traditional Evening & Weekend	5
1Y, AO Evening & Weekend	3
JD-MBA, MBAi & MD-MBA	N/A – JDMBA, MBAi and MDMBA students may not participate in foreign exchange

Transfer credit will be applied to a student's record after receipt of an official transcript from the exchange partner institution. This process can take up to a full quarter of study after the student returns from exchange; a student who participates in an exchange program in the quarter immediately preceding graduation must receive a final transcript from the exchange institution before a degree can be conferred.

For information on how to apply foreign exchange classes towards Kellogg degree requirements, please visit the [Exchange Program website](#).

The total credits earned as a part of a study abroad program in addition to credits earned in Kellogg independent and field study courses, and in Non-Kellogg Northwestern graduate-level courses, approved to count toward the MBA degree, may not exceed 25 percent of the total number of credits required to satisfy the MBA degree requirements.



## **COURSE REGISTRATION**

Students register for courses through a bidding process by which they are allocated points that they can use to “bid” on desired courses. In their first quarter, students do not participate in the bidding process. After bidding, new and returning students can adjust their course schedules during the multiple phases of Add/Drop. During each phase of Add/Drop, students may drop any course that they do not want and any waitlist position that they do not wish to maintain. They may also add themselves into any open class or to a waitlist. During Add/Drop, students may be promoted from a waitlist and will be charged the number of bid points, if any, that secured the student’s spot on the waitlist. After the end of the last Add/Drop phase, a withdrawal period begins. During the withdrawal period, students may continue to drop courses. A course drop during the withdrawal period will be noted on the student’s transcript with a W. The W is a GPA-neutral record notation that simply indicates the timing of the course drop.

Individual faculty may not approve changes to the course enrollment caps, addition to the class waitlist, or course adds or drops outside of the policies and deadlines set forth by Academic Experience.

More information on the bidding process, as well as quarterly bidding and registration dates, is posted on the Bidding and Registration page ([Evening & Weekend](#) | [Full-Time](#)).

## **CROSS SCHOOL REGISTRATION FOR JDMBA**

The Law School operates on a semester calendar and offers two semesters (Fall and Spring) each academic year. The Law School also offers a brief, optional, Winter Intersession and a short, optional, Summer Term.

Kellogg operates on a quarter calendar, and offers four quarters (Summer, Fall, Winter, and Spring) each academic year.

Mixing calendars with different term structures is a complicated issue that is governed for the JDMBA program by the following standards. Exceptions are not available nor permitted.

### **Summer Courses**

- Rising 2Js must enroll in Kellogg’s Summer Quarter for program requirements, and may also enroll in Law’s Summer Term.
- Rising 3Js may enroll in Law Summer Term classes that begin after the Kellogg Spring Quarter ends. They may not enroll in Summer Quarter.

### **Fall Courses**

- 1Js must enroll in the Semester and cannot enroll in the Quarter.
- 2Js must enroll in the Quarter and cannot enroll in the Semester.
- 3Js must enroll in the Semester and may enroll in the Quarter.

### **Winter Courses**

- 1Js cannot enroll in the Intersession or the Quarter.
- 2Js must enroll in the Quarter and cannot enroll in the Intersession.
- 3Js may enroll in either the Intersession or the Quarter, but not both.
- As the San Francisco Immersion Program (SFIP) begins on the quarter, the SFIP participants will not be able to register for Intersession classes. ○ 3Js who participate in SFIP are not eligible to take Kellogg courses through SFIP.

## Winter Quarter + Spring Semester

- 1Js must enroll in the Spring Semester and cannot enroll in the Winter Quarter
- 2Js must enroll in the Winter Quarter and cannot enroll in the Spring Semester
- 3Js must enroll in the Spring Semester and may enroll in the Winter Quarter

## Spring Courses

- 1Js must enroll in the Semester and cannot enroll in the Quarter
- 2Js must enroll in the Quarter and cannot enroll in the Semester
- 3Js must enroll in the Semester and cannot enroll in the Quarter

## Upper Level Enrollment Limits\*:

### Law's 20-credit limit of outside classroom experience

- A maximum of 20 semester credit hours (toward the 85 required for the JD degree) from enrollments in curricular opportunities outside the law school classroom as follows:
  - o Coursework outside the Law School (e.g. non-colisted Kellogg courses)
  - o Externships/Field Placements
  - o Intensive Semester Practicum course

For JD-MBA, this limit is calculated as follows:

- 12 Non-colisted Kellogg credits (passed with a letter grade of D or better) +
- Practica (Externships or Field Placements, 2 credits per 4-credit Practicum) +
- Summer Research Internship (2 credits/enrollment, 1 enrollment/summer)

## Summer Term:

- Rising 2J enrollment in Law Summer Term classes and Kellogg Summer Quarter classes cannot exceed a total combined 12.5 semester credit hours.
- Rising 3J enrollment in Summer Law Term classes is limited to 2 classes, neither of which may begin before the Spring Quarter ends.
  - o Rising 3Js may not take Summer Quarter classes.

## 17-credit Semester Cap

ABA Standards limit enrollment to a maximum of 17 credits per semester.

The combination of Kellogg + Law School enrolled credits cannot exceed 17 semester credit hours (1 Kellogg Unit = 2.5 Law Semester Credits). This applies to:

- Fall Quarter classes + Fall Semester classes
- Winter Quarter classes + Spring Semester classes.

## Quarterly 5-credit limit for 2Js (Fall-Spring Kellogg Quarters)

2Js may not enroll in more than 5 Kellogg credits per quarter during their 2J year (Fall, Winter, and Spring Quarters).

## Kellogg Program Cap

JDMBAs may not take more than 20 Kellogg credits and must satisfy all MBA requirements in the 2J year.

## Time-Conflicts

The ABA Standards and the attendance policies at both the Law School and Kellogg do not permit students to be enrolled in time conflicted courses.

