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The policies and procedures listed are not all-inclusive and may be subject to change. For more information, please review the appropriate Web site, accessed from the Serial page, or contact the Office of Student Affairs.
Two-Year MBA Program

Two-Year students are required to register for six quarters of full-time study. The normal course load is four classes per term. Two-Year (2Y) students in the class of 2006 or later will be required to complete 24.5 credits. Students begin in September and are expected to complete the requirements for the MBA degree within 21 months. You may register for a fifth course each term without extra charge.

In addition to completing the nine core courses and the second-year BASE course, you must choose a minimum of 15 electives from six institutional areas and 13 disciplines. This highly flexible six-quarter curriculum lets you tailor your program to meet your interests and needs; it also allows you to major in more than one discipline.

Master of Management and Manufacturing

Within the two-year (2Y) MBA program, Kellogg offers the Master of Management and Manufacturing (MMM) program, administered with Northwestern's Robert R. McCormick School of Engineering and Applied Science. The MMM program is intended primarily for students with technical and manufacturing backgrounds who are interested in product-based enterprises.

Students take seven core courses in management (7.5 credits, including the second-year BASE course), six core courses in manufacturing, an integration project course and 10 electives. Upon completion of the program, students receive both the Master of Business Administration degree from Kellogg and the Master of Engineering Management degree from McCormick.

One-Year MBA Program

The Kellogg One-Year (1Y) MBA program is available to students whose undergraduate degree is from an AACSB-accredited undergraduate business school or its equivalent. The normal course load is four classes per term. Like 2Y students, you may register for a fifth course each term without extra charge (see “Term Pricing,” below). Students may elect to graduate after completing 15.5 courses (including MGMT 438 and BASE 910A).

1Y students enter Kellogg in June and normally complete the program for the MBA degree in 12 months.

Dual-Degree Programs

Kellogg offers dual degree programs with the Law School and Medical School at Northwestern. The JD-MBA requires three years of study; the MD-MBA requires five years. Additional information about dual-degree programs are available through the Office of Admissions.

Term Pricing

Three, four or five units constitute full-time study, which is required of full-time students at Kellogg. Tuition is based on a four-unit registration. There is no extra charge for a fifth unit, enabling students to enrich their academic program.

Students electing to graduate early will be charged accelerated tuition equal to the amount of the full program. Pre-term MORS and BASE courses will be credited to the fall quarters.
International Student Exchange Programs

Kellogg has student exchange relationships with 18 schools, giving you the opportunity to study for one quarter at a leading business school in another country. The exchange generally takes place during the first quarter of your second year of studies. The number of students who may participate is limited, and some of the schools have a foreign language requirement. Tuition is paid to the home institution, so you will be billed as if you were attending Kellogg. A meeting is held in the middle of Fall Quarter to provide interested students with further information. Applications are due in January of your first year. Visit [www.kellogg.northwestern.edu/academic/international/exchange](http://www.kellogg.northwestern.edu/academic/international/exchange) for current affiliations.

Academic Enrichment

Foreign Language Courses

Consistent with its goal of greater internationalization of the master’s program, Kellogg has contracted with Berlitz to offer non-credit courses in languages such as Spanish, French, Mandarin and other languages in which there is sufficient interest. Registration takes place at the beginning of each quarter. Kellogg subsidizes this program; a tuition fee is due upon registration.

Global Initiatives in Management

Kellogg offers students an opportunity to learn about business conditions in foreign countries through the Global Initiatives in Management (GIM) Program. Kellogg’s GIM courses are student-organized study programs that combine classroom instruction in the winter quarter, with field research abroad during spring break and seminar presentations of written student reports in spring quarter. Each GIM course is advised by a faculty member. Admission to a GIM course is achieved through the bidding process. For more information, please visit the GIM Web site at [www.kellogg.northwestern.edu/academic/international/gim](http://www.kellogg.northwestern.edu/academic/international/gim).
New Student Registration

Two-Year MBA Students (2Y)

Unless granted a waiver of one or more core courses, 2Y students entering Kellogg in the fall complete the following curriculum:

**Pre-Term**
- Management & Organizations
- MORS-430 Leadership in Organizations

**Fall Quarter**
- Accounting Information & Management
- ACCT-430 Accounting for Decision Making
- Decision Sciences
- DECS-433 Mathematical Methods for Management Decisions
- Management & Strategy
- MGMT-431 Business Strategy
- Marketing
- MKTG-430 Marketing Management
  - or
  - Finance
  - FINC-430 Finance I or
  - FINC-440 Turbo Finance

**Winter Quarter**
- Managerial Economics
- MECN-430 Microeconomic Analysis or
  - MECN-436 Turbo Microeconomic Analysis
  - Decision Sciences
- DECS-434 Statistical Methods for Management Decisions or
  - DECS-437 Accelerated Statistical Methods
- Marketing
- MKTG-430 Marketing Management
  - or
  - Finance
  - FINC-430 Finance I or
  - FINC-440 Turbo Finance
  - or
  - Elective (1)

All core courses must be completed within the first year in order to achieve second-year status and registration. During the second year, students will be required to complete the Pre-term BASE course. 2Y students must complete a minimum of 15 electives.

One-Year MBA Program Students

1Y students begin their studies in June. Here is the summer 2004 curriculum:

**Required**
- Management & Strategy
  - MGMT-438 Management of Enterprise

**Electives (Summer 2004)**
- Finance
  - FINC-440 Turbo Finance
  - Decision Sciences
  - DECS-438A Managerial Decision Analysis
  - DECS-439B Statistical Decision Analysis
  - Marketing
    - MKTG-466 Marketing Strategy
    - MORS-470 Negotiations
    - Managerial Economics
    - MECN-438A Microeconomic Analysis

**Operations Management**
- OPNS-438B Operations Management (Turbo)

Note: A, B and C courses are 1/2 credit units.

