

KSM WRITING STYLE GUIDE | SPRING 2023

Overview: The Kellogg School of Management, by and large, follows the Associated Press Style Guide for grammar rules, punctuation and copy formatting. There are, of course, several Kellogg-specific rules for how we talk about and represent our varying departments, programs and academic centers. This guide covers the most commonly used AP rules, as well as custom styles that are unique to Kellogg.

Top 10 AP Style rules to remember

Capitalization

Only proper nouns and proper names are capitalized. This means job titles are lowercase (except in rare circumstances).

Headlines: Use **sentence case** for all headlines and subheaders. Only the first word and proper nouns are capitalized in headlines. NOTE: Headlines never include ending punctuation unless it is a question mark.

- Exception: The first word after a colon is always uppercase in headlines. The Kellogg Style Guide: A way to make all punctuation the right punctuation

Proper nouns: Capitalize nouns that constitute the unique identification for a specific person, place or thing: *John, Mary, America, Boston, England*. Some common nouns receive proper noun status when they are used as the name of a particular entity: *General Electric, Gulf Oil*.

- **CORRECT exception:** *The convocation event will feature a talk from Dean Francesca Cornelli. Francesca Cornelli is dean of the Kellogg School of Management and holds the Donald P. Jacobs Chair in Finance. She also teaches courses as a professor of finance.*

Proper names: Capitalize common nouns such as party, river, street and west when they are an integral part of the full name for a person, place or thing: *Democratic Party, Mississippi River, Fleet Street, West Virginia*.

Colon

Colons can be used to introduce a list series or for emphasis.

List series: *Tabitha had three conditions for dinner: greasy, fast and easy.*

Emphasis: *Sam promised everyone this: The company will make good on all the losses. He had only one hobby: Legos. Jamie would only accept one answer: yes.*

- Capitalize the first word after a colon if it is 1) the start of a new sentence 2) a proper noun

Northwestern | Kellogg

Commas

KSM *does not* use Oxford commas aka the comma before the conjunction in a list or series.

- **CORRECT:** *The flag is red, white and blue.*
- **INCORRECT:** *The flag is red, white, and blue.*

**Exception:* Oxford commas are sometimes needed to separate the last item in a series that has more complex descriptions. *Example: Lloyd offers multiple benefits as a house cat, including increasing your quality of life, unlimited snuggles, self-bathing and washing, and little to no supervision.*

Compositions

Books, movies, songs, plays, articles, works of art, TV shows, speeches, etc. are all put in quotation marks and capitalized, except for articles and some "be" verbs. Capitalize all words in a title except articles (*a, an, the*); prepositions of three or fewer letters (*for, of, on, up, etc.*); and conjunctions of three or fewer letters (*and, but, for, nor, or, so, yet, etc.*) unless any of those start or end the title.

- **CORRECT:** *"The Grapes of Wrath," "Black-ish," "Game of Thrones," "The Death of a Salesman," "I Want It That Way," "This Is Us" etc.*

Dashes vs. hyphens

The vast majority of writing employs two types of dashes, the em dash (—) and the hyphen (-).

Em dash: An em dash is also known as "the long dash" and is the only dash used in the AP Stylebook. It is *always* formatted with one space on either side of it. Use an em dash when interrupting a thought — like this mid-sentence parenthetical phrase — or when attributing a quote to someone.

- **CORRECT:** *Hans really liked the sound of a Kellogg MBA — collaborative, supportive, creative, innovative — and wondered where he could learn more about the program.*
- **CORRECT:** *"You can't go! All the plants are gonna die!" — Bill Murray in STRIPES*

Hyphen: Used to modify a noun: *small-business owner, 10-pound weight, blue-green water*. AP also uses hyphens for date ranges, such as Jan. 1-4. There should be no spaces surrounding a hyphen.

Dates, months & times

Months: Write out the names of all months if not used with a specific date: *Most schools have summer break in June, July and August.*

Months and days: Write out all months that are five to six letters long: *March 2, April 2, May 2, June 2, July 2*. Abbreviate all other months: *Jan. 2, Feb. 2, Aug. 2, Sept. 2, Oct. 2, Nov. 2, Dec. 2*.

Months and years: Write out all months when accompanied by just a year: *January 1980, May 1995, August 2002, December 2020*.

Northwestern | Kellogg

Times + full date: Lowercase “a.m.” and “p.m.”; if the time falls on the hour, *do not* include “:00”; include a comma separating the day and year.

- **CORRECT:** *The event is May 2, 2022 and Oct. 2, 2022 from 10:15 a.m. to 7 p.m.*
- **INCORRECT:** *The event is May 2, 2022 and October 2, 2022 from 10:15 A.M. to 7:00 P.M.*

Directions & regions

Lowercase compass directions: north, south, east, west, northeast, southwest, etc.