Students are on their honor to abide by program requirements and rules, and exceptions are not available. If any violation is discovered after the add/drop period, the student will be removed from

one or more courses, and will lose the credits that would have been earned for that/those courses.

Contravention of these policies may be investigated under the Student Code of Conduct.

*\*Note: This list addresses common questions unique to the JD MBA program and primarily related to the intersection of Kellogg and Law School policies, calendars, and curriculum. This is not a comprehensive list of Kellogg's or the Law School's policies governing calendars, registration, or curriculum. More information is available on each school's website and through their respective Registrars' Offices.*



## REGISTRATION HOLD

The University may place a registration hold on a student record for one or more of the reasons articulated below.

Students who are subject to a registration hold are not eligible to register for courses. Students must check [CAESAR](#) for any outstanding holds and ensure that they are resolved before the start of bidding. Students with holds on their record will not be able to place bids or add/drop classes. Academic Experience cannot remove a hold placed by another University Office, such as Student Finance, Health Services or the University Registrar.

### Student Accounts Hold

A late or unpaid bill may result in a registration hold being placed on the student account. Contact [Student Finance](#) for more information about Tuition and Bill Payment.

### Health Requirements Hold

Students are required to submit the Admission Health Record and proof of immunizations as required by the State of Illinois. More information can be found on the [Health Services website](#). Students who fail to submit the required documentation and fully comply with immunization requirements will be prohibited from future course registration and Northwestern University student access until they provide the necessary documentation.

### Emergency Contact Hold

All Northwestern students are required to add, update, or confirm an emergency notification mobile phone number that the University knows to use to send text and/or voicemail messages regarding a campus emergency, their current

address, and at least the name, address and phone number of one person to contact in a personal emergency affecting the student. Students who fail to enter or update this information will be prohibited from future course registration.

More information on how to enter your emergency contact information in CAESAR can be found on the Northwestern Student Enterprise Systems website under "[Emergency Information](#)".



## CLASS ATTENDANCE

At Kellogg, participation in the classroom is an important part of the learning experience. As such, attendance at all class sessions is expected. No student should enroll in any course without the intention and capability of attending all class sessions. Failure to attend a class regularly may cause reduction in the grade, loss of credit for the course, additional remedial work, denial of residence credit or other appropriate sanctions at the discretion of the instructor or the Dean. Students are responsible for reading the course syllabus to ensure compliance with faculty-specific attendance policies.

Since regular attendance is expected in all courses, enrollment in courses that meet at the same time or overlapping times is not permitted. Students are responsible for ensuring that they are not enrolled in two courses (within or outside Kellogg) that meet at the same time or overlapping times by the end of the final Add/Drop period.

Students must regularly attend the class section for which they are registered. This policy applies to all Kellogg courses, including day, evening & weekend classes in both Evanston and Chicago.

### **Mandatory First Class Attendance Policy**

The First Class Mandatory attendance policy requires students to attend the first class session of a course with this designation to maintain enrollment in the course or to be added off the waitlist.

Bidding and registration for First Class Mandatory course sections works the same as with any other section. Students are responsible for knowing whether a course on which they bid is subject to the First Class Mandatory attendance policy (noted in the course description in [Course Planning](#)). On the first day of class, the professor will take attendance.

After the first class session, the professor will instruct the Registrar to drop students who did not attend the mandatory first class and to add, in the order in which they appear on the waitlist, students who did attend the mandatory first class.

More information on the First Class Mandatory Attendance policy is posted on the student intranet ([Evening & Weekend](#) | [Full-Time](#)).

### **Class Absences**

Excused absences will be granted for religious observance, funeral attendance and student/dependent hospitalization. All absences should be communicated in a timely fashion to the professor. Any circumstances resulting in multiple absences should be communicated in a timely fashion to the Assistant Dean, Student Life.

Regardless of the class attendance policy in a course syllabus (if any), a student who misses more than 20 percent of any class may be removed from the roster (which will result in a loss of any bid points spent to secure the roster position or tuition refund, pursuant to the tuition refund schedule published by the University).

### **Class Recordings**

Kellogg may offer audio recording of classes for students who have a COVID-related excused absence from class. A student who wants to audio record the class session missed must first ask the professor for permission and must abide by the professor's response. If the professor rejects the request, then the student may ask one or more colleagues in that class to share their class notes. If the professor agrees, then the student must arrange for the recording with a classmate.

## COURSE REPEAT POLICY

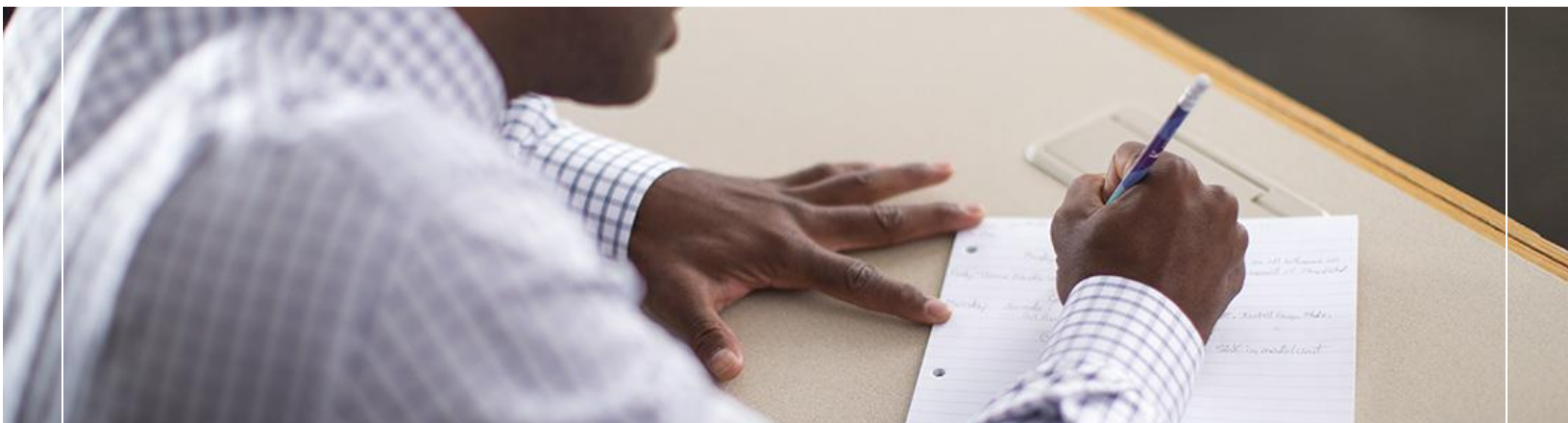
Elective courses are not repeatable, unless the course content is differentiated between sections (as is with GIM, certain experiential learning courses, and thought leadership seminars). To confirm if a given course is repeatable, students should contact the Office of Registration and Student Records ([Kellogg-registrar@kellogg.northwestern.edu](mailto:Kellogg-registrar@kellogg.northwestern.edu)).