Beginning with the Class of 2006, the Pre-term BASE course will be a required course. 1Y students are required to complete a minimum of 14 electives.
**Academic Advising**

Faculty members from various departments are available during Major Field Meetings to discuss the curriculum. Soon after these meetings, you may formally sign up for a faculty adviser through the Office of Student Affairs. Kellogg uses a student-selected faculty advisory system.

**Course Waivers**

If any of your required courses cover material in which you are already proficient, we encourage you to seek a course waiver. You may do this by filling out a course waiver request form online or in the Office of Student Affairs. Full-time students may not waive the BASE 910A course. In addition, 2Y students may not waive Management & Organizations 430 or Management & Strategy 431; 1Y students may not waive Management & Strategy 438. Course work completed within the last five years with a grade of B minus or better is considered in waiver decisions.

If you obtain a waiver, you will either be exempt from the course or asked to take a more advanced course in that subject area. Students denied a waiver or required to take an advanced course in the department may, if uncomfortable with the decision, sit for a waiver examination during new student orientation week or during the fall quarter of the first year of the program.

**Bidding for Courses**

Beginning with the winter quarter, course selection is done through a bidding system designed to allocate class spaces in an equitable manner. First years are given 2,000 points and second year students are given 3,000 points to bid on classes in the current academic year. Bidding is entirely computerized and is NOT considered final registration. Meetings are held in midsummer for 1Y students and early November for 2Y students to explain this procedure in detail.

**Dropping and Adding Courses**

Students may forfeit 0%, 80% or 100% of the bid points charged based on when the course is dropped.

The system will lock in the bids after the final round (Confirmation Period), and reopen at least one week before the first day of the quarter. During the reopened pre-term period, all bid points charged will be refunded for any course dropped. For courses dropped at any point during the first week of classes, 80% of the points charged will be refunded. If a course is dropped after the first week of class, all points charged will be forfeited. Courses may be dropped up to week 4 for 10-week courses and week 2 for 5-week courses. Students may attend the first class session and still retain 80% of the points bid if the course is dropped during the first week. The 20% fee provides an incentive for students to drop classes that they do not plan to take before the quarter begins. This helps to make seats available for other students as early as possible.

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Students will be refunded 100% of their bid points charged if the course is dropped before the quarter begins.
Students may add courses to their schedule through the first week of class, however it is best to add by the first class meeting. Students may not be added to a course after the first week (even if they have been attending the class).

During the fall quarter, first year students must drop or add classes by completing a drop/add form in the Student Affairs Office. In subsequent quarters, students may drop or add courses electronically. Please be careful when dropping a course online: courses that are dropped accidentally will not be reinstated. Also, you should be aware of required attendance policies as you confirm your schedules. Non-required courses are not repeatable, except in extraordinary circumstances. If you retake a course the original grade will remain on the transcript. This is true of both Kellogg and non-Kellogg courses.

Cross-Registration
Cross-registration enables you to take courses from other colleges within Northwestern University. You must gain approval from Dean of Academic Student Affairs if you wish to cross-register and receive Kellogg credit for the courses. The Graduate School Course Bulletin contains information about other graduate divisions at Northwestern. You may obtain a copy of the course bulletin through the Office of the Graduate School at 633 Clark St., 847.491.7331.

Billing Procedure
Fall quarter bills are mailed during the last half of August. Bills for winter and spring quarters are mailed shortly after completion of advance registration for those terms (mid-December and mid-March, respectively). One copy of each bill will be mailed to the address you list as your home address on registration records. A billing address may be established, changed or deleted at any time by calling or writing the Office of Student Accounts. The university does not extend due dates on unreceived bills.

Your billing address is maintained separately by the Office of Student Accounts and is not affected by address changes you make through any other university office. Please inform the Office of Student Accounts immediately of any change.

A late payment of $100 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 remaining balance is paid by the original due date.

Tuition deposits are not refunded under any circumstances. Tuition is refunded if the student withdraws on or before the seventh day of classes. After that the following policy applies:
• The first 10% of the quarter, 100% of the tuition (less the deposit) is refunded
• after 10% and up until 25% of the quarter has elapsed, 75% of the tuition is refunded
• after 25% and up until 50% of the quarter has elapsed, 50% of the tuition is refunded
• after 50% of the quarter has elapsed, no refunds are given.

Any questions about university financial regulations should be directed to the Office of Student Accounts at 619 Clark St., 847.491.5224.

Financial Aid Information and Application Procedures
Educational loans are available to all students. Grant and scholarship awards for U.S. citizens and Permanent Residents are based upon financial need, merit and availability of funds. There are a limited number of merit based scholarships for international students.

The Kellogg Office of Financial Aid will
begin making financial aid decisions in late March. Awards will be made continuously for admitted candidates whose required forms have been received by our office.

**Loans**

Applicants for financial assistance are expected to have the confidence and the willingness to invest part of their future earning capacity through educational borrowing. There are several educational loan programs available to Kellogg students: the Federal Stafford Loan (both subsidized and unsubsidized), and the NU Loan. Most loans are awarded based upon financial need.

**Applying for Financial Aid**

To be considered for financial assistance, all admitted students must complete the steps outlined below.

1. Before admission, all U.S. citizens and Permanent Residents must submit a completed Free Application for Federal Student Aid (FAFSA). The FAFSA requires tax information; estimates are acceptable. Use the FAFSA application for the appropriate academic year. Kellogg does not require parental information on this form.

   To obtain the FAFSA, apply online at www.fafsa.ed.gov or call 800.433.3243. The FAFSA code for Kellogg master's programs is E00302.

   If you have not listed “Northwestern Univ Kellogg Mgmt” in the student information section of the FAFSA, you must either enter Kellogg as a correction/addition to the SAR and return it to the FAFSA processor or submit the original SAR to Kellogg.

