

A photograph of two people in a meeting. In the foreground, a woman with short dark hair, wearing a grey blazer over a white t-shirt, is smiling and gesturing with both hands. Behind her, a man with glasses and a beard, wearing a black shirt, is looking towards the same direction. They are seated at a wooden table with a laptop and a smartphone on it. The background is a blurred blue wall.

Northwestern | Kellogg

DEI ANNUAL REPORT:

The Kellogg Community Experience 2021-2022



A MESSAGE FROM FRANCESCA CORNELLI

Dear Kellogg Community,

We are committed to fostering diversity, equity and inclusion (DEI) in the Kellogg classroom and workplace, and through our broad impact in the world. With the energy and creativity of our students, faculty, staff and alumni, along with our colleagues at Northwestern University and our organizational partners across the globe, we continue to push forward on multiple fronts.

To that end, our DEI Annual Report: The Kellogg Community Experience 2021-2022 provides an update on key activities and initiatives we have pursued across the school to advance our three strategic objectives: increase representation, expand academic exposure to research and frameworks, and improve a daily equitable and inclusive community experience for all students. While no single report can reflect every action or dimension of a large, vibrant community such as ours, we seek to reflect our commitment to DEI through the breadth of our work and engagement across the school.

I am extremely proud of the work our community has carried out in this domain over the past year, especially as we came out of the pandemic to reengage in person and relearn how to build community face to face. This means supporting one another honestly and authentically in everything we do, setting clear expectations to drive better accountability.

I believe we can achieve a sustainable, inclusive culture only through empathetic leadership and actionable solutions that help increase awareness so that communities can thrive. The best leaders know they cannot do it all on their own, nor should they. Rather, a true Kellogg Leader welcomes and encourages the support and contributions of others. A leader is more than a position or title — a leader inspires and creates impact. As we move forward, together, our aim is to continue preparing capable leaders who understand and value the importance of building inclusive teams while always striving to become the best version of themselves.

We know we have much work before us and must continue to break down barriers and seek progress wherever possible. As we continue to transform and grow, we want to take this opportunity to reflect on this past year, to both recognize how we have advanced and help guide our future efforts as we all do our part as Kellogg Leaders.

A stylized, handwritten signature in black ink that reads "Francesca".

FRANCESCA CORNELLI

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



A MESSAGE FROM BERNARD BANKS

Dear Kellogg Community,

Our DEI Annual Report: The Kellogg Community Experience 2021-2022 reflects the school's sustained commitment to fostering accountability for efforts to advance diversity, equity and inclusion (DEI) within and beyond our community. As Kellogg Leaders, we are driving positive impact through adherence to our community's most cherished beliefs. However, we can never allow ourselves to become comfortable or complacent.

Our DEI-related efforts this past year represent our motivation to evolve, enhance and explore.

Evolution

Kellogg graduates continue to successfully lead organizations of varied size and complexity around the globe. And even more will be called upon to operate internationally given the interconnected nature of 21st-century commerce and education. Therefore, we must continue to evolve how we develop our students' understanding of how to lead, build strong organizations, and create value in a rapidly changing and increasingly global ecosystem.

Consider the impact of just one dimension of representation: Approximately 31% of our Full-Time MBA student body are citizens of nations other than the United States. The power of that diversity presents an opportunity to more effectively imbue a truly "global mindset" in every one of our people.

Developing a global mindset requires a recognition of *one's own cultural biases and preferences*. One way we support this insight is through the Intercultural Development Inventory, a tool for Kellogg students beginning their MBA journey to better understand their level of self-awareness within a multicultural environment.

Enhancement

There are numerous examples of how we continued to enhance our academic offerings related to understanding DEI-related topics last year.

For example, we added two new courses to the DEI Pathway. We also created three developmental workshops for faculty to enhance their understanding of what it takes to create a truly inclusive academic environment. We unveiled an exciting new Executive Education program, Beyond Diversity, designed to empower leaders to take

proven concepts and translate them into bold actions, creating meaningful change.

Exploration

The power of collaboration remains one of the most cherished beliefs at Kellogg, and doing this effectively has become more complex with dynamic environments present in organizational settings. New skills are required for optimal collaboration.

When our school talks about collaboration, we mean more than cooperation or consensus. At Kellogg, collaboration means working together in an inclusive manner to achieve well-defined, high-impact goals. Inclusion ensures divergent perspectives are honored in a respectful manner and integrated into potential courses of action. Effective 21st-century (and beyond) collaboration is not possible if a deficit of inclusion exists within a team.

The course Negotiating in a Virtual World is one example of how the school is exploring new approaches to various forms of collaboration. Students master the key skills required to successfully negotiate and communicate effectively in a virtual environment. Ultimately, we are equipping our students to collaborate effectively no matter what type of setting they are thrust into.

