

Northwestern | Kellogg

MBA Academic Policies Manual

Effective June 18, 2018

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

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

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

ACADEMIC PROGRAMS

Two-Year MBA Program (2Y)

Two-year (2Y) students begin their studies in Pre-Term prior to the Fall quarter of their first year and are expected to complete the requirements for the MBA degree by the end of Spring quarter during their second year. This highly flexible six-quarter curriculum allows students to tailor the program to meet their individual interests and needs.

One-Year MBA Program (1Y)

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

MMM Program

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

MMM students enter Kellogg in June and are expected to complete two master's degrees over two academic years: an MBA from Kellogg and an MS in Design Innovation from the Segal Design Institute.

JD-MBA Program

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

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

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Northwestern University Pritzker School of Law on the Chicago campus. During the first summer, students enroll in a combination of Law and Kellogg courses. During the second year, students attend the Kellogg School. During the third and final year of the program, students take courses primarily at the Law School, but may take additional electives at Kellogg.

MD-MBA Program

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

Students complete the program in five years, rather than the six years that it would take to finish the two degrees separately. Students spend their first three years of study at the Northwestern Feinberg School of Medicine on the Chicago campus. During the fourth year, students attend the Kellogg School. During the final year of the program, students complete their MD degree requirements at Feinberg, but may take additional electives at Kellogg.

Traditional Evening & Weekend MBA Program

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

Accelerated Option (AO)

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

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MBA. This highly flexible curriculum allows students who hold full-time jobs to tailor the program to meet their individual interests and needs.

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KELLOGG MBA REQUIREMENTS

Full-Time MBA Program requirements

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

	2Y	MMM	JD-MBA MD-MBA	1Y	Internal Transfer (Traditional E/W to FT)	Internal Transfer (MMM to 2Y)
Minimum Kellogg Credits	20.5	20.5* <i>(*A minimum total of 28.5 credits is required for the joint degree)</i>	16	15.5	20.5	20.5
Quarters of full-time study at Kellogg**	6	7	4	4	3	3
Kellogg Core Courses (<i>completed or waived</i>)	By Start of Fall Quarter of second year	By Start of Fall Quarter of second year	By end of Spring Quarter of 2J year (JD-MBA) or by end of third quarter (MD-MBA)	By start of Fall Quarter	Prior to arrival at full-time campus	Prior to transfer into 2Y program
KPPI-440-5 Pre-term course	Required	Required	Required	Required	Required	Required
At least one Kellogg major	Required for students who matriculated during or prior to Spring Quarter 2015					

**Full-time study is defined as 3-5 credits per quarter.

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Evening & Weekend Program Requirements

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

	Traditional	Accelerated
Minimum Kellogg Credits	20.5	15.5*
Maximum Time to Complete Degree Requirements	5 Years	4 Years
Required Core Courses <i>(completed or waived)</i>	Recommended completion within first 12 credits	Recommended completion within first half of course of study
At least one Kellogg major	Required for students who matriculated during or prior to Spring Quarter 2015	
Global Elective	Required if matriculated at Kellogg during or before Spring Quarter 2013	

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

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Core Courses

Unless otherwise indicated in a joint-degree/specialized program appendix to this Policies Manual, all students seeking an MBA must complete (or waive, either by academic waiver or admission) the following core courses:

Accounting for Decision Making (ACCT-430) (1 credit)

Leadership in Organizations (MORS-430) (1 credit)

Business Strategy (STRT/MGMT-431) (1 credit)

Business Analytics I (DECS-430-5) (0.5 credit)

Business Analytics II (DECS-431) (1 credit)

Microeconomic Analysis (MECN-430) (1 credit)

Finance I (FINC-430) or Accelerated Corporate Finance (FINC-440) (1 credit)

Marketing Management (MKTG-430) (1 credit)

Operations Management (OPNS-430) (1 credit)

Leadership and Crisis Management (KPPI/SEEK-440-5) (0.5 credit)

Minimum Credits

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

For JD-MBA/MMM students, the minimum graduation credit requirement also includes credits earned by approved, graduate-level Law/McCormick electives.

Majors

Whether or not a major is required for graduation depends on a student's matriculation date. Students who matriculated (began their Kellogg studies) during or after Summer Quarter 2015 may, but are not required to, earn a major. More details, such as the requirements to earn the majors, can be found on the [Majors and Pathways Guidelines](#) webpage; the major requirements are enforced as published.

Students who matriculated during or prior to Spring Quarter 2015 are required to earn a major from this list of [Majors and Requirements](#).

A given course may count toward more than one major; however, courses with a

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Pass (P), No Credit (N) or Fail (F) grade on the transcript cannot count towards any major.