2. Once admitted, all students requesting financial assistance must complete the Kellogg Financial Aid Application, which you will receive with your letter of admission, and mail it to Kellogg.

3. All students must submit to Kellogg a signed copy of their 2002 income statement, such as their income tax filing.

4. U.S. citizens and Permanent Residents should submit a completed Kellogg Scholarship Application, mailed along with the letter of admission, to the Kellogg Office of Financial Aid. Do not staple anything to this form.

**Grading System**

The symbols A (excellent), B (good), C (fair), D (poor) and F (failing) indicate the quality of academic achievement at Kellogg. A cumulative average of C in all courses attempted is required for degree conferment. If your work in any course falls below this level, you may cancel your registration up to week 4 for 10-week courses and week 2 for 5-week courses.

A failure in a required course must be made up by repeating the course or a substitute course as specified by the appropriate department. The department also will determine...
whether the student may register in the next course in a sequence prior to repeating the failed course.

You may not repeat a course that is not required (unless it is approved for a very unusual and special situation). If the repeat is approved, both grades will be recorded.

If you take or are given an X (excused absence for exam) or Y (incomplete) grade, you must make up the work within a time frame stipulated by the professor, or within one term (excluding the summer quarter for a spring quarter X or Y). If you fail to make up the X or Y grade after one term, the grade will automatically become an F unless you receive a written extension with a specific date of completion from your professor.

**Pass/No Credit Grading**

Students may elect the Pass/No Credit option to take a more aggressive class schedule and/or experiment with courses that they might not consider otherwise. A total of two credits of P/NC may be taken by students enrolled for four full quarters or more. Students registered at Kellogg for three quarters are eligible for one unit of P/NC toward completion of the MBA degree.

Please note that P/NC grading may not be used for core classes or to fulfill the minimum requirements for a major.

To allow grade-based incentives, students may contract for a letter grade in the P/NC course. During the first week of the quarter, the student must specify that if their grade is X or better, the P/NC reverts to a letter grade. (Example: If the student specifies X = B, a letter grade is recorded if the grade is A or B, P is recorded if the grade is C, and NC is recorded for a grade of D or F.) P/NC units for which the option leads to a letter grade would be considered one of the two units of P/NC allowed toward the completion of the MBA degree.

Professors will be aware of students electing P/NC status, and may use the information to assign project groups.

For purposes of determining all honors and awards, the actual letter grades earned will be utilized. However, your cumulative grade point average will follow your designation of the P/NC grade.

**Classroom Etiquette and Policies**

Class attendance is expected of all students at all times. Individual faculty members may specify attendance requirements by which their students are expected to abide. See Classroom Etiquette, p. 21. Students should review the syllabus of their professors prior to the start of the quarter for their individual or specific policies.

**Standards of Progress**

2Y students must have at least a C average to continue enrollment after the first year (three quarters) of study. 1Y students must have at least a C average to continue enrollment after the second quarter of study. A student will be dismissed for academic reasons if at the end of any quarter his/her total record would require three or more grades of B, or equivalent, to make a C average. For this purpose, reports of incomplete and absent will be counted as a D grade.

At the end of any quarter, a student whose cumulative average or average for the quarter is below C will receive a letter of reminder to indicate academic deficiency and a copy of the standards of progress memorandum. The Academic Standing Committee will review all cases of academic deficiency and will allow exceptions to the above rules for medical or other extraordinary circumstances. Any student
whose academic standing has been subject to action may appear before the committee to discuss his or her status.

**Leaves of Absence**

You may be granted a leave of absence for academic or personal reasons with approval from the associate dean for master’s degree programs and student affairs (you must complete the official forms after receiving approval). Individual circumstances determine justification and duration, although typically you may take leave for a short time only. Students in good standing have up to five years to complete degree requirements.

**Grievance Procedure**

If you wish to express a grievance about another student or a faculty or staff member, you should first visit the associate dean for master’s degree programs and student affairs or a member of the dean’s staff and obtain a grievance form. Grievances are ordinarily channeled through the chain of administrative command and may be reviewed by a special committee or the dean.

**Re-Grading Policy**

If you wish to contest a grade given for work completed at Kellogg, please adhere to the following procedure:

1. Students shall have up to 10 working days after written work has been graded and returned to them to submit it for re-grading. In contesting a grade, students should be informed that the entire work may be reviewed, not only the sections in question, and the final grade adjusted accordingly.

2. Submissions for re-grading must be done in writing, with the student outlining the specific areas of the work which he/she feels were incorrectly graded. All submissions should be signed and dated by the student.

3. Professors should re-grade the work being contested and return a written response to the student within 20 working days after the initial returning of the paper, explaining the results of the review and indicating whether the student’s grade has changed. All written responses should be signed and dated by the professors.

4. If a student is still dissatisfied with the grading process, he/she shall have up to five working 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 five working days of receiving it, 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.

**Honors and Distinctions**

Those students possessing a final grade average within the top 10% of the graduating class receive an MBA Degree with Distinction and are nominated for induction into Beta Gamma Sigma, the honorary society for management students. Other awards include the Dean’s Award for Top Academic Achievement, top student awards given by departments and the Dean’s Award for service to Kellogg. Students who earn a grade point average of 3.75 or higher in any given quarter will qualify for the Dean’s Honor List for that quarter.

For the purpose of recognizing academic honors and awards, your actual letter grades (not Pass/No Credit) will be considered.
**University Hearing and Appeals Systems (UHAS)**

The University Hearing and Appeals System is Northwestern University's formal campus judicial process for conduct violation. The Northwestern University Student Handbook, available in the Student Affairs office, describes the system in detail.

**Services for Students with Disabilities**

Students who need assistance due to any disability should notify the Services for Students with Disabilities Office, 601 University Place, 847.467.5530 or TTY.467.5532, email ssd@northwestern.edu or visit their Web site at www.northwestern.edu/ssd.