Excitement

We've set forth a commitment that requires us to foster a community where everyone is empowered to wisely leverage the power of teams with diverse perspectives and lived experiences, and where we see inclusion as a required mechanism of effective collaboration to shape better solutions to complex challenges.

We made tangible progress toward each of our community experience objectives during 2021-2022. Together, we'll continue to do so in the exciting journey ahead!

BERNARD (BERNIE) BANKS '08 MBA

Associate Dean for Leadership

Development and Inclusion

Clinical Professor of Management & Organizations

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SECTION ONE: OUR DEI COMMITMENT



OUR FIVE-YEAR OBJECTIVES

In the summer of 2020, Kellogg established a set of five-year objectives to advance diversity, equity and inclusion, both to focus effort and assess progress:

- Increase **representation** among students, faculty and staff.
- Increase academic **exposure** to DEI research and frameworks.
- Improve a daily equitable and inclusive community **experience**.

Each Kellogg community member is responsible for advancing these objectives.

As organizations and markets continue to become more diverse, and therefore more complex, we must prepare our community members to be able to engage with that complexity effectively. We need to ensure people are treated in an equitable manner and are immersed in an inclusive environment — where they can bring their full, authentic selves. Advancing DEI is not only the right thing to do but the smart thing to do. And it's through this commitment that we will generate value and measure our impact in the world.



CLIMATE SURVEY

We conducted a DEI climate survey in the fall of 2021 to measure experience over time, identify opportunities for improvement and inform institutional planning.

The Qualtrics-based survey was open from November 15 to November 28, 2021. It was offered to enrolled Kellogg students in all programs, benefits-eligible staff and benefits-eligible faculty.

The data pointed to key areas for future attention and effort:

- Continue fundraising to generate increased scholarships and financial support for co-curricular activities so all students can benefit from the full Kellogg experience.
- Proactively educate students, faculty and staff to create a more inclusive environment.
- Foster an environment where community members feel valued and supported in expressing various dimensions of their identity (e.g., political, socioeconomic, race/ethnicity, gender).

KELLOGG VOICES



"The Middle East & North Africa (MENA) Club adds to, and fills a gap in, the social fabric at Kellogg. The social fabric at Kellogg relies on our student body's passion for culture and inclusivity. MENA introduces a space for Middle Eastern and North African students who have a passion for their culture."

MENA celebrates its first year as an affinity club for our Full-Time MBA students and is a manifestation of the inclusive and diverse culture at Kellogg and the people who contribute to making it a welcoming space for all. **Maddie Chivi '22 MBA**, club co-founder, explains how Kellogg supports building a culture of belonging.

DEI FUNDRAISING CAMPAIGN

Kellogg launched the DEI fundraising campaign in summer 2020 to support our DEI strategic priorities including growing representation of diverse backgrounds and experiences, building an inclusive community and supporting broader impact.

SCHOLARSHIP SUPPORT TO ATTRACT TALENTED STUDENTS

As we continue to build a diverse, global student body, scholarships are powerful tools that attract and enroll the most sought-after applicants worldwide. Indeed, scholarship support has enabled Kellogg to continue to attract talented students from an array of backgrounds for its MBA programs.

KELLOGG VOICES



“Transitioning to business school in the United States has been the most amazing adventure. I spent the first few months at Kellogg defining who I am as a human and a leader and the impact I aspire to have on the world. Next year, I plan to give back and co-lead MOSAIC, a club that facilitates breaking cultural silos and nurtures intercultural partnerships at Kellogg.”

Austin Scholar **Debashree Chakraborty**, a first-generation student currently pursuing her MBA in a foreign country, reflects on how the scholarship program has helped ease her into a rich intercultural learning journey.

KELLOGG’S INCLUSION FUND TO CONTINUE TO IMPROVE THE STUDENT EXPERIENCE

Over the past year, we continued to fundraise to increase financial support for co-curricular activities, so all students can access the full Kellogg experience, regardless of economic status. Kellogg’s Inclusion Fund, a critical part of this effort, helps us bolster a student experience that prepares and equips future Kellogg Leaders to catalyze diverse teams and lead businesses around the globe with wide-ranging impact. The Inclusion Fund has provided stipends to reduce economic barriers and increase representation for students attending the [Global Initiatives in Management \(GIM\)](#), [San Francisco Immersion Program](#), and [Kellogg Worldwide Exploration Student Trips \(KWEST\)](#).

A NEW VENTURE EQUITY COURSE TO GROW IMPACT

Beyond our continued execution of the [Golub Capital Board Fellows Program](#), we launched a first-time Venture Equity Investment Program course in winter 2022 through the support of an anonymous donor. The course educates MBA students on the challenges facing companies founded and led by underrepresented leaders, and illuminates the generations-long underinvestment that has contributed to persistent wealth gaps resulting from structural inequality and discrimination. Using a strengths-based framing and approach, students learn innovative approaches and tools to value opportunities investing in underrepresented founders.