Core courses or courses required for the completion of a major can only be repeated if the student receives a failing grade (F) and approval is obtained from Academic Services. If a course is repeated, both grades will appear on the transcript and be included in GPA calculation. This policy applies to both Kellogg and non-Kellogg courses

## Final Exams

Dates for final exam periods are posted on the Kellogg [Academic Calendar](#). Students are required to be present on campus to take their in-person exams during the final exam period. For in-person final exams Kellogg does not offer remote exam administration or administer exams before the published start to the exam period. Students can check Course Planning in [BidReg](#) to view available final exam dates. In some instances, it may be necessary to check the course syllabus to determine the established date for a final exam or other final deliverable.

Students who are enrolled in non-Kellogg courses are responsible for confirming the dates and procedures for the final deliverables for those courses.



## GRADING AND GRADE REQUIREMENTS

A minimum Cumulative Grade Point Average (CGPA) of 2.0 is required for degree conferment. Students must earn at least a grade of D (1.0) in all core and major courses. Grades awarded for :

Grade	Grade Points
A	4.0
B	3.0
C	2.0
D	1.0
F	0
X	Failed to earn credit: missed final examination
Y	Failed to earn credit: work incomplete

completed, credit-bearing courses not taken on a pass/no credit (P/NC) basis and used in calculating the grade point average (GPA) are

The following grades are not used in calculating the GPA:

P	Pass with credit
N	No grade, no credit
K	Course in progress
W	Withdrawn by permission
NR	No grade reported by instructor

**K grade:** if the course requires more than one term for completion, a class registration is required for every term and a grade of K is awarded for each term with the exception of the final term. Upon successful completion of the course, the same final non-K letter grade is applied to all terms.

**X or Y grade:** Students may request an incomplete grade of Y only in a course in which they have substantially completed the work, including any requirements of attendance or engagement. The university minimally requires that more than 50% of

the course requirements must be complete in order for the course to be “substantially completed.” Students must also be passing the course based on the materials submitted thus far to be eligible for an incomplete Y grade.

A student who is approved for an incomplete (Y) or is given an X (excused absence for exam) grade must make up the work within the next registered quarter. If they fail to make up the X or Y grade after the next registered quarter, the grade will automatically become an F (failure) unless the

student receives a written extension with a specific date of completion from the professor. If the work is not completed upon completion of degree requirements, a grade of F will be assigned before the degree can be conferred.

### Pass/No Credit Grading Option

MBA and MMM students may elect to use Pass/No Credit (P/NC) grading option for any combination of eligible full- and half-credit Kellogg courses, not to exceed three (3) total credits during the entire course of study. Within the guidelines specified, P/NC grading option may be used in any quarter and in any combination of credits up to the maximum. Kellogg courses with mandatory P/NC grading, including foreign exchange courses, and non-Kellogg courses do not count towards the three (3.0) credit P/NC limit.

Certain Kellogg courses are not eligible for P/NC grading option, including core courses, courses counting toward a major, many experiential learning courses, and others as designated by the academic department. The course descriptions in [BidReg](#) Course Planning contain details on P/NC grading option.

For each course that a student elects to take as P/NC, the student must select a target grade of A or B. The P/NC election is not communicated to the faculty member; the professor will submit a letter grade for every member of the class. For students who elect to take the course P/NC and achieve their target grade (or higher), the letter grade earned will appear on the transcript. If the target grade is not achieved, a P (Pass) or an N (no credit) grade will appear on the transcript. The P and N grades on the transcript are not used in GPA calculation and will not count towards any majors. Courses with a P (pass) grade on the transcript will count towards

graduation credits.

The P/NC option must be submitted by the deadline published by the Office of Registration and Student Records. P/NC grading option may not be added or removed after the deadline. If a student drops a P/NC course after the add deadline, the P/NC credit for that class is counted toward the three credit P/NC limit.

More information on the P/NC policy, including P/NC credit limits and the process for electing P/NC, setting a target grade, and transcript notations, is posted on the student intranet ([Evening & Weekend](#) | [Full-Time](#)).

### Grade Appeal Process

Any student who wishes to contest a grade given for work completed at Kellogg should adhere to the following procedure:

1. Students have up to ten (10) business days from the beginning of the next registered quarter to resubmit for re-grading any work completed at any point throughout the quarter. In contesting a grade, the entire work, not only the sections in question, may be reviewed and the final grade adjusted accordingly.
2. Submissions for re-grading must be made in writing via email to the professor and the Office of Registration ([kellogg-registrar@kellogg.northwestern.edu](mailto:kellogg-registrar@kellogg.northwestern.edu)). In the submission, the student must explicitly request a re-grade and outline the specific areas of the work that he or she feels were incorrectly graded.
3. Professors should re-grade the work and return a written response to the student within ten (10) business days after the written request for a re-grade, explaining the results of the review and indicating whether the student's grade has

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changed. Written confirmation of the decision should be submitted by the professors. (Off-campus faculty may be granted additional time by the Senior Associate Dean or Office of Registration and Student Records).