**Policy on Drugs and Alcohol**

The University policy on drugs and alcohol is described in the Northwestern University Student Handbook, available in the Student Affairs Office.

**University 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. The University emphasizes this policy specifically as it pertains to the prevention of sexual harassment and to the obligations of male and female students, faculty, administrators, and staff.

It is the policy of Northwestern University that no male or female member of the Northwestern community students, faculty, administrators, or staff may sexually harass any other member of the community. Sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute harassment when:

- submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual's employment or education; or
- submission to or rejection of such conduct is used or threatened to be used as the basis for academic or employment decisions affecting that individual; or
- such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating what a reasonable person would sense as an intimidating, hostile, or offensive environment.

**Sexual Assault Hearing and Appeals System**

The Northwestern University Student Handbook, which is available in the Kellogg Student Affairs Office, describes the policy on sexual assault hearings.
All students enrolled in a course offered by the Kellogg School of Management agree to abide by the Kellogg Honor Code.

The Kellogg Honor Code governs student conduct pertaining to all academic, placement and extracurricular activities associated with the Kellogg School of Management. Each student agrees:

1. Not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during completion of academic requirements
2. To truthfully represent fact and self at all times
3. To respect the property and personal rights of all members of the Kellogg community
4. To uphold the Kellogg Honor Code by reporting all material violations, and by fully cooperating with and protecting confidentiality of any Honor Code proceedings

All Kellogg students are also expected to adhere to all policies and requirements of Northwestern University and to abide by all applicable laws and regulations.

The Kellogg Honor Code

Philosophy Statement

The students of the Kellogg School of Management regard honesty and integrity as qualities essential to the practice and profession of management. The purpose of the Kellogg Honor Code is to promote these qualities so that all students can fully develop their individual potential. Upon admission, each student makes an agreement with his or her Peers to abide by the Kellogg Honor Code. Students who violate the Kellogg Honor Code violate this agreement and must accept the sanction imposed by the Kellogg community.

The Kellogg Honor Code is administered by students and is based on the concept of self-government. The efficacy of such a student-administered honor code is dependent upon a high degree of dedication to the ideals of honesty, integrity and equal opportunity reflected by the code. The Kellogg Honor Code requires that each student act with integrity in all Kellogg activities and that each student hold his or her peers to the same standard. In agreeing to abide by the code, the Kellogg students also agree to report suspected violations. By not tolerating lapses in honesty and integrity, the Kellogg community affirms the importance of these values.

The intent of the Kellogg Honor Code is to express the ethical standards of the Kellogg community. It does not attempt to be a list of rules and sanctions.

I. Organization

A. The Honor Code Chairs

i. Role: The Honor Code Chairs are responsible for:

   a. Promoting the values of the Honor Code
   b. Administering Honor Code proceedings
   c. Publishing an annual overview of Committee actions to the Kellogg community
   d. Ensuring that the Honor Code remains an important aspect of the Kellogg environment

ii. Election: The Honor Code chairs will be elected from students subject to the Honor Code. The election for chairs will take place at the same time as that for GMA second-year representatives or when new chairs are needed. The election will follow the GMA election guidelines. The current chairs and the assistant dean, director of
student academic affairs will notify all Kellogg students eligible to run for the election and invite nominations, including self-nominations. Candidates for chair may prepare a statement not longer than 300 words to be distributed to all students. Additional campaigning is discouraged. The chairs may not run for another GMA office or hold another GMA office while serving as chairs.

iii. Replacement: If the assistant dean determines that in a particular case a chair is unable to perform his or her duties, the assistant dean will excuse the chair from all further involvement in the case and all responsibilities of the chair will be assumed by another member of the Honor Code Committee selected by the assistant dean.

B. The Honor Code Committee

i. Role: The Honor Code Committee is responsible for:
   a. Interpreting the Honor Code
   b. Interpreting possible violations of the Honor Code
   c. Assessing the materiality of possible violations
   d. Promoting the values of the Honor Code

ii. Composition: The Honor Code Committee will include the chairs, five other students and a faculty representative. The student representatives will be appointed by the chairs. It is recommended that two students from the first-year class, two students from the second-year class and one 1Y student be appointed. The faculty representative will be appointed jointly by the chairs and the assistant dean for academic affairs. The faculty representative is a non-voting member of the Honor Code Committee and is also responsible for providing advice to the committee and feedback to the faculty about the Honor Code.

iii. Replacement: If the assistant dean determines that in a particular case a member of the Honor Code Committee is unable to perform his or her duties, the assistant dean will excuse the member from all further involvement in that case and his or her responsibilities will be assumed by (a) another student appointed jointly by the chairs and the GMA vice president for student affairs, or (b) in the case of faculty, another faculty member appointed by the assistant dean for academic affairs.

C. The GMA Vice President for Academic Affairs

i. Role: The role of the vice president for academic affairs is to present all relevant facts of a particular case to the Honor Code Committee and the hearing panel. In conducting this role, the vice president for academic affairs is not and should not be a prosecutor, but should always seek to present all relevant facts pertaining to a particular case.

ii. Election: The GMA vice president for academic affairs shall be elected in accordance with the constitution of the Graduate Management Association.

iii. Replacement: If the assistant dean for academic affairs determines that in a particular case the vice president for student affairs is unable to perform his or her duties, the associate dean will excuse that person from all further involvement in the case and all responsibilities of the excused person will be assumed by another officer of the GMA selected by the assistant dean.
D. The Assistant Dean, Director of Student Academic Affairs

The role of the assistant dean is to oversee and provide impartial procedural advice to all interested parties in any Honor Code case. Specifically, the assistant dean's responsibilities include:

i. Advising the chairs
ii. Appointing replacements
iii. Providing procedural advice to all parties involved in Honor Code proceedings
iv. Attend all hearings

E. The Associate Dean for Academic Affairs

The associate dean for academic affairs shall act as arbitrator for any issues unable to be resolved by either the assistant dean or the Honor Code chairs prior to the determination by the student panel.