SECTION TWO: ADVANCING OUR OBJECTIVES



SECTION TWO: ADVANCING OUR OBJECTIVES

Here are just some of the actions we took last year to advance our strategic DEI objectives, along with the impacts of those efforts. We highlight a rich mix of ongoing initiatives and practices, as well as new programs we continue to evolve and test, driven by the institution itself and its constituent members, especially our student community.

REPRESENTATION AMONG STUDENTS, STAFF AND FACULTY

Kellogg features a vibrant community of people with diverse perspectives and life experiences. We are committed to continuing to increase representation of underrepresented minority groups including by developing, attracting and supporting candidates from these groups. Last year's efforts included providing individual outreach and support to candidates from our admissions team, adopting a Diverse Candidate Slates Policy for staff and expanding the predoctoral fellow pipeline.

KELLOGG VOICES



"I wanted a community that was very supportive and collaborative — a place where I could learn from my peers, where I could ask all the questions that I had, and where I felt like I could offer a lot. I felt like Kellogg was a space that really values the student voice."

Our students choose Kellogg because of its world-class education based on a holistic approach to business, and because of the vibrant, generous community that supports them along the way.

Ashley Thurmond Abraham '22 MBA knew Kellogg was a place where she can be herself wholly and authentically.

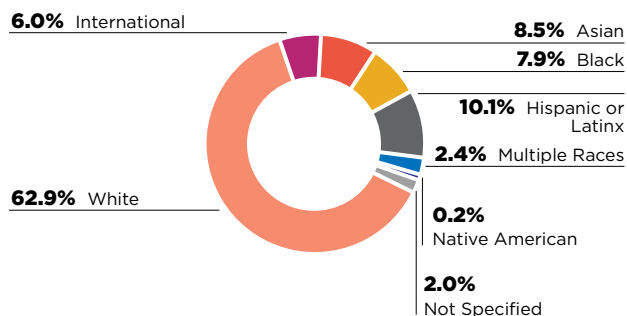
KELLOGG DEMOGRAPHICS

The below demographic data follow federal reporting guidelines.

STAFF DEMOGRAPHICS

Summer 2022

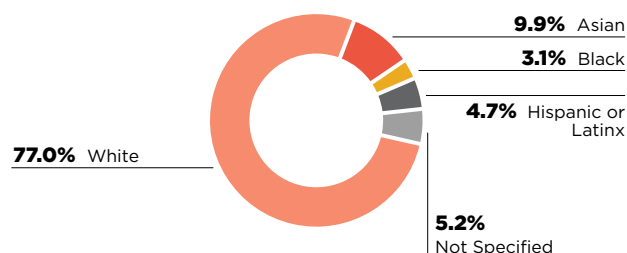
65.1% Women



TENURE-LINE & CLINICAL FACULTY DEMOGRAPHICS

Summer 2022

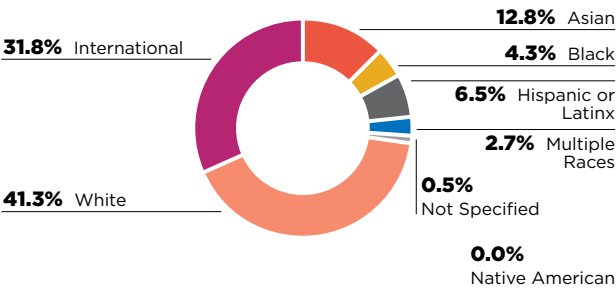
28.3% Women



KELLOGG DEMOGRAPHICS (CONT.)

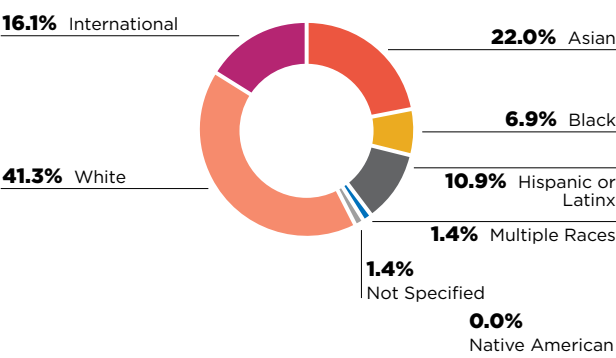
FULL-TIME MBA PROGRAM
DEMOGRAPHICS Fall 2021