4. If a student remains dissatisfied with the grading process, he or she will have up to five (5) business days after receiving the re-graded work to submit it a second time for re-grading, as outlined in step 2 above.
5. Professors should re-grade the work within (5) five business days of receiving the second written request, as outlined in step 3. This concludes the grading appeal process.

Professors' judgments on second submissions of written work will be final. There are no provisions for student appeal to outside parties in resolving grading disputes. Grade changes are not possible after a degree is conferred.

A student who believes that a faculty member has not properly adhered to the re-grading process should contact the Office of the Senior Associate Dean for Curriculum and Teaching ([seniorassociatedeans@kellogg.northwestern.edu](mailto:seniorassociatedeans@kellogg.northwestern.edu))





## **Standards of Progress**

### **(1Y, 2Y, MBAi, MMM, E/W)**

Students must maintain a minimum cumulative grade point average of 2.0 to remain in good academic standing and be eligible for degree conferral upon successful completion of all degree requirements. Student academic performance is monitored at the end of each quarter.

A student whose cumulative and/or quarterly GPA for the quarter is below 2.0, and who does not complete at least two-thirds of all credits attempted, will be placed on academic probation. Academic Experience will notify the student in writing (e-mail communication) of the probation status, and the student will be required to meet with an academic advisor to develop an academic plan to return to good academic standing. The academic plan may include some grading options (e.g., P/N) and registration restrictions (e.g., limit placed on number of registered units per quarter). Students may petition the Senior Director of Academic Experience for an extension of the probation period based on documented extenuating circumstances. The student's petition must be received by Academic Experience before the end of the probation quarter.

At the end of the probation period, the student's academic progress will be reviewed by Academic Experience. A student who fails to meet the conditions outlined in the academic probation letter may be placed on a second consecutive probation or may be suspended (for at least one quarter) from Kellogg.

Failure to resume good academic standing after a second consecutive academic probation and/or to satisfy the academic standards listed below may result in an academic suspension or dismissal from Kellogg.

- 2Y students must earn at least a 2.0 cumulative GPA and complete two-thirds of all credits attempted to continue enrollment after the first three quarters of study.
- 1Y students must earn at least a 2.0 cumulative GPA to continue enrollment after the second quarter of study, and must complete two-thirds of all credits attempted each term.
- Evening & Weekend students must earn at least a 2.0 cumulative GPA to continue enrollment after completion of the first six credits of coursework and must complete two-thirds of all credits attempted each academic year.

A student who is suspended or dismissed for failure to resume or maintain good academic standing will be notified in writing (e-mail communication) before the start of the subsequent term. Students may appeal the suspension or dismissal decision based on documented extenuating circumstances by submitting a written request and supporting documentation to the Deputy Dean, copying the Senior Director of Academic Experience, within ten business days of the date of the suspension or dismissal's notification.

Federal regulations require all recipients of federal financial aid (for Graduate MBA students at Kellogg, this includes Federal Direct Stafford Loans and Federal Direct Graduate PLUS Loans) to satisfy additional requirements from those listed above to maintain satisfactory academic progress in their program of study. More information on maintaining Satisfactory Academic Progress (SAP) is available on the student intranet ([Evening & Weekend](#) | [Full-Time](#))



## **Reinstatement after Academic Suspension and Dismissal (1Y, 2Y, MBAi, MMM, E/W)**

Students who have been suspended or dismissed for academic reasons may petition the Deputy Dean, copying the Senior Director of Academic Experience, for reinstatement no later than four weeks prior to the start of the intended reinstatement term. The letter of petition for reinstatement must include the following:

- A request for readmission for a specific term.
- Documentation demonstrating unusual or extenuating circumstances that contributed to the student's academic difficulties.
- A statement describing what was accomplished during the suspension or dismissal period and outlining a plan for academic success.

## **Appeals Review (1Y, 2Y, MBAi, MMM & E/W)**

Appeals for academic suspension, academic dismissal and for reinstatement are reviewed by a committee composed of the Deputy Dean, the Assistant Dean, Student Life, The Faculty Director of the FT or E/W program, the Senior Director of Academic Experience, the Director of Career Coaching, and the Associate Director of Academic Advising. The committee's decision is made within 10-15 business days of the submission of the appeal and is communicated in writing (e-mail communication) to the student. The committee's decisions are final.

## **Standards of Progress (JD-MBA and MD-MBA)**

JD-MBA and MD-MBA students are subject to the academic standards set out in the Northwestern Pritzker School of Law Rules and Regulations and the Feinberg School of Medicine Student

Handbook, respectively. The consequences of falling below those standards (if any), and the opportunities for appeal (if any) are also set forth in those documents. ([JD-MBA](#) | [MD-MBA](#)).

Federal regulations require all JD-MBA and MD-MBA recipients of federal financial aid to satisfy additional requirements from those listed above to maintain satisfactory academic progress in their program of study. These requirements apply to part-time as well as to full-time students for all terms of enrollment within an academic year, including those terms for which no financial aid was granted. More information on maintaining Satisfactory Academic Progress (SAP) is available on Northwestern Chicago Financial Aid site ([JD-MBA](#) | [MD-MBA](#)).

## HONORS AND DISTINCTIONS

### Graduation Honors

Students who earn a final cumulative GPA within the top 10 percent of the graduating class receive an MBA degree With Distinction. The top 10 percent cutoff is determined three business days before the degree conferral date. This honor will be noted on the diploma and the official transcript.

Students who earn a GPA to place in the top 10% at the conclusion of the second to last quarter of their graduation year are nominated for induction into Beta Gamma Sigma, an international honor society for business students.