F. The Dean of Kellogg

The dean of Kellogg is responsible for determining appeals and sanctions. The dean should avoid becoming involved in the process prior to the determination by the student panel.

G. Advisers

The charged person and the vice president for student affairs are each encouraged to enlist an adviser to assist them in preparing for the hearing. The adviser may be either a Kellogg student in the same program as the charged person or a member of the Kellogg regular faculty. Students in the Two-Year program, One-Year program and Master of Management and Manufacturing programs shall be construed as being in the same program for this purpose. The adviser’s role includes:

i. Attending the pre-hearing conference
ii. Providing advice
iii. Attending the hearing

H. Spokesperson

The charged person is permitted to enlist a spokesperson to assist in the presentation of his or her arguments at the hearing. The adviser may be either a Kellogg student in the same program as the charged person as defined above or a member of the regular Kellogg faculty. The adviser to the charged person may also serve as the spokesperson.

II. Suspected Violations

A. Reporting Suspected Violations

Students and faculty members are obligated to report suspected violations of the Honor Code promptly to either a member of the Honor Code Committee or the assistant dean for academic affairs.

B. Notification

The recipient of the charge will notify the chairs, the assistant dean, the vice president for academic affairs and the associate dean for academic affairs as soon as possible. The chairs will notify the charged person and inform him or her that an investigation is being undertaken. In addition, the chairs will provide him or her a copy of the Honor Code, encourage the person to obtain an adviser and answer questions about the investigation and hearing procedures.

The chairs will also notify the dean of Kellogg that an investigation is being undertaken. No interested party is to approach the dean of Kellogg about any issue arising from the case prior to the panel's determination being forwarded to the dean.
**C. Acceptance of Charge for Suspected Violation**

At the sole option of the charged person, he or she may accept the charges and waive his or her right to a hearing. In such an event, a hearing panel will be convened, as described below, to recommend a sanction.

**D. Confidentiality**

Charges and all subsequent steps pertaining thereto will be kept confidential by all parties involved. Any breach of confidentiality is an Honor Code violation. The charged person, however, may choose to waive his or her right to confidentiality at any time during the investigation or hearing by giving written notice to the chairs.

**E. Investigation**

i. **Investigator:** The vice president for academic affairs will conduct an investigation of the suspected violation, which may include interviews with persons believed to have information relevant to the incident. The investigation will be conducted under the supervision of the chairs and the assistant dean. All interviews will be conducted in the presence of at least one non-voting member of the Honor Code Committee. If necessary, the chairs and the vice president for academic affairs may appoint additional non-voting members to the Honor Code Committee for a particular case.

Upon completion of the investigation, the vice president for academic affairs will report the investigation’s findings to the Honor Code Committee, the assistant dean and the associate dean for academic affairs.

ii. **Determination:** Three of the five student members of the Honor Code Committee will be randomly selected to determine by majority vote whether a hearing is warranted. The Committee’s decision will be based on the results of the investigation, the letter and spirit of the Honor Code and the materiality of the suspected violation. The assistant deans as well as the associate dean for academic affairs will serve in an advisory capacity to the Committee. The Honor Code chairs and the vice president for academic affairs are not to cast votes as members of the Honor Code Committee. The three voting members of the Honor Code Committee will then be excused from all further involvement in the case.

Interpretations are the opinions of the Committee only and will not prejudice the investigation or the hearing of suspected violations of the Honor Code. Final determination of violations may be made only by a hearing panel. If the Committee determines there are not sufficient grounds to warrant a hearing, the chairs will so notify the charged person and the person who filed the charge in writing. No further investigation will be made.

iii. **Minutes:** The chairs shall promptly prepare minutes of the findings. The minutes shall not reveal the names of any parties. The minutes shall be held by the assistant dean and shall be available for all future Honor Code Committees to review.
III. Hearings

A. Notification

Within two days of deciding to hold a hearing, the chairs will provide written notification by registered mail to the local address of the charged person. The notification will include:

i. The date of the notice
ii. The name of the charged person
iii. The name of the charging person (If the charging person is a student, written consent must be provided.)

iv. A description of the suspected violation
v. The date, time and place of the hearing
vi. The names of persons appearing as witnesses against the charged person (Student witnesses must provide written consent.)

vii. The telephone number of the chairs

B. Advisers (See 1G)

The charged person and the vice president for academic affairs will be encouraged to obtain an adviser to assist them in preparing for the hearing. The chairs and assistant dean will be available to discuss hearing procedures, but may not serve as advisers to either the charged person or the vice president for academic affairs.

C. Pre-hearing Conference

The advisers to both the accused and the vice president for academic affairs will be encouraged to attend a pre-hearing conference conducted by the chairs and supervised by the assistant dean. The purpose of this conference is to clarify procedural issues, including access to witnesses and setting an appropriate timetable.

D. Preparation

All information to be presented in the hearing will be made available to the charged person by the vice president for academic affairs at least one week prior to the hearing. The chairs will not convene the hearing until the charged person has had a reasonable amount of time to complete his or her investigation.

The charged person will be allowed to:

i. Conduct his or her own investigation of the circumstances surrounding the reported violation
ii. Interview any persons believed to have information relevant to the incident

All interviews involving persons expected to provide evidence against the charged person during the hearing must be conducted in the presence of at least one member of the Honor Code Committee.