42.2% Women



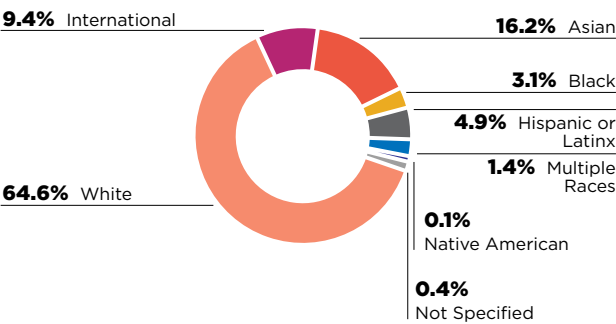
EXECUTIVE MBA PROGRAM
DEMOGRAPHICS Fall 2021

31.0% Women



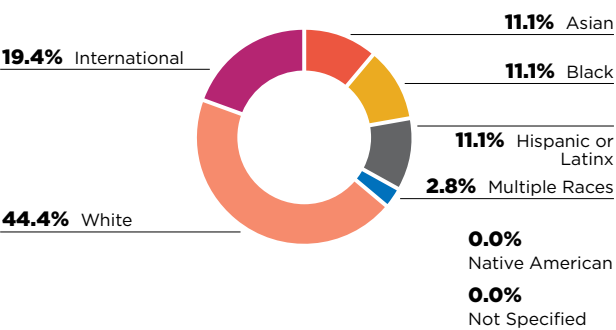
EVENING & WEEKEND
MBA PROGRAM
DEMOGRAPHICS Fall 2021

35.5% Women



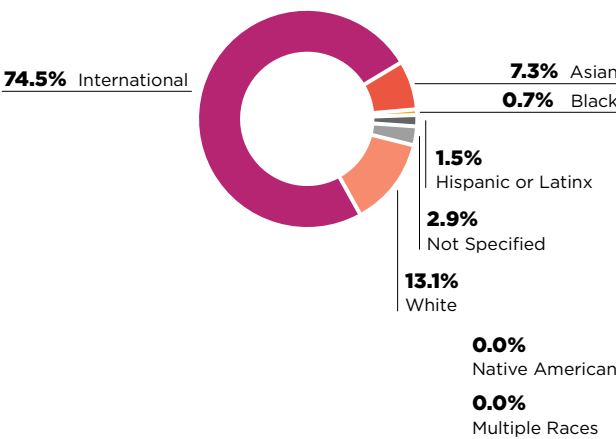
MS IN MANAGEMENT
STUDIES PROGRAM
DEMOGRAPHICS Fall 2021

38.9% Women



PHD PROGRAM
DEMOGRAPHICS Fall 2021

43.8% Women



FULL-TIME MBA ADMISSIONS

On the admissions front, over the past year we continued our efforts to recruit students of diverse backgrounds through multiple initiatives including holding regular Diversity Office Hours with the Office of the Director of Diversity Admissions. The office hours, held in collaboration with a student affinity club member, provided prospective students a point of contact to answer application questions and provide needed support, as well as an opportunity to learn about Kellogg.

Additionally, the Office of Admissions, frequently in partnership with various student groups, hosted a series of Preview Days for candidates. We partnered with the Black Management Association, Hispanic Management Association, Africa Business Club, Pride@Kellogg, the Women's Business Association and the Kellogg Veterans Association, among others. At these events, which were held in person this year, prospective students toured campus, attended a mock class and engaged with current students, professors and alumni. They also experienced how diversity, equity and inclusion are an integral part of Kellogg and learned about all that Kellogg has to offer in this domain.

In June 2022, the Office of Admissions hosted over 125 [Management Leaders for Tomorrow \(MLT\)](#) Fellows on campus. The Fellows engaged with a panel of diverse students who shared their Kellogg experience, participated in campus tours, attended a mock class and received comprehensive information on available resources and support for the application process.

EXTERNAL PARTNERSHIPS

We are committed to actively recruiting and developing diverse talent, and we partner with many organizations that share our vision of promoting diversity. Here are just a few of our key partners in this effort:

- [Forté Foundation](#)
- [JumpStart Advisory Group](#)
- [Management Leadership for Tomorrow](#)
- [Prospanica](#)
- [National Black MBA Association](#)
- [The Robert Toigo Foundation](#)
- [The Riordan MBA Fellows Program](#)
- [The Posse Foundation](#)

KELLOGG VOICES



"Welcoming Management Leaders of Tomorrow Fellows to the Kellogg Global Hub was a phenomenal experience. The Fellows were immersed in our vibrant and inclusive culture; learned about our commitment to diversity, equity and inclusion; and made meaningful connections with members of the Kellogg community."

Crystal Fazal '08 MBA, director of diversity admissions, reflects on hosting more than 125 Management Leaders of Tomorrow (MLT) Fellows on campus. MLT, a Kellogg partner organization, bridges the critical college-to-career transition gap and prepares high-achieving people of color to become senior leaders in business and social sector organizations.