Other awards include the Dean's Award for Academic Achievement (final cumulative GPA of 4.0), department Top Student Awards and the Dean's Distinguished Service Award for service to Kellogg. Additionally, Evening & Weekend students who receive a grade of A for each of their first 10 credits (excluding courses offered only on a P/NC grading basis) are awarded The Jane Robertson Memorial Academic Excellence Award.

### Dean's List

The Full-Time Student Dean's List is tabulated and posted on a quarterly basis. Full-Time students who earn a GPA of 3.75 or higher in any given quarter while enrolled in at least three credits of Kellogg courses or courses completed for Kellogg credit as part of a joint-degree program may earn the Dean's List for that quarter. At least three of the credits must have a letter grade on the transcript (i.e., courses with a "P" grade on the transcript do not count towards the minimum three credits). Dean's List designation is noted on the official transcript.

The Evening & Weekend Student Dean's List is tabulated and posted following the fall and spring quarters. It honors students with GPAs of 3.75 or

higher for at least three credits completed with a letter grade as reported on the transcript (courses with a "P" grade on the transcript do not count towards the minimum three credits) during the summer and fall quarters (for the post-fall quarter reporting) and winter and spring quarters (for the post-spring quarter reporting). Dean's List designation is noted on the official transcript.

For Full-Time and Evening & Weekend students, the Dean's List Honors are determined and awarded only once a quarter by the end of week 2 of the following term for the Fall and Spring Quarters, and around mid-week 3 of the Spring quarter for the Winter Quarter Full-Time Student Dean's List Honors.

Once established, the Dean's List is final. Grade changes or incomplete grade resolutions submitted after the Dean's List Honors are published will not result in a retroactive addition to the Dean's List.

## LEAVE OF ABSENCE

### Full-Time Students

Full-time students who need to temporarily interrupt their enrollment for academic, personal or medical reasons may submit a [petition](#) for a leave of absence (LOA). A written explanation detailing the nature of the situation (e.g., family emergency, academic difficulties, or other reasons) must be submitted with [the petition for a leave for absence](#). Students will be notified in writing (via an e-mail communication) if their request is approved.

### Evening & Weekend Students

Evening & Weekend students who do not intend to enroll for a particular quarter (up to two consecutive quarters) must [notify](#) Academic Experience.

Students who need to temporarily interrupt their enrollment for three or more quarters for academic, personal or medical reasons may submit a [petition](#) for a leave of absence (LOA). A written explanation detailing the nature of the situation (e.g., family emergency, academic difficulties, or other reasons) must be submitted with [the petition for a leave for absence](#). Students will be notified in writing (via an e-mail communication) if their request is approved.

### Leave of Absence Policy

- A leave of absence is granted for at least one quarter and up to one year. However, individual circumstances determine justification and duration.
- A leave of absence will not be granted retroactively.
- A leave of absence approved by the end of the last Add/Drop period of the quarter will result in an enrollment cancellation and documented on the student's transcript with the date of the withdrawal.
- A leave of absence approved after the last Add/Drop period of the quarter ended, will result in course withdrawals which will be noted on the student's transcript with grades of "W" along with the withdrawal date.
- During a leave of absence, students are not permitted to enroll in any courses offered at Northwestern University. The student's record is no longer active.
- Students on approved leave of absence are not eligible for federal financial aid, including loans and scholarships. Students should contact Student Financial Services for additional information.

- Students in good standing will not have the LOA time included in the four years allowed to complete the degree requirements for the Accelerated Option program or in the five years to complete the Traditional program.
- A notice of students on an approved leave of absence will be provided to the University Registrar, Office of Student Finance, Career Management Center, Student Financial Aid Office, and Kellogg Information Services.

### MEDICAL LEAVE OF ABSENCE

Students may request a medical leave of absence (MLOA) ([FT Program e-form petition](#) | [EW Program e-form petition](#)). A MLOA is to provide students time away from campus for treatment of a physical or mental health condition. Students who request and are approved for a MLOA may be eligible for tuition adjustments or refunds.

#### Application Deadlines:

Students must apply for MLOA by the following strict deadlines. A MLOA cannot be processed if a student has taken a final exam or submitted final deliverables for any of their enrolled courses, or has already competed at least one of their classes (e.g., a pre-term class, week-end pop-up class, or 1<sup>st</sup> 5-week class).

Quarter of Leave	MLOA Deadlines
Summer 2022	August 12, 2022 (10 week-classes)
Fall 2022	November 11, 2022
Winter 2023	February 24, 2023
Spring 2023	May 19, 2023
Summer 2023	August 11, 2023 (10 week-classes)