- **CORRECT:** *He drove north. The storm is moving east. Head southwest until you come to the exit.*

Uppercase words if describing a region: Southern, Midwest, East Coast, West Coast.

- **CORRECT:** *She has a Southern accent. His family lives on the West Coast. They are Northerners.*

Numerals

The numbers one through nine are spelled out within a sentence (do not write out if used as data or in percentages). Numbers 10 and above are not. Exceptions include times, dates and date ranges.

- **CORRECT:** *Mary came in second during the national spelling bee.*
- **CORRECT:** *We have 12 open spots left.*
- **CORRECT:** *Josh is in the top 5% of his class.*
- **CORRECT:** *The library is open from 8 a.m. to 6 p.m.*

Exception: If a number is at the beginning of a sentence, *always* write it out.

- **CORRECT:** *Four score and seven years ago, our fathers brought forth on this continent, a new nation, conceived in liberty, and dedicated to the proposition that all men are created equal.*

Percent & percentages

Use the “%” icon when following a number for data or data points; write out the word when not accompanied by a number. In casual uses, use words rather than figures and numbers.

- **CORRECT:** *She said he has a zero percent chance of winning.*
- **CORRECT:** *We are currently at 98% capacity.*
- **CORRECT:** *Carl pulled up last year’s percentages.*

KSM Custom Style Guide

Academic departments

When speaking about one of the departments/PhD programs without using the formal title, follow the following capitalization rules:

- Academic departments are fully capitalized
 - Correct: the Finance Department
 - Incorrect: the Finance department
- "Faculty" is never capitalized
 - Correct: faculty in the Finance Department; the Finance Department's faculty
 - Incorrect: the Faculty in the Finance Department; Finance Faculty

Alum, alumnus, alumna, alumnae

Identifying graduates and what words to use:

- *Alum*, *alumnus* or *alumna* refers to an individual who matriculated and enrolled in an academic program of Northwestern University with a registrar and has earned at least one credit, but is not currently enrolled in his or her first Northwestern degree or certificate-granting program
- *Alumna* refers to one female who attended Northwestern
- *Alumnae* refers to a group of females who attended Northwestern
- The singular *alumnus* refers to one male who attended Northwestern
- *Alumni* is a plural noun referring either to a group of people who attended Northwestern (*alumnae* may be preferred) or a group of females who attended Northwestern
- Use of *alum* is acceptable as shorthand for *alumnus* and *alumna*, especially when someone's personal pronoun is unknown, they identify as nonbinary, or they otherwise prefer not to go by *alumnus* or *alumna*

Alumni designations

Kellogg follows the Northwestern University's alumni styling for undergrads and grad school alumni:

- For graduate and professional school alumni, use the class year and degree: *Joe Wildcat '91 MBA*; *Jane Wildcat '15 JD*
- For undergraduate alumni, use only the class year regardless of school or degree: *Joe Wildcat '91*; *Jane Wildcat '16*
- For double or dual degree holders, separate multiple degrees with a comma and space:
 - *Joe Wildcat '91, '99 MBA* (Joe received both an undergraduate degree and an MBA from Northwestern)
 - *Jane Wildcat '02 MA, '05 JD* (Jane received both a master's degree and a JD from Northwestern)

Northwestern | Kellogg

- *Jean Wildcat '12 JD, MBA* (Jean is a graduate of the joint JD/MBA program)
- *Julia Wildcat '13 MBA, MS* (Julia is a graduate of the joint degree MMM program where she earned an MBA from Kellogg and a master's degree from Northwestern)
- *Joan Wildcat '14, '14 MS* (Joan earned an undergraduate degree and a master's degree, both from Northwestern, in the same year)
- For married couples:
 - *Joe '81 and Jane Wildcat '82* (both spouses are alumni)
 - *Jane and Joe Wildcat '81 MBA* (only Joe is an alumnus)
 - When one spouse is a trustee, the format should be: *Trustee Joe Wildcat '62, '65 MBA and Jane Wildcat '61*
 - When both spouses are trustees: *University Trustees Joe Wildcat '62, '65 MBA and Jane Wildcat '61*
- For certificates earned at Kellogg, Northwestern are noted as follows: *Wanda Wildcat '12 cKSM*
- Certificates earned elsewhere at Northwestern are noted as follows: *Wanda Wildcat '12 CERT*
- For honorary degree recipients, list only the year the degree was awarded followed by "H".
Examples: *Henry Bienen '09 H; Stephen Colbert '86, '11 H*
- For non-degree alumni, indicate the year the person would have graduated even if they did not complete the degree. Example: *Cat Wildcat '2021*

Apostrophe styling for student and alumni graduation years

When drafting, use this handy shortcut “**SHIFT + OPTION + J**” to generate an apostrophe that faces away from the number, like this: Lloyd Greenleigh '22.