An independent study project may be counted toward only one major, if independent studies are allowed for the major and the supervising professor is affiliated with the department offering the major.

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

Pathways

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

PROGRAM TRANSFERS

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

2Y to Evening & Weekend Program

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

Students are required to complete 20.5 total credits, including all required core courses, and any other degree requirements in place at the time of matriculation. Transfer requests must be made in writing to the Assistant Dean, Student Life for the Full-Time Program.

Transfer Between 2Y and MMM Programs

Transfer requests must be made in writing to the Assistant Dean, Student Life for the Full-Time Program. A request for transfer may be made only after the completion of one full year of academic study. Students approved to transfer into the 2Y Program are required to complete a minimum of 9 Kellogg elective credits and three full-time quarters in their second year.

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

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

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

- The core curriculum must be completed
- Traditional Students: at least 9, but no more than 12, credits must be completed as an Evening & Weekend MBA student by the end of the summer quarter preceding the Fall transfer.
- Accelerated Option Students: at least 3, but no more than 6, credits must be completed as an Evening & Weekend MBA student by the end of the summer quarter preceding fall start.
- A detailed letter of request to transfer must be sent to the Assistant Dean, Student Life for the Evening & Weekend Program before the end of the Fall Quarter preceding the transfer.
- Completion of an in-person interview with members of the Full-Time Student Life team.

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

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Transfer Within the Evening & Weekend Program

Students in the Evening & Weekend program must choose a registration preference for Evening or Weekend courses at the time of admission to Kellogg. Students can change this registration preference one time during the student's career at Kellogg. This one-time change must occur before completion of the degree requirements; students may not change their registration preference to pursue additional credits/courses.

Registration preference requests must be made in writing to the Assistant Dean, Student Life for the Evening & Weekend Program at least one week prior to the start of course bidding for the upcoming quarter; registration preference changes cannot occur once bidding has begun.

Other Transfers

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

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

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

GRADUATION

All students who will be completing the MBA degree in the current academic year are required to file an Application for Degree according to the deadline set forth by the Office of Registration and Student Records. At the end of the anticipated graduation quarter, after final grades are submitted, student transcripts are reviewed by the Office of Registration and Student Records to verify successful completion of all degree requirements, and provide graduation clearance. The Diplomas will be withheld if there are any outstanding holds on the student record.

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

CORE COURSE WAIVERS

Students who come to Kellogg with proficiency in core course material may request a core course waiver (or waivers), if available. Course waivers are available for all of the required courses except the following courses: Leadership in Organizations (MORS-430), Business Strategy (STRT-431) and Leadership and Crisis Management (KPPI-440-5).

Students may waive a core course in one of two ways: by application or by exam. Specific waiver requirements and procedures vary by course. Details and deadlines for waiver dates are posted on the student intranet ([Evening & Weekend](#) | Full-Time).

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

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

1Y and AO students must follow these academic waiver procedures for ACCT-430 and FINC-430; all other core course waivers for students in the 1Y and AO Evening & Weekend Program are processed by Admissions.

INDEPENDENT AND FIELD STUDY

Students who have established superior academic records (cumulative GPA of 3.0 or higher) and who wish to study more in depth than what is provided in regular courses may register for independent study with a selected faculty advisor. Those who wish to work with an outside company or non-profit organization to address a real-world business challenge may register for field study under the oversight of a faculty advisor. Student seeking a field study must find a faculty advisor and a project sponsor. Permission of the instructor and the department is required for both independent and field studies. Independent and field study enrollment is limited to 1.0 credit per quarter, beginning in the second quarter of study. In addition, independent and field study courses cannot exceed 25 percent of course work required to satisfy the MBA degree requirements. Independent and field study courses may not be used as a substitution for a required core course. Students may not receive financial compensation for any work completed as part of an Independent or Field Study. The deadline for enrolling in independent and field study courses is the end of the first week of class (Friday by 5pm) for 10-week and first 5-week classes or the end of the sixth week (Friday by 5pm) for 0.5 unit independent and field study classes.

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

MAINTAINING FULL-TIME STATUS

Students in the Full-Time MBA Program are required to maintain full-time status for each quarter of study, defined as three to five credits per quarter. All Pre-Term courses count towards graduation credits. The first-year Pre-Term Leadership in Organizations (MORS-430) course credit counts towards the subsequent Fall quarter 5-credit limit; none of the other Pre-Term courses count against the quarterly credit limit.

Full-Time students with extenuating circumstances who have fulfilled all graduation requirements may submit a request for early graduation to the Assistant Dean of Student Life for the Full-Time Program. Students who graduate early must pay all

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outstanding tuition on an accelerated basis (accelerated tuition) during the final quarter of study.