## Limited access to University facilities and services while on a leave of absence:

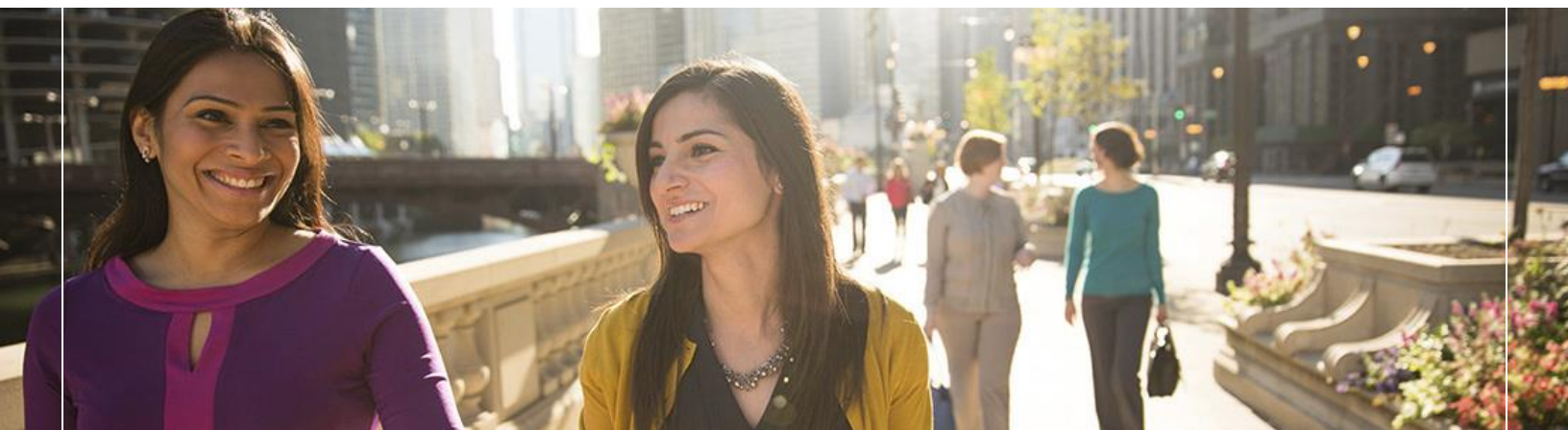
- NetID, CAESAR and Kellogg e-mail address: The NetID is deactivated after a period of time as outlined in the [NUIT NetID Expiration Schedule](#). The student's Kellogg e-mail address and CAESAR account becomes no longer valid once the NetID is deactivated.
- **Library:** Students on a leave of absence may [register as an affiliate](#) to have access to the Libraries and be granted [borrowing privileges](#).
- **Health Services:** Students on an approved leave of absence are permitted to remain enrolled in NU-Student Health Insurance (NU-SHIP) for the academic year in which their leave of absence begins. If the approved leave of absence extends to the following academic year, students may [apply for coverage](#) for themselves and their dependents during the open enrollment period. More information about NU-SHIP is available on the [Northwestern Health Insurance Office website](#).

## Returning from an approved leave of absence:

- Students on an approved leave of absence must request permission to return at least

one full quarter prior to their anticipated return to Kellogg and no later than the following deadlines if they wish to participate in bidding for their course registration:

- By May 1 for an anticipated Summer Quarter return
- By July 15 for an anticipated Fall Quarter return
- By October 15 for an anticipated Winter Quarter return
- By January 15 for an anticipated Spring Quarter return
- International students on an F-1 or J-1 visa must contact their Kellogg International Student Advisor a minimum of 60 days prior to their anticipated return date.
- Students must submit a [re-entry petition](#) and upload their completed [Application for Former Student to Re-Enter](#) (FRET Form) to their re-entry petition form.
- Students returning from a LOA must follow the guidelines and requirements for the class with which they matriculated.
- Students wishing to return from a MLAO must submit a health provider's documentation recommending they resume their studies.



## DEGREE ENHANCEMENT PROGRAM (DEP)

The Degree Enhancement Program (DEP) allows graduates in the Evening & Weekend MBA Program to take additional Kellogg courses, free of a tuition charge. DEP enrollment is not available for students in the Full-Time programs. The rules for taking DEP classes are as follows:

- Students may take up to eight credits through the DEP program.
- Students may begin taking DEP classes the following quarter after they complete their degree requirements and must complete their DEP classes within the three academic years following their graduation date.
- DEP courses may not be taken with the P/N grading option; DEP students must take and earn a letter grade.
- The final grade earned in a DEP course will be included in the student's existing Northwestern University transcript, and will be used to calculate the term grade point average (GPA) and new cumulative grade point average (CGPA).
- Any DEP student who drops a course between the third and tenth week of any class will forfeit his or her opportunity to register for any future courses offered in the program.

- Kellogg reserves the right to withdraw a student from DEP at any time.
- Kellogg will evaluate DEP on an annual basis and reserves the right to change or cancel the program at any time.

More details on DEP-eligible courses and registration procedures are posted on the [DEP website](#).





## EMPLOYMENT POLICY

### Full-Time Students

The Full-Time program (MBA, MMM, MBAi, JDMBA, MDMBA) is designed to be a rigorous, residential program in which students' primary focus is their MBA coursework. Thus, Full-Time students are discouraged from pursuing outside employment while classes are in session. Further, work and internship-related conflicts are not excuses for absences or requests for extensions. Students are encouraged to obtain the advice of the Career Management Center and Academic Services prior to committing to nonacademic pursuits.

### Evening & Weekend Students

The Evening & Weekend program is designed by the faculty to help working professionals develop the insight and capacity for making on-the-job contributions that lead to increased managerial responsibilities. All students in the Evening & Weekend MBA Program are expected to be

employed full-time while enrolled in Kellogg courses. However, Kellogg recognizes that situations may develop which are out of a student's control (e.g., downsizing, forced out-of-state relocation, firing, etc.). As a result, the policy regarding full-time employment is as follows:

- If, for any reason, a current Evening & Weekend student becomes unemployed, he or she must email the Assistant Dean, Student Life for the Evening & Weekend MBA Program as soon as possible and explain the situation (this information will be considered personal and confidential).
- The Assistant Dean, Student Life will advise the student as to best steps to take within the program while seeking new employment. The student should check back with the Assistant Dean in six months if new employment is not found.
- All information provided by students is done so with the full knowledge of the Kellogg Honor Code.

## FINANCIAL POLICIES AND PROCEDURES

Each student is responsible for his or her financial obligations to Northwestern University, even if financially sponsored in full or in part by a third party. Any questions about university financial procedures should be directed to the [Office of Student Finance](#).

Failure to read Northwestern University Financial Regulations does not excuse the student from compliance with rules and regulations therein stated.

Students whose university bills are overdue will not be able to bid or register for classes, be given a diploma or transcript or have their enrollment or degree confirmed until all financial obligations are paid in full. A student whose account is overdue must pay a late payment penalty fee. The Northwestern Director of Student Accounts may cancel the registration of a student whose bills are past due.