DIVERSE CANDIDATE SLATES POLICY FOR HIRING STAFF

We are excited to support Northwestern University's Diverse Candidate Slates Policy, which Kellogg adopted formally in June 2021. The policy's objectives are to establish procedures to support equitable and inclusive recruitment processes, broaden existing sources of talent for recruitment across the University, mitigate the historic adverse impact of bias on underrepresented groups in the recruitment and selection process, and ensure leadership accountability in upholding Northwestern's commitments to social justice.

KELLOGG PREDOCTORAL RESEARCH FELLOW PROGRAM

Kellogg continues its work to expand the diversity of the academic career pipeline through the school's predoctoral Research Fellows program. Fellows join Kellogg for one to two years and gain hands-on experience supporting academic research while preparing themselves for admission to, and success in top PhD programs. The Research Support team actively recruits individuals from underrepresented groups and non-dominant backgrounds, often engaging with individuals who may not have initially considered a career in academia.

Kellogg is also a proud member of the [Pathways to Research and Doctoral Careers](#) (PREDOC) consortium of universities that aim to foster a talented, diverse and inclusive population in the quantitative social sciences.

KELLOGG VOICES



“Inclusion is a core personal value, but it’s also important for running a successful organization. When I entered Kellogg, it was with the expectation that my cohort would embrace our differences and fully include its members, too. My EMBA classmates met and exceeded my expectations.”

For **Rebecca Smith '22 MBA**, it wasn't until she reached adulthood that she felt safe and comfortable enough to share her LGBTQIA+ heritage, and it's why she's now made it part of her work's mission. She is dedicated to creating an inclusive culture at work, at school and in her community. At Kellogg, she found a safe space to pursue personal and professional growth.

ACADEMIC EXPOSURE TO DEI RESEARCH AND FRAMEWORKS

We continued to enhance our academic offerings on DEI-related topics to equip our students to more effectively lead diverse teams; as part of this effort we expanded the DEI Pathway and introduced a new Executive Education program. Meanwhile, Kellogg faculty members continue to explore topics and ideas to better understand the dimensions and dynamics of DEI.

EXPANSION OF DEI PATHWAY

In spring 2021, Kellogg launched a new DEI Pathway open to both Full-Time MBA and Evening & Weekend MBA students. Each of our interdisciplinary pathways comprises 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.

Overall, the DEI Pathway prepares students to lead in and enhance diversity, equity and inclusion — whether they are building a diverse workforce, having difficult conversations regarding equity or ensuring inclusive experiences for all employees. This past year we added two new courses to the DEI Pathway:

- **Leading with Empathy** is designed to enhance emotional intelligence, with an emphasis on empathy, to help students become more effective when interacting with and leading others in diverse settings.
- **Venture Equity Investment Program** educates students on the challenges companies that are founded and led by underrepresented leaders face. The course includes both academic and experiential learning opportunities, and students will provide consultative services and help businesses seek investment from the program's dedicated venture equity investment fund.

KELLOGG VOICES



“I started ‘Keepsake Tales’ after taking Professor Jeff Eschbach’s New Venture Discovery course to bridge the gap of underrepresentation in children’s literature. When kids don’t see themselves represented in the books that they read, they start to question their value and self-worth. I realized that the problem to be solved wasn’t ‘screen time,’ but instead on value.”

Representation matters, and in order to creating positive, lasting change, **Mike Vaggalis '18 MBA**, co-founder of Keepsake Tales, recognizes that it starts with increasing children's self-esteem at an early age. Kellogg helped inspire his entrepreneurial journey to bolster diversity and inclusion in early-childhood literature.

EXECUTIVE EDUCATION'S NEW DEI OFFERING

Kellogg's Executive Education program introduced [Beyond Diversity](#), a program designed to empower DEI leaders to take proven concepts and translate them into bold actions to create meaningful change for themselves, their employees and their organization, along with broader society. All faculty for this program are accomplished Kellogg professors and researchers. Their leadership enhances our academic DEI offerings in service of influencing how practitioners approach a wide range of real-world challenges.

FACULTY RESEARCH AND THOUGHT LEADERSHIP

Kellogg faculty members continue to win wide recognition for their pathbreaking research and industry-shaping thought leadership across dimensions and dynamics of diversity, equity and inclusion. Highlights include:

- **Kellogg Insight** published a collection of pieces from [Kellogg faculty](#) providing guidance on how to build and sustain DEI initiatives and offering insights into the biases that hold diversity efforts back, along with practical tips for how organizations can combat these potential issues.
- **Ivuoma Ngozi Onyeador**, assistant professor of management & organizations, leads [research](#) on how organizations can move beyond implicit bias training and develop a set of evidence-based recommendations for a robust, multifaceted approach to achieving diversity goals. Additionally, her research was cited in a recent [Forbes article](#) about how physician bias against sexual minorities contributes to the prevalence of negative health outcomes.