E. Hearing Panel

For each hearing, the chairs and the assistant dean will create a hearing panel.

i. Role: The purpose of the panel is to provide the dean of Kellogg with a determination of fact and a recommended sanction, if any.

ii. Composition: The panel will include the chairs, eight student members and two tenured faculty members. One of the student members will be chosen by the chairs to be secretary of the panel. The secretary will take minutes of the panel’s meetings.

iii. Appointing panel members: The office of the assistant dean will prepare a random listing of all students enrolled in the program in which the charged person is enrolled as herein above defined. The first eight students will be selected in the order
that their names appear on the list. Students will serve for only one hearing. All students have a duty to serve on a panel when selected, but the chairs and the assistant dean will excuse a student if he or she has cause for not serving or if that student is deemed to have a conflict of interest. The associate dean for academic affairs will appoint the faculty members for each hearing, with the understanding that faculty members for the course(s) at issue or faculty members otherwise involved in the incident may not be appointed to the panel.

The names of the panel’s members shall be provided to the charged person, who may challenge for cause. Challenges must be made in writing and delivered promptly to the chairs. Those challenged may be removed by decision of the chairs and the assistant dean. Challenged panel members will be replaced. The charged person has a right to challenge replacements for cause using the procedure identified in this paragraph.

F. The Hearing
i. Location and time: The hearing will be held at a place and time that will protect the confidentiality of the matter and be convenient to all parties involved. The hearing will not be held in the Jacobs Center or the McManus Living-Learning Center. Hearings and panel discussions shall not exceed eight hours on any day.

ii. Observers: Unless otherwise requested in writing by the charged person, hearings will be closed. Witnesses are not permitted to remain in the hearing room either before or after giving evidence. The charged person’s adviser and spokesperson will be permitted to attend the hearing. The parents of the charged person will also be permitted to attend the hearing as observers only.

iii. Roles: The Honor Code chairs will direct the hearing. The vice president for academic affairs will present to the panel the findings of the investigation and may ask persons to give testimony in the case.

The charged person will be given the opportunity to respond to the charges with:
   a. Information
   b. Physical evidence
   c. Testimony or witnesses
   d. Questions of the witnesses called by the vice president for academic affairs

Panel members may question evidence and testimony presented by both the vice president for academic affairs and the charged person. The faculty members of the panel are to assist the panel in their deliberations and should help the panel members prepare written opinions. Faculty members do not vote on either the determination of fact or the recommendation of sanctions.

iv. Rules of evidence: The hearing will not be conducted according to strict rules of evidence or the procedures used in a court of law. The chairs will make determinations on the admissibility of evidence.

v. Decisions: At the conclusion of the hearing, the panel members and the assistant dean will meet privately to discuss the hearing. In providing advice to the panel members, faculty members should participate in discussions to ensure that all relevant information has been considered. However, it is inappropriate for faculty members to state
their personal opinion regarding the guilt or innocence of the charged person. Thereafter, the eight student panel members will convene in private and vote to determine whether the charged person is or is not guilty of violating the Honor Code. The chairs, the faculty panel members and the assistant dean will not vote but will act as advisers to the panel as necessary.

G. Burden of Proof
For a finding of responsibility to be rendered, at least seven of the eight voting panel members must conclude that the material presented during the hearing supports such a decision with sufficient evidence.

If the student is found responsible, both the majority and dissenting panel members must issue a written opinion to the dean of Kellogg within five days. The majority opinion should set forth enumerated findings of fact which constituted the basis for its finding of responsibility. The opinion should also explain how and why it resolved any ambiguities in the Kellogg Honor Code if any such ambiguities were at issue. The dissenting opinion should detail the basis for the belief that a reasonable doubt existed or that the Honor Code was not otherwise violated. The opinions will not reveal the names of any party. All panel members will be required to sign a statement indicating that they agree with their respective opinion as written. The statement will not identify panel members with an opinion. The faculty panel members may be consulted in the course of the preparation of the opinions.

If the student is not found responsible, both the majority and dissenting panel members must issue a similar written opinion to the dean of Kellogg within five days.

The opinion shall be held by the assistant dean and shall be available for all future Honor Code committees and panels to review.

H. Sanctions
If the student is found responsible, the panel will also recommend a sanction. This sanction must be agreed to by seven of the eight voting panel members. Sanctions may include, but are not limited to, the following:

i. Loss of student rights and privileges for a specified period
ii. Required service
iii. Reduced or failing grade
iv. Probation
v. Suspension for a definite or indefinite period
vi. Expulsion from Kellogg
vii. A combination of the above

Any sanction involving a reduced or failing grade will be advisory to the faculty. The panel’s decision will also recommend to the assistant dean whether a record of the charges and sanction should be made a part of the student’s permanent file.

I. Notification of Determination and Sanction
Within two calendar days of the panel’s decision, the chairs and secretary will provide the charged person and the dean of Kellogg written notice of the panel’s determination of fact and recommended sanction. Within five days the written opinions will be given to the dean of Kellogg, along with a file containing all documents and physical evidence needed to evaluate the case.

J. Appeals
Within five business days of receiving the panel’s decision, the charged person may appeal the decision or sanction (or both) to
the dean of Kellogg. Appeals may be considered on the basis of an unduly harsh sanction, new information not available or reasonably known at the time of the hearing, violation of procedure, or harmful bias. All appeals must be in writing and include the following information:

i. The date the appeal is filed

ii. The name, address and telephone number of the person making the appeal

iii. The basis for the appeal

The appeal should also be forwarded to the Honor Code chairs and the vice president for academic affairs. Both the chairs and the vice president for student affairs will be permitted to reply to the dean in writing to the issues raised by the appeal.