CROSS-REGISTRATION

Students may enroll in up to one credit per quarter of non-Kellogg Northwestern classes, beginning in the second quarter of study. Non-Kellogg Northwestern courses cannot exceed 25 percent of course work required to satisfy the MBA degree requirements.

Non-Kellogg Northwestern classes will count in GPA calculation and against the quarterly credit limit. The minimum requirements to petition to count a non-Kellogg course towards the graduation credit requirement include: (1) the course must be graduate level, (2) must be relevant to an MBA career or academic goal, and (3) must not overlap in content with courses in the Kellogg curriculum. Online courses will not generate Kellogg credit.

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

TRANSFER CREDIT

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

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

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

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

FOREIGN EXCHANGE

Students in Kellogg’s MBA programs have the opportunity to participate in short-term study abroad programs at Kellogg’s partner institutions. The maximum number of credits that can be earned on exchange is determined by the length and nature of a student’s academic program and partner school credit-earning opportunities:

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

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

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

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COURSE REGISTRATION

Students register for courses through a bidding process by which students are allocated points that they can use to “bid” on desired courses. In their first quarter, students do not participate in the bidding process. After bidding, new and returning students can adjust their course schedules during the multiple phases of Add/Drop. During each phase of Add/Drop, students may drop any course that they do not want and any waitlist position that they do not wish to maintain. They may also add themselves into any open class or to a waitlist. During Add/Drop, students may be promoted from a waitlist.

Individual faculty may not approve changes to the course enrollment caps or course adds or drops outside of Registration Department policies and deadlines.

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

REGISTRATION HOLD

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

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

Student Accounts Hold

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

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Health Requirements Hold

Students are required to submit the Admission Health Record and proof of immunizations as required by the State of Illinois. More information can be found on the [Health Services](#) website.

Students who fail to submit the required documentation and fully comply with immunization requirements will be prohibited from future course registration and Northwestern University student access until they provide the necessary documentation.

Emergency Contact Hold

Once a year, all Northwestern students are required to add, update, or confirm an emergency notification mobile phone number that the University knows to use to send text and/or voicemail messages regarding a campus emergency, their current address, and at least the name, address and phone number of one person to contact in a personal emergency affecting the student. Students who fail to enter or update this information will be prohibited from future course registration.

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

CLASS ATTENDANCE

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

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

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

Mandatory First Class Attendance Policy

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

Bidding and registration for First Class Mandatory course sections works the same as with any other section. Students are responsible for knowing whether a course on which they bid is subject to the First Class Mandatory attendance policy (noted in the course description in [Course Planning](#)). On the first day of class, the professor will take attendance. After the first class session, the professor will instruct the Registrar to drop students who did not attend the mandatory first class and to add, in the order in which they appear on the waitlist, students who did attend the mandatory first class.

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

Class Absences

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

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

Class Recordings

Kellogg does not offer videotaping or audio recording of classes for students who will be absent from class. A student who wants to audio record the class session missed must first ask the professor for permission and must abide by the professor's response. If the professor rejects the request, then the student may ask one or more colleagues in that class to share their class notes. If the professor agrees, then the student must arrange for the recording with a classmate.

COURSE REPEAT POLICY

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

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

Final Exams

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

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

GRADING AND GRADE REQUIREMENTS

A minimum Cumulative Grade Point Average (CGPA) of 2.0 is required for degree conferment. Students must earn at least a grade of D (1.0) in all core and major courses. Grades awarded for completed, credit-bearing courses not taken on a pass/no credit (P/NC) basis and used in calculating the grade point average (GPA) are:

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

The following grades are not used in calculating the GPA:

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

A student who takes or is given an X (excused absence for exam) or Y (incomplete) grade must make up the work within the next registered quarter. If s/he fails to make up the X or Y grade after the next registered quarter, the grade will automatically become an F (failure) unless the student receives a written extension with a specific date of completion from the professor. If the work is not completed upon completion of degree requirements, a grade of F will be assigned before the degree can be conferred.

Pass/No Credit Grading Option

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

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

For each course that a student elects to take as P/NC, the student must select a target grade of A or B. The P/NC election is not communicated to the faculty member; the professor will submit a letter grade for every member of the class. For students who elect to take the course P/NC and achieve their target grade (or higher), the letter grade earned will appear on the transcript. If the target grade is not achieved,

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a P (Pass) or an N (no credit) grade will appear on the transcript. The P and N grades on the transcript are not used in GPA calculation and will not count towards any majors. Courses with a P (pass) grade on the transcript will count towards graduation credits.