KELLOGG VOICES



"Chances are, if we had more mixed-gender teams working on pressing issues, we'd have faster breakthroughs."

After analyzing over 6 million papers, **Brian Uzzi**, Richard L. Thomas Professor of Leadership and Organizational Change, and **Benjamin F. Jones**, the Gordon and Llura Gund Family Professor of Entrepreneurship and a professor of strategy, along with their team, [discovered](#) that mixed-gender teams produced work that was significantly more novel and impactful than researched produced by same-gendered teams.

- **Nicholas Pearce**, clinical professor of management & organizations, explains that changing the status quo will take self-reflection and time, during an episode of [The Insightful Leader's "Ask Insight" podcast](#), where listeners ask faculty experts questions. Additionally, Pearce was part of an [Insightful Leader webinar](#), "How to Supercharge Your Company's DEI Efforts," where he offered advice for creating meaningful DEI-related change.
- **Lauren Rivera**, professor of management and organizations, discussed her research findings on the benefits of using hiring tests to evaluate candidates, and how such assessments help reduce unconscious biases, in a [Fortune article](#).
- **Mohanbir Sawhney**, associate dean of digital innovation and the McCormick Foundation Chair of Technology, co-authored a white paper entitled "[Fostering Inclusive Growth: How Digital Tools Benefit Entrepreneurs from Marginalized Groups](#)," which synthesizes findings across countries highlighting similarities and nuances in the experiences of minority entrepreneurs.
- **Brooke Vuckovic**, clinical professor of management & organizations, in a [Harvard Business Review Ascend article](#), shared how reading classic and contemporary works of fiction can meaningfully enhance a leader's ability to manage moral complexity at work, including navigating polarizing topics such as those related to race and gender.
- **Edward Zajac**, James F. Bere Professor of Management & Organizations, published "The Rise of Stakeholder Governance and Diversity, and Consequences on Executive and Board Careers" in the [Academy of Management Annual Meeting Proceedings](#), detailing how growing calls for diversity among corporate leaders influence career trajectories in the private sector.

COMMUNITY EQUITY AND INCLUSION

Kellogg students, faculty, staff and alumni displayed great commitment and energy in creating community-focused opportunities to improve the school's equity and inclusion experience in 2021-2022. Our community knows that increasing equity and inclusion requires the participation of all. Working together, engaging the entire Kellogg community, we have greater impact with collaboration as the thread weaves together our diverse ideas, backgrounds and perspectives.



SECTION TWO: ADVANCING OUR OBJECTIVES

Below we present more about how our community members have advanced our DEI commitments at Kellogg.

DEI STUDENT EXPERIENCE TASK FORCES

We developed a comprehensive framework to operationalize the school's DEI objectives with an eye toward the student experience. Staff, students and alumni partnered to launch three task forces — one each for the Full-Time, Evening & Weekend, and Executive MBA Programs — to evaluate the framework, identify program-specific tactics to drive progress toward the school's DEI objectives, and share best practices across programs. Thanks to this effort, as of July 2022 there are more than 25 specific initiatives in action across the MBA programs, including:

- **Tough Talks** – This initiative is an opportunity for Kellogg students to have meaningful conversations around difficult, often controversial topics including privilege and implicit bias. Students are provided a guide to help them understand how to engage different perspectives with curiosity and respect while communicating their own position and feelings. This workshop builds students' soft-skill toolkit, helps them consider sources of unconscious bias and encourages them to think carefully about the other people in the conversation.
- **Intercultural Development Inventory** – As they begin their Kellogg journey, all incoming student are offered an assessment of intercultural competency to understand their level of self-awareness within a multicultural environment such as the one they are entering. Beginning in AY 2022-2023, students will have the opportunity to take the same intercultural competency assessment upon completion of their academic program, enabling them to reflect on their growth on key dimensions at Kellogg.
- **Cultural Core Workshops** – We created a series of a la carte DEI training and workshops for student groups, covering such topics as Power and Privilege, Cross-Cultural Communication, and Solidarity Spaces. In the coming year, we will develop additional workshops, along with a common repository and system for requesting and scheduling these trainings.

- **EMBA DEI Committees** – Launched last year, each Executive MBA student cohort has a DEI Committee to create a foundation for a sustainable and sustaining DEI experience. The committees will meet with program staff quarterly to discuss goals, recommendations for programming, and ideas for cohort-organized and planned events.
- **Women's Leadership Series** – The Executive MBA program is working with [Ellen Taaffe](#), clinical assistant professor of management & organizations and director of the Kellogg Women's Leadership Program, to schedule quarterly sessions designed uniquely for women and delivered remotely so that Miami and Evanston-based women students can all participate.