K. Appeals to the Dean of Kellogg

i. Determination of sanctions: In connection with any appeal, the dean of Kellogg may accept the recommendation of sanctions of the hearing panel in whole or in part, or fashion a decision he or she feels is more appropriate.

ii. Appeals based on information unavailable or not reasonably known prior to the determination of the hearing panel: If the dean determines that new information presented in the appeal is material, the dean will instruct the panel to hear such additional information. The dean may also instruct the panel to reconsider the original information. After considering the information, the panel will make a determination of fact as provided for in Part III(F)(v) and a recommendation of sanctions as provided for in Part III(H) to be presented to the dean.

iii. Appeals based on the dean's determination of an unduly harsh sanction, harmful bias, or violation of procedures: If the dean of Kellogg determines that a harmful bias or a violation of procedure occurred during the process, then the dean will call a meeting of the Honor Code chairs, the president of the GMA, the Honor Code Committee faculty representative and the associate dean for academic affairs. This group of five will make a determination by majority vote whether to:

a. Uphold the panel's determination of fact and make a recommendation of sanctions to the dean based on the panel's recommendation of sanctions or fashion a recommendation of sanctions they feel is more appropriate

b. Overturn the panel's determination of fact and render a finding of responsibility

c. Take any other action deemed appropriate

iv. Notification: The dean will notify the charged party of his or her decision in writing within 10 business days after the appeal is filed.

L. Records and Probation

Minutes of meetings of the panel and all documents associated with the investigation and hearing deemed relevant by the assistant dean will be maintained by the office of the assistant dean.

If the charge is upheld, the assistant dean for student academic affairs may retain such records in the person's permanent file, but no record of the Honor Code violation will be placed on the transcript of the charged person, except in cases that result in the exclusion of the student from Northwestern University. In such cases, in accordance with Northwestern University policy, the exclusion is indicated on the student’s transcript with the phrase: Excluded for Academic Dishonesty.
IV. Honor Code Chairs’ Reports

A. Public Statement on Violations

The chairs may consider submitting a public statement to the Kellogg community about the proceedings. This statement will not reveal any personally identifiable information regarding the parties involved, including the members of the hearing panel. This statement may only reveal:

i. A description of the conduct that gave rise to the charge

ii. The final decision of the dean of Kellogg regarding the range of sanctions considered and the basis for any changes resulting from appeals and the basis for such appeal

iii. In the event a charged person is found not responsible either by the student panel or on appeal, the chairs shall give the charged person the option of whether a public statement is made

B. Annual Report

The chairs will be responsible for submitting an annual overview to the Kellogg community. This overview should not include student names or other personally identifiable information. It is recommended that the overview be made available to the school prior to the election of the incoming chairs, and copies also be distributed to incoming One Year and Two Year students.

V. Amendments

It is envisioned that from time to time amendments to the Kellogg Honor Code may be necessary to clarify or amend provisions. The Honor Code chairs, the assistant dean, the Honor Code Committee faculty representative, the associate dean for academic affairs and the dean of Kellogg will make a determination by majority vote whether any proposed change requires a clarification of provisions or an amended provision.

A. Clarification of Provisions

If there is any provision in the Honor Code that requires clarification, but does not materially change the procedures or the spirit of the Honor Code, then such clarification may be made by the majority vote of the Honor Code chairs, the assistant dean for student academic affairs, the Honor Code committee faculty representative, the associate dean for academic affairs and the dean of Kellogg. The clarifications of provisions must then be ratified by the Graduate Management Association.

B. Amended Provisions

If any proposed change to the Honor Code materially changes a procedure or the spirit of the Honor Code, then the Honor Code can be amended for such material change upon the majority vote of all students enrolled in Kellogg subject to the Honor Code and a majority of all faculty members.
The Kellogg Code of Classroom Etiquette has been established to assist student and faculty alike to foster appreciation for a classroom environment that enhances the learning experience for all students. Attention to the code will add value to the course by creating a more meaningful and constructive discussion.

Students, therefore, are expected to demonstrate classroom etiquette based on the following principles:

I. Attendance:
   i. Students are expected to attend every class throughout the term. When unable to attend, the student should notify the professor in advance.
   ii. Attendance is compulsory at the first class session. Failure to attend will result in your exclusion from the class if a waiting list exists. Wait listed students are eligible only if they attend the first class session.

II. Punctuality
   Students are expected to arrive for class on time so that the professor may start and end the class according to schedule. Students more than five minutes late are subject to guidelines established by the professor or a class vote during the first session.

III. Exiting and Entering
   Students are expected to remain in the classroom for the duration of the class. If a student must depart early due to unavoidable circumstances, the student should inform the instructor before class. Leaving and re-entering the class is not permitted except in the event of an emergency.

V. Disruptive Behavior
   Students should demonstrate respect for the professor and fellow students during the class period. Students, therefore, should refrain from distracting behavior such as disruptive eating, side conversations, surfing the Web or checking email messages.

V. Respect the Facilities
   Students are expected to help maintain the appearance of the classroom. After class, students should discard all trash.

In essence, the Code emphasizes respectful behavior in the classroom that contributes to the enhancement of the learning experience at Kellogg.

In addition, review the course syllabus for each professor’s specific class policies.

It is the policy of Northwestern University not to discriminate against any individual on the basis of race, color, national origin, sex, sexual orientation, marital status, handicap, or veteran status in matters of admissions, employment, housing, or services or in the educational programs or activities it operates, in accordance with civil rights legislation and University commitment.

Any alleged violations of this policy or questions regarding the law with respect to nondiscrimination should be directed to Office of the Provost, Rebecca Crown Center, Evanston, Illinois 60208-1101, 847.491.5117; Office of the Equal Opportunity Officer and Handicap Services Coordinator, 720 University Place, Evanston, Illinois 60208-1147, 847.491.7458.

Northwestern University reserves the right to change without notice any statement in this bulletin concerning, but not limited to, rules, policies, tuition, fees, curricula, and courses.