Center for Science of Science & Innovation

Spell out the Center for Science of Science & Innovation (using ampersand) and "the" lowercase unless at the start of a sentence. CSSI as an abbreviation is acceptable after the first reference.

- See [Center for Science of Science & Innovation](#) for details

Course names

Use **title case** for the names of every course, class, lab, experiential learning opportunity, etc. within the Kellogg catalog.

- CORRECT: Stefan is taking Global Immersion in Management (GIM) next quarter.
- CORRECT: Andrea is deciding between Accounting for Decision Making or Applied AI for Business

Current student designations

Anyone who is *currently* enrolled in a Kellogg program should include their ***anticipated graduation year + specific program***. These rules are applicable to webpages, quote attributions, digital design and print work, email communications, press releases, etc.

- Full-Time MBA Programs:
 - Cat Wildcat '25 One-Year MBA

Northwestern | Kellogg

- Cat Wildcat '25 Two-Year MBA
- Cat Wildcat '25 MBAi
- Cat Wildcat '25 MMM
- Cat Wildcat '25 MD, MBA
- Cat Wildcat '25 JD, MBA
- Evening & Weekend Programs:
 - Cat Wildcat '25 Evening & Weekend MBA
- Executive MBA:
 - Cat Wildcat '25 Executive MBA
- MSMS:
 - Cat Wildcat '25 MSMS

NOTE: Designation styling **should be true** at the time of content publication.

- If, for example, a piece will publish in March about a student who will graduate in June, their designation should still be that of a *current* student
- If you are writing about a student in March, with a release date of September after they've graduated, follow NU alumni designations
- Once a student becomes an alum, any new use of them in profiles, quotes or Kellogg marketing and communication materials, will follow suit with the existing NU alumni designations as noted higher up in this style guide

*For Kellogg students who were also Northwestern undergrads (currently styled by NU as Dave Wildcat '20), we *should only* list their undergrad year in longer, narrative form and not in elements with space or design restrictions. This will allow us to focus the content on Kellogg, which leads to greater contextual understanding.

Degree abbreviations

Kellogg breaks from the AP Stylebook with respect to general degree abbreviations:

- BA, BFA, MS, MBA: no periods
- Kellogg specific: PhD, JD, MD, MSMS, KFL (no periods)

Evening & Weekend MBA Program

Part of the working professionals MBA programs and offered in either the traditional or accelerated pace. For the Evening & Weekend MBA Program (formerly known as the "Part-Time MBA Program"):

- Internally, you may shorten to E&W; avoid using E&W in public-facing materials
- When using this title, use an ampersand (&)
- If referring to a student's program pace, capitalize Evening & Weekend Traditional pace; Evening & Weekend Accelerated pace

Northwestern | Kellogg

Executive MBA Program

For the Kellogg Executive MBA Program:

- Externally, always use full name in first reference
- "EMBA" on second reference or for spacing needs (e.g., in an info graphic)
- Internally, EMBA is fine

Full-Time MBA Program

The Kellogg Full-Time MBA Program includes six offerings: One-Year, Two-Year, MMM, MBAi, JD-MBA and MD-MBA.

- When referring to these offerings, always include either "MBA" or "Program"
 - Examples: *Full-Time MBA*, *Full-Time Program* or *Full-Time MBA Program* (all are correct and acceptable)
- Internally we can abbreviate to "FT"
- Externally we should always spell it out
- *Exceptions*: If you're not referring to this specific Kellogg offering, and "full time" is not modifying another noun, it does not need to be hyphenated or capitalized
 - Examples: *Haley is looking to immerse herself in a program full time. Frank is going full time.*
- While the Full-Time MBA is technically composed of six programs, in prospective student marketing materials, we leave MD-MBA out because it is such a small, niche program that we cannot actually recruit for.
 - Prospective student-facing material usually only calls out five programs, like this: "The Kellogg Full-Time MBA includes five program options, One-Year, Two-Year, MMM, MBAi and JD-MBA."

JD-MBA Program

The correct case style for the program name is the JD-MBA Program (note the hyphen). It is a dual-degree program, which means students earn two degrees. It is a partnership with [Northwestern University's Pritzker School of Law](#).

Kellogg Doctoral Program

The Kellogg Doctoral Program offers our PhD degrees, which are:

- Accounting Information & Management
- Finance
- Management & Organizations
- Management & Organizations & Sociology
- Managerial Economics & Strategy
- Marketing
- Operations Management

(see: [Departments](#))

Northwestern | Kellogg

Kellogg Future Leaders (KFL)

Kellogg Future Leaders is our deferred enrollment program and only available to undergraduate college students in their senior year. Once admitted, students must spend two to five years in the workplace, they can enroll at Kellogg anytime after their second year of deferment.