KELLOGG VOICES



“My leadership role as vice president of DEI for our student association (KSA) has provided me with an opportunity to express my passion for the use of storytelling to honor each student’s unique experience and perspective. It is challenging yet exciting to strengthen a sense of belonging among working professional students who are also balancing family, careers and school.”

[Evening & Weekend](#) student **Federica Sidoti** is committed to helping create safe spaces. Her leadership role supports her mission and positions her to drive real, positive impact within the Kellogg community.

KELLOGG VOICES



“To me, in its simplest form, impact means making people’s lives better. I hope to have an impact by focusing on my work to develop products or services that improve people’s standard of living and helping those around me achieve their goals and become better people overall.”

[Gonzalo Roque Rosales '22 MBA](#) shares how he hopes to make impact after Kellogg.

STUDENT-LED PROGRAMMING TO FOSTER INCLUSIVITY AND EQUITY

Throughout the year, a wide range of student-led programming engaged peers in meaningful dialogue to promote understanding, empathy, allyship, inclusion and equity. Among these were:

- **Diversity in Business (DIB) Sessions** – Initiated organically, the DIB sessions blossomed into regular weekend programming led entirely by Executive MBA students. For example, one DIB session included the Executive MBA Cohort 127’s “Hear My Story” series for members of the military, both active-duty and veterans, which provided students an opportunity for open and honest dialogue about their experiences in and with the military.

- **Culture Corner** – Evening & Weekend Kellogg Student Association (KSA) members recognized a need to build awareness about cultures and communities, and planned a new initiative for AY 2022-2023. Launched in August 2022, the initiative includes a dedicated space in Wieboldt Hall where students can learn about diverse cultures and their traditions.
- **First-Generation Student Experience** – This past year, first-generation MBA students in the Full-Time Program sought meaningful solidarity and recognition. Working with the Student Life team, these Kellogg community members identified goals for recognition and institutional support during AY 2022-2023.
- **Women in Finance Dinner Hosted by Women’s Business Association (WBA)** – This event offered an opportunity for women pursuing finance careers to come together and support mutual growth and networking. The keynote speaker was Sidney Dillard ’88 MBA, who leads the corporate investment banking division at Loop Capital Markets, a Chicago-based investment bank.

CMC’S RECRUITING AND DEI PAGE

The [Career Management Center](#) (CMC) equips our students with tools and training to proactively manage their career path and goals over a lifetime. This year, with sharp focus on enhancing our DEI support for students, the CMC created a dynamic landing page to highlight new DEI resources available to them.

Resources include recommended questions to ask employers during the networking and interview phase to better understand companies’ commitments to DEI and how the organization lives these. The CMC also features resources developed by third-party organizations that can help students evaluate companies’ DEI commitments and practices more fully.

KELLOGG RESOURCE GROUPS

Kellogg Resource Groups (KRG) are a key component of the school's strategy to advance diversity and inclusion. The nine staff-driven groups strive to enhance a sense of community and belonging for both staff and faculty. The KRGs continue to advance outstanding programming for Kellogg staff including just a few examples below:

- **The Kellogg Black/African American Network (KBAN)** – Hosted a viewing of *Let the World See* during Black History Month, along with a discussion of the Emmett Till story and race relations with Christopher Benson, associate professor of journalism at Medill, and Rev. Wheeler Parker. KBAN was recognized with our Kellogg Diversity and Inclusion Award at Kellogg's 2022 Rewards & Recognition event for its outstanding programming during Black History Month and ongoing efforts to promote inclusion and diversity as a KRG.
- **K-Proud** – Organized a Gender- and Trans-Affirming Best Practices Workshop designed for participants with beginner to intermediate levels of familiarity with topics around gender diversity. The facilitator was Karari Olvera, CPhT, who currently serves as co-chair of United Latinx Pride and central co-director of the National Board of the TransLatin@ Coalition.
- **Kellogg Honoring Asian Identities (KHAI)** – Held a two-part series celebrating religious identities to explore how learning about faith-related artifacts and practices can help us overcome our biases and make Kellogg a more inclusive place to study, teach, work and thrive. The event featured [Professor Mohanbir Sawhney](#) and [Tahera Ahmad](#), an associate university chaplain and director of interfaith engagement at Northwestern.

- **IGNITE** – This women's support and career development KRG invited Kellogg Clinical Associate Professor [Suzanne Muchin](#) to speak during Women's History Month. She discussed ways in which women step up as strong leaders and take on extra work compared to men, including doing more to advance DEI efforts — and what we can do at Kellogg to better support our women and create a culture in which all rise.
- **Engaging Latino Communities in Education (ENLACE)** – Presented Crowd-Sourced Life Hacks, a virtual workshop sharing life hacks from professional advice to social tricks aimed at making everyday life easier and more convenient.