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# Academic Calendar 2004–2006

## 2004 Fall Quarter

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 4</td>
<td>Sun</td>
<td>Pre-term program begins</td>
</tr>
<tr>
<td>September 6</td>
<td>Mon</td>
<td>Labor Day/CM activities</td>
</tr>
<tr>
<td>September 8</td>
<td>Wed</td>
<td>MORS course begins</td>
</tr>
<tr>
<td>September 22</td>
<td>Wed</td>
<td>Classes begin</td>
</tr>
<tr>
<td>November 24</td>
<td>Wed</td>
<td>Thanksgiving break begins</td>
</tr>
<tr>
<td>November 29</td>
<td>Mon</td>
<td>Classes resume</td>
</tr>
<tr>
<td>December 3</td>
<td>Fri</td>
<td>Classes end</td>
</tr>
<tr>
<td>December 6</td>
<td>Mon</td>
<td>Exams begin</td>
</tr>
<tr>
<td>December 10</td>
<td>Fri</td>
<td>Exams end</td>
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## 2005 Winter Quarter

<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 3</td>
<td>Mon</td>
<td>Classes begin</td>
</tr>
<tr>
<td>March 11</td>
<td>Fri</td>
<td>Classes end</td>
</tr>
<tr>
<td>March 14</td>
<td>Mon</td>
<td>Exams begin</td>
</tr>
<tr>
<td>March 18</td>
<td>Fri</td>
<td>Exams end</td>
</tr>
</tbody>
</table>

## 2005 Spring Quarter

<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 29</td>
<td>Tues</td>
<td>Classes begin</td>
</tr>
<tr>
<td>May 25</td>
<td>Wed</td>
<td>Makeup day for Memorial Day</td>
</tr>
<tr>
<td>May 30</td>
<td>Mon</td>
<td>Memorial Day; no classes</td>
</tr>
<tr>
<td>June 3</td>
<td>Fri</td>
<td>Classes end</td>
</tr>
<tr>
<td>June 6</td>
<td>Mon</td>
<td>Exams begin</td>
</tr>
<tr>
<td>June 10</td>
<td>Fri</td>
<td>Exams end</td>
</tr>
<tr>
<td>June 18</td>
<td>Sat</td>
<td>Commencement</td>
</tr>
</tbody>
</table>

## 2005 Summer Quarter

<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 21</td>
<td>Tues</td>
<td>1Y move-in and orientation</td>
</tr>
<tr>
<td>June 23</td>
<td>Thurs</td>
<td>1Y classes end</td>
</tr>
<tr>
<td>July 4</td>
<td>Mon</td>
<td>Independence Day celebrated; no classes</td>
</tr>
<tr>
<td>August 23</td>
<td>Tues</td>
<td>1Y classes end</td>
</tr>
<tr>
<td>August 25</td>
<td>Thurs</td>
<td>1Y exams begin</td>
</tr>
<tr>
<td>August 26</td>
<td>Fri</td>
<td>1Y exams end</td>
</tr>
</tbody>
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## 2005 Fall Quarter (tentative)

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 27</td>
<td>Sat</td>
<td>Kellogg Outdoor Adventures/Kellogg Service Initiatives (KAOS) may begin</td>
</tr>
<tr>
<td>September 5</td>
<td>Mon</td>
<td>Labor Day</td>
</tr>
<tr>
<td>September 6</td>
<td>Tues</td>
<td>Pre-term program begins</td>
</tr>
<tr>
<td>September 9</td>
<td>Fri</td>
<td>MORS core course begins</td>
</tr>
<tr>
<td>September 14</td>
<td>Wed</td>
<td>BASE course begins (second years)</td>
</tr>
<tr>
<td>September 21</td>
<td>Wed</td>
<td>Classes begin</td>
</tr>
<tr>
<td>November 23</td>
<td>Wed</td>
<td>Thanksgiving break begins</td>
</tr>
<tr>
<td>November 28</td>
<td>Mon</td>
<td>Classes resume</td>
</tr>
<tr>
<td>December 2</td>
<td>Fri</td>
<td>Classes end</td>
</tr>
<tr>
<td>December 5</td>
<td>Mon</td>
<td>Exams begin</td>
</tr>
<tr>
<td>December 9</td>
<td>Fri</td>
<td>Exams end</td>
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</tbody>
</table>

## 2006 Winter Quarter (tentative)

<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>January 3</td>
<td>Mon</td>
<td>Classes begin</td>
</tr>
<tr>
<td>March 10</td>
<td>Fri</td>
<td>Classes end</td>
</tr>
<tr>
<td>March 13</td>
<td>Mon</td>
<td>Exams begin</td>
</tr>
<tr>
<td>March 17</td>
<td>Fri</td>
<td>Exams end</td>
</tr>
</tbody>
</table>

## 2006 Spring Quarter (tentative)

<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>March 27</td>
<td>Mon</td>
<td>Classes begin</td>
</tr>
<tr>
<td>May 29</td>
<td>Mon</td>
<td>Memorial Day; no classes</td>
</tr>
<tr>
<td>June 2</td>
<td>Fri</td>
<td>Classes end</td>
</tr>
<tr>
<td>June 5</td>
<td>Mon</td>
<td>Exams begin</td>
</tr>
<tr>
<td>June 9</td>
<td>Fri</td>
<td>Exams end</td>
</tr>
<tr>
<td>June 17</td>
<td>Sat</td>
<td>Commencement</td>
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</table>

## 2006 Summer Quarter (tentative)

<table>
<thead>
<tr>
<th>Date</th>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 20</td>
<td>Tues</td>
<td>1Y move-in and orientation begins</td>
</tr>
<tr>
<td>June 22</td>
<td>Thurs</td>
<td>1Y classes begin</td>
</tr>
<tr>
<td>July 4</td>
<td>Tues</td>
<td>Independence Day; no classes</td>
</tr>
<tr>
<td>August 22</td>
<td>Tues</td>
<td>1Y classes end</td>
</tr>
<tr>
<td>August 24</td>
<td>Thurs</td>
<td>1Y exams begin</td>
</tr>
<tr>
<td>August 25</td>
<td>Fri</td>
<td>1Y exams end</td>
</tr>
</tbody>
</table>

Note: Calendars are subject to change. Please check kellogg.northwestern.edu for the most recent information.