- For external communications, use the program's full name in the first instance; "KFL" is an appropriate abbreviation in subsequent uses
- See [KFL page](#) for more info

Kellogg Leader(s)

When referring to graduates, students or who prospective students will become, always capitalize to: "Kellogg Leader". This phrase is part of our brand styling and identity.

- Example: *"Earn an MBA and become a Kellogg Leader."*
- Example: *"Our community is built upon a shared belief that collaboration, innovation and creativity are key to who you become as a Kellogg Leader."*

Kellogg School of Management

On first mention of the school, use Kellogg School of Management, as in "students attend the Kellogg School of Management." After the first mention, you can say, "students attend Kellogg."

- Our name is the Kellogg School of Management. The word "graduate" has not been a part of the school name since 2001.
- For the possessive form of our name (after the first usage) try to avoid using "Kellogg's" to differentiate ourselves from the cereal brand.
- The name J.L. Kellogg School of Management (with the initials "J.L.") is used only on diplomas and on Kellogg stationery.

MBAi Program

Part of the Full-Time MBA portfolio, it is the latest collaboration between Kellogg and the McCormick School of Engineering. The program is a *joint MBA degree* between both schools, meaning graduates will receive one degree, unlike the MMM Program, which is a *dual degree* between schools conferring both an MBA and M.S. upon graduation.

- The "i" in "MBAi" must always appear in *lowercase* (note: it does not stand for anything specific)
- See [MBAi page](#) for more info

McCormick School of Engineering

McCormick School of Engineering is the proper name on first reference. After the first mention, you can say, "students attend McCormick."

MMM Program

Part of the Full-Time Program portfolio. The MMM Program (always include "Program" in first reference)

Northwestern | Kellogg

- As with all programs, “the” preceding a program name is not capitalized except as the first word in a sentence; on subsequent mentions, use MMM
- MMM Program participants receive an MBA and an MS in Design Innovation from the Legal Design Institute at the McCormick School of Engineering
- It is a dual-degree program (meaning they receive TWO degrees), not a joint-degree program (where they receive one integrated degree)

MS in Management Studies Program

The MS in Management Studies Program is 10 months long and only available to undergrads with a STEM or the liberal arts degree. MSMS graduates receive a master's of science, NOT an MBA. (see: [MS in Management Studies](#))

- Always use full name in first reference
- Abbreviate to MSMS after first reference

Northwestern Pritzker School of Law

Northwestern Pritzker School of Law is the correct name of the law school.

- [Northwestern Pritzker School of Law style guide](#)

Northwestern University Feinberg School of Medicine

Northwestern University Feinberg School of Medicine is the appropriate first reference to the medical school. "Feinberg" acceptable on second reference.

- When referring to the hospital system (not specifically the school), use Northwestern Medicine (comprises Northwestern Medicine Health System and Northwestern University Feinberg School of Medicine).

One-Year MBA Program

Part of the Full-Time Program portfolio. The correct case style for the program name is One-Year MBA Program. Whenever MBA is present, continue capitalizing One-Year. But, when MBA is not present (or is preceding), use lowercase (see: titles):

- Students can earn a One-Year MBA
- Earn an MBA in one year
- DO NOT use numerals (1Y) in public-facing materials; internally that is fine

Program for Data Analytics at Kellogg

Also known as PDAK, which is acceptable to use after the first full reference. Always lower "the" unless it's at the beginning of a sentence. See [Program for Data Analytics at Kellogg](#) for details.

Northwestern | Kellogg

Switching "Cs" for "Ks"

Under no circumstances should words starting with "C" be turned into a "K" for playful effect. This applies to all internal or external communications.

- INCORRECT: Kellogg Kafe Korner
- INCORRECT: Kellogg Student Kommittee
- INCORRECT: Kellogg Kandid Kamera

The Garage at Northwestern

Use "The Garage at Northwestern" on first reference, then "The Garage" in subsequent references. [The Garage](#) is Northwestern's hub for student entrepreneurship and innovation.

Two-Year MBA Program

Part of the Full-Time Program portfolio. The correct case style for the program name is the Two-Year MBA Program. Whenever MBA is present, continue capitalizing Two-Year. But, when MBA is not present (or is preceding), use lowercase (see: titles):

- Students can earn a Two-Year MBA
- Students enroll in our two-year program
- Earn an MBA in two years

NOTE: Do not use (2-Year, 2Y, etc.) in external communications.