KELLOGG VOICES



“Being on ENLACE’S board has been an important part of my time at Kellogg. Its mission is to build an engaged, visible and empowered Latino community at Kellogg, and we are fortunate that participation in our events spans far beyond the Latino community at Kellogg. It is personally rewarding to be involved in an organization that raises awareness, helps build meaningful connections and supports the professional development of staff across the school.”

Melissa Holland, director of [Executive MBA Global Network](#) and recipient of the Advancing DEI Award for staff, describes her experience helping lead one of the employee resource groups at Kellogg.

FACULTY WORKSHOPS ON CLASSROOM ENVIRONMENT AND HIRING

Kellogg faculty facilitated and participated in Kellogg and Northwestern workshops designed to create a more inclusive classroom environment, including:

FALL QUARTER

- **Nicole Stephens**, Jeanne Brett Chair and professor of management & organizations, led sessions of a workshop titled Creating Equity and Inclusion in Your Classroom.
- **Lauren Rivera**, professor of management & organizations, led sessions of a workshop titled Best Practices for Faculty Hiring and Evaluation.

WINTER QUARTER

- **Adam Waytz**, the Morris and Alice Kaplan Chair in Ethics and Decision Management and professor of management & organizations, led a workshop exploring empathy and the symmetric and asymmetric approaches to inclusion.

ALUMNI AFFINITY GROUPS

Kellogg alumni have formed affinity groups to foster relationships and build connections. Here are examples of affinity-group impacts over the past year:

- **The Kellogg Executive Women's Network (KEWN)** – Leveraged the virtual landscape to reach alumnae worldwide with an International Women's Day event on March 8, 2022, featuring a welcome message from Dean Cornelli and a panel of alumnae business leaders.
- **The Kellogg Black Alumni Network and the Kellogg Hispanic Alumni Business Network** – Gathered with fellow alumni and current students at events during our back-to-back Reunion weekends in April.

- **Kellogg Alumni Club of Chicago** – In recognition of Black History Month, hosted a webinar on Social Impact Investing with [Dr. William Towns](#), adjunct professor at Kellogg, and Dwight Hopkins '19 MBA, managing director at Prometheus Nova Ventures, LLC.
- **Kellogg Alumni for Diversity, Equity and Inclusion (KADEI)** – Hosted their first event ever in October 2021, a virtual event on Leading Diversity, Equity, Inclusion: The CREED Model and Organizational Change, featuring [Alvin B. Tillery Jr.](#), a professor of political science at Northwestern.

KELLOGG VOICES



“The thing that stuck with me most was an insight Professor Nicole Stephens called the ‘platinum rule.’ While the golden rule calls on us to treat others how we want to be treated, how we want to be treated is obviously shaped by who we are and our identities. Instead, she put forth the platinum rule, which calls on us to treat others how they want to be treated. This simple reframe helps make the case for changes like including pronoun information, or diversifying case protagonists. Our students are asking for this, and we can better foster inclusion with this mindset.”

[Iyoma Ngozi Onyeador, PhD](#), assistant professor of management & organizations, reflects on attending a faculty workshop in the fall titled Creating Equity and Inclusion in Your Classroom led by [Nicole Stephens](#), Jeanne Brett Chair and professor of management & organizations and inaugural recipient of the [Kabiller Science of Empathy Prize](#).

LOOKING AHEAD

We are grateful for the strength of this community and our shared commitment to do more. We would like to thank all of the Kellogg Leaders who contributed to this report and brought to life the DEI initiatives and impacts across the Kellogg community. Each has displayed inspiring vision, creativity, innovation and leadership, for which we are thankful.

We remain committed to continuing this journey with rigor, candor and mutual accountability. Indeed, every member of our community must uphold our commitment to fostering an inclusive community for all, by continuing to envision, learn, apply and enhance. It's not about achieving perfection but maintaining an unyielding commitment to progress.

In this spirit we recognize that we are all in this effort to promote DEI together and invite the community to celebrate the progress we've made and, more importantly, to work proactively on meaningful advancement on all fronts of this critical domain.

KELLOGG VOICES



“Kellogg Alumni for Diversity, Equity and Inclusion (KADEI) is unique, and I believe the first one of its kind in a top MBA school. We began building this network more than a year and a half ago, and it just became official this past spring. We are working on hosting quality virtual events and sharing helpful information and tools that are relevant to our alumni for advancing DEI.”

Elsy Ocejo '17 MBA, director of supply chain at Bimbo Bakeries USA, was a cohort ambassador while in Kellogg's Executive MBA Program, and is now a leader of Kellogg's alumni community as president of the Kellogg Club of Houston and co-founder of KADEI.



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