### Tuition & Billing Procedures

Quarterly tuition is typically billed the month prior to the beginning of the quarter and after registration has taken place. Tuition bills are posted electronically via CAESAR; when each new bill is posted online, an email notice is sent to the student's Kellogg email account. A late-payment fee is assessed once each quarter on amounts remaining unpaid after the due date. A late fee caused by delayed financial aid may be canceled, providing the non-financial-aid balance is paid by the original due date.

Student billing addresses (home address listed on initial registration records) are maintained separately by Northwestern University through CAESAR. Students should enter address changes immediately to avoid missing key information.

### Full-Time Program Tuition

The Full-Time program prices [tuition](#) based on the degree pursued rather than the length of enrollment. Students who graduate early are still responsible for the full tuition amount for their degree program. Generally, tuition is billed quarterly, in the month prior to the beginning of the quarter and after registration has taken place.

Full-Time students should direct questions about university financial regulations to the [Office of Student Finance](#), 555 Clark Street, Evanston, IL 60208, or call 847.491.5224.

### Evening & Weekend Program Tuition

The Evening & Weekend students are charged [per credit](#). Students are billed each quarter based on the number of registered credits. Students have until the end of the first week of class to drop a class and receive a full tuition refund. After the first week of class, a percentage of tuition is refunded for a course drop according to a schedule published by the Office of Student Accounts. More information about the tuition refund deadlines is posted on the [Tuition & Payment](#) page of the student intranet.

Any questions about university financial regulations should be directed to the [Office of Student Finance](#), 710 North Lake Shore Drive, Chicago, IL 60611, or call 312.503.8503.

### Withdrawals and Refunds

A student must notify Academic Experience ([FT Program e-form](#) | [E/W Program e-form](#)) of any intent to withdraw from the MBA program. Simply ceasing to attend class does not constitute official withdrawal.

A withdrawal from class may result in a tuition adjustment. Full tuition is refunded if the student withdraws on or before the seventh day of the



quarter. After the seventh day, the refund amount decreases according to the [University schedule](#). All tuition adjustments are computed as of the date on which the official withdrawal notice is received. Tuition deposits are not refunded under any circumstances.

Financial aid recipients who withdraw from the University or withdraw/drop all courses in a quarter may be required to return a portion of their Title IV funds to the federal programs as well as a portion of any outside scholarship assistance, and/or institutional financial aid.

The amount of Title IV funds you may retain will depend upon the percentage of time you were enrolled during the quarter:

- If less than or equal to 60% of the quarter had elapsed before your withdrawal, you may keep the percent of the funds equal to the percent of the quarter that had elapsed. If less than 60% of a term has been completed as a result of a withdrawal for a Title IV aid recipient, a return would be required. For example, if 50% of the quarter had elapsed, you may keep 50% of the funds.
- If more than 60% of the quarter had elapsed before your withdrawal, Title IV recipient has earned all of the funds for the quarter.

The Kellogg Financial Aid Office will receive notification of a withdrawal based on information received from the Registrar's Office. According to federal regulations, a school must return Title IV funds to the programs from which the student received aid during the payment period or period of enrollment as applicable, within 45 days of the date of determination of the withdrawal, in the following order:

- Federal Direct Stafford Loan

- Federal Direct Grad PLUS Loan

## FINANCIAL AID

Kellogg is committed to helping students secure the best options to finance their business school education.

### Full-Time Program

Information on applying for and receiving financial aid is available for Full-Time MBA students. Students must enroll in at least two credits per quarter in order to be eligible for federal loans. Private loans are usually available to students who are enrolled less than half-time. Financial aid may not be available for students opting for accelerated tuition or for those who choose to remain an additional quarter after their program requirements are complete. ([Full-Time](#) | [JD-MBA](#) | [MD-MBA](#)).

### Evening & Weekend Program

Information on applying for and receiving financial aid is available on the [Chicago Office of Financial Aid](#) website for Evening & Weekend students. Students must enroll in at least two credits per quarter to be eligible for federal loans. International

students and students who are enrolled less than half-time may seek out private loans.

### Satisfactory Academic Progress for Federal Financial Aid

Federal regulations require all recipients of federal financial aid (For Graduate MBA students at Kellogg, this includes Federal Direct Unsubsidized Stafford Loans and Federal Direct Graduate PLUS Loans) to maintain satisfactory academic progress in their program of study. It is also the University's expectation that students will make progress towards completion of their degree in which they are enrolled. These requirements apply to students for all quarters of enrollment within the academic year, including all quarters enrolled even if no financial aid was granted for that quarter of enrollment. More information on maintaining satisfactory academic progress, suspension, and appeals can be found on the Financial Aid websites ([Evening & Weekend](#) | [Full-Time](#) | [JD-MBA](#) | [MD-MBA](#)).



## VA PENDING PAYMENT POICY

For Northwestern students using U.S. Department of Veterans Affairs (VA) Post 9/11 GI Bill®1 (Ch. 33) or Vocational Rehabilitation and Employment (Ch. 31) benefits, the University will not prevent enrollment, assess a late fee, deny access to resources available to other students, or require they secure additional funding while payment from the United States Department of Veterans Affairs is pending to the University.

To qualify for this provision, students may be required to:

- Produce the VA's Certificate of Eligibility by the first day of class;

- Provide written request to be certified;

- Provide additional information needed to properly certify the enrollment as described in other institutional policies

*GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government Web site at [https:// www.benefits.va.gov/gibill](https://www.benefits.va.gov/gibill) (<https://www.benefits.va.gov/gibill/>).*

## GRIEVANCE PROCEDURE

If a student wishes to express a grievance about another student or a faculty or staff member, he or she should first visit the Assistant Dean, Student Life for his or her program. To file a formal grievance, the student will be asked to document the issue. Grievances are channeled through the chain of administrative command and may be reviewed by a special committee or the Dean's Office.

## CLASSROOM AND FACILITIES USE

Students may request the use of classrooms only for official Kellogg club or academic purposes; classrooms may not be reserved for personal use. Only students who are taking classes at Kellogg are allowed to use its facilities.

## KELLOGG DIRECTORY AND LISTSERV USE

Kellogg students have full access to the email directory of all members of the Kellogg community (students, faculty and staff). Access to this contact information is a privilege that may be revoked if abused. Students may not use their access to the email directory to create listservs for class projects or for personal/business purposes and may not share this contact information with anyone outside of the Kellogg community.

Broadcast emails are used to communicate events, information and emergency situations that pertain to the entire student body. The following are examples of a few of the things that are not appropriate for broadcast emails: club-specific events or announcements, requests to help with surveys or research, lost and found items, results from contests, apartments for rent, etc. In addition, commercial advertising (for profit or nonprofit/charity) may not be sent out by broadcast email, nor will it be posted on the student intranet.

Faculty and staff listservs should not be used for student-initiated communication without prior approval from the Dean's Office.

## UNIVERSITY HEARING AND APPEALS SYSTEM (UHAS)

The [University Hearing and Appeals System](#) is Northwestern University's formal campus judicial process for conduct violation. The Northwestern University Student Handbook describes the system in detail.

## SERVICES FOR STUDENTS WITH DISABILITIES

Students who need assistance due to any disability must first apply to:

AccessibleNU for Full-Time Students

2122 Sheridan Road, Room 130

Evanston, IL 60208

Email: [accessiblenu@northwestern.edu](mailto:accessiblenu@northwestern.edu)

Phone: 847-467-5530

Website: <http://www.northwestern.edu/accessiblenu/index.html>

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## **Students who need assistance due to any disability must first apply to:**

AccessibleNU for Evening & Weekend Students

Abbott Hall, Suite 500

710 N. Lake Shore Drive

Chicago, IL 60611

Email: [accessiblenu@northwestern.edu](mailto:accessiblenu@northwestern.edu)

Phone: 312-503-4042

Website: <http://www.northwestern.edu/accessiblenu/index.html>

AccessibleNU office will provide documentation for faculty and the Office of Student Life that will be used to secure appropriate accommodation. See the Northwestern University [Student Handbook](#) for university policy and grievance procedures for students with disabilities.



## OTHER IMPORTANT UNIVERSITY POLICIES

### Policy on Drugs and Alcohol

The University policy on drugs and alcohol is described in the Northwestern University [Code of Student Conduct](#). Students in need of assistance should contact Counseling and Psychological Services ([CAPS](#)). No alcohol may be served in Kellogg classrooms without permission from the Dean's Office. Permission will be granted only when the service of alcohol is integral to the educational purpose of the class or event being held in the classroom.

### Policy on Sexual Harassment

Northwestern University is committed to maintaining an environment free of discrimination and all forms of coercion that impede the academic freedom or diminish the dignity of any member of the university community. More information on the University policy on [sexual misconduct Student Handbook](#).

### Hazing

Northwestern University forbids hazing and all other activities that interfere with the personal liberty of an individual. More details about the University policy against hazing can be found in [the Code of Student Conduct](#).

### Respect NU- Hate Crimes and Bias Incidents

Northwestern University is committed to maintaining an open and supportive environment, free of acts of bias, hate, discrimination, harassment, and all other forms of coercion that impede academic freedom or diminish the dignity of any member of the University community. For comprehensive information about bias and hate incidents, including multiple avenues for reporting such events, visit the [Respect NU website](#).

### Equal Opportunity

Northwestern promotes an environment that is free from discrimination and harassment.

For advice or assistance regarding this policy, see <https://www.northwestern.edu/equity/index.html>.

University's educational programs and activities, including in matters of employment and admissions. In addition, Northwestern provides reasonable accommodations to qualified applicants, students, and employees with disabilities and to individuals who are pregnant.

Any alleged violations of this policy or questions with respect to nondiscrimination or reasonable accommodations should be directed to Northwestern's Office of Equity, 1800 Sherman Avenue, Suite 4-500, Evanston, Illinois 60208, 847-467-6165, [equity@northwestern.edu](mailto:equity@northwestern.edu).

Questions specific to sex discrimination (including sexual misconduct and sexual harassment) should be directed to Northwestern's Title IX Coordinator in the Office of Equity, 1800 Sherman Avenue, Suite 4-500, Evanston, Illinois 60208, 847-467-6165, [TitleIXCoordinator@northwestern.edu](mailto:TitleIXCoordinator@northwestern.edu).

A person may also file a complaint with the Department of Education's Office for Civil Rights regarding an alleged violation of Title IX by visiting [www2.ed.gov/about/offices/list/ocr/complaintintro.html](http://www2.ed.gov/about/offices/list/ocr/complaintintro.html) or calling 800-421-3481. Inquiries about the application of Title IX to Northwestern may be referred to Northwestern's Title IX Coordinator, the United States Department of Education's Assistant Secretary for Civil Rights, or both.



## BASIC STANDARDS OF ACADEMIC INTEGRITY

Registration at Northwestern requires adherence to the university's standards of academic integrity, which prohibit cheating, plagiarism, and other acts of unacceptable academic behavior. The full policy is available in the Northwestern University [Student Handbook](#).

## HONOR CODE AND CLASSROOM ETIQUETTE

Academic integrity is a vital part of the Kellogg community and upheld by the Honor Code. The purpose of the Kellogg Honor Code is to promote our values of integrity, professionalism and respect for others so that each student can fully develop intellectually and professionally within our community. All Kellogg students are bound by the Honor Code at all times, whether on campus or off campus. Procedures for reporting an Honor Code violation and appealing an Honor Code decision are detailed in the [Honor Code](#) website. Additionally, all Kellogg students are expected to abide by the [Code of Classroom Etiquette](#) and the [Northwestern Code of Conduct](#).







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