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

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

Grade Appeal Process

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

1. Students have up to ten (10) business days from the beginning of the next registered quarter to resubmit for re-grading any work completed at any point throughout the quarter. In contesting a grade, the entire work, not only the sections in question, may be reviewed and the final grade adjusted accordingly.
2. Submissions for re-grading must be made in writing via email to the professor and the Office of Registration (kellogg-registrar@kellogg.northwestern.edu). In the submission, the student must explicitly request a re-grade and outline the specific areas of the work that he or she feels were incorrectly graded.
3. Professors should re-grade the work and return a written response to the student within ten (10) business days after the written request for a re-grade, explaining the results of the review and indicating whether the student's grade has changed. Written confirmation of the decision should be submitted by the professors. (Off-campus faculty may be granted additional time by the Senior Associate Dean or Office of Registration and Student Records).
4. If a student remains dissatisfied with the grading process, he or she will have up to five (5) business days after receiving the re-graded work to submit it a second time for re-grading, as outlined in step 2 above.
5. Professors should re-grade the work within (5) five business days of receiving the

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second written request, as outlined in step 3. This concludes the grading appeal process.

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

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

Standards of Progress

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

A student whose cumulative and/or quarterly GPA for the quarter is below 2.0 will be placed on academic probation. Academic Services will notify the student in writing (e-mail communication) of the probation status, and the student will be required to meet with an academic advisor to develop an academic plan to return to good academic standing. The academic plan may include some grading options (e.g., P/N) and registration restrictions (e.g., limit placed on number of registered units per quarter). Students may petition the Director of Academic Experience for an extension of the probation period based on documented extenuating circumstances. The student's petition must be received by Academic Services before the end of the probation quarter.

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

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

- 2Y students must earn at least a 2.0 cumulative GPA to continue enrollment

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after the first three quarters of study.

- 1Y students must earn at least a 2.0 cumulative GPA to continue enrollment after the second quarter of study.
- Evening & Weekend students must earn at least a 2.0 cumulative GPA to continue enrollment after completion of the first six credits of coursework.

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

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

Reinstatement after Academic Suspension and Dismissal

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

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

Appeals Review

Appeals for academic suspension, academic dismissal and for reinstatement are reviewed by a committee composed of the Assistant Dean for Academic Experience, the Assistant Dean for Student Life and the Director of Academic Experience. The committee's decision is made within 10-15 business days of the submission of the appeal and is communicated in writing (e-mail communication) to the student. The committee's decisions are final.

HONORS AND DISTINCTIONS

Graduation Honors

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

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

Other awards include the Dean's Award for Academic Achievement (final cumulative GPA of 4.0), department Top Student Awards and the Dean's Distinguished Service Award for service to Kellogg. Additionally, Evening & Weekend students who receive a grade of A for each of their first 10 credits (excluding KPPI-440-5) are awarded The Jane Robertson Memorial Academic Excellence Award.

Dean's List

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

The Evening & Weekend Student Dean's List is tabulated and posted following the fall

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and spring quarters. It honors students with GPAs of 3.75 or higher for at least three credits completed with a letter grade as reported on the transcript (courses with a “P” grade on the transcript do not count towards the minimum three credits) during the summer and fall quarters (for the post-fall quarter reporting) and winter and spring quarters (for the post-spring quarter reporting). Dean’s List designation is noted on the official transcript.

For Full-Time and Evening & Weekend students, the Dean’s List Honors are determined and awarded only once a quarter by the end of week 2 of the following term for the Fall and Spring Quarters, and around mid-week 3 of the Spring quarter for the Winter Quarter Full-Time Student Dean’s List Honors. Once established, the Dean’s List is final. Any grade changes or incomplete grade resolutions submitted after the Dean’s List Honors are awarded and published will not make students retroactively eligible for the Dean’s List Honors.

LEAVE OF ABSENCE

Full-Time Students

A Full-Time student may be granted a leave of absence (LOA) for academic or personal reasons with approval from the Assistant Dean for Student Life. After receiving approval, the student must notify all relevant university offices (e.g. the Financial Aid office, Student Accounts, Housing and Career Management Center) of the change in status.

Students on leave must request permission to return from the Assistant Dean for Student Life one full quarter prior to their return to Kellogg and complete a [FRET form](#) to be reactivated by the Office of Registration and Student Records. Most leaves are one year or less; however, individual circumstances determine justification and duration. Students in good standing have up to five years from the matriculation date to complete degree requirements.

Students returning from a LOA must follow the guidelines and requirements for the class with which they matriculated.

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Evening & Weekend Students

An Evening & Weekend student who does not intend to register for a particular quarter must notify the Office of Registration and Student Records.

An Evening & Weekend student who needs to take off three or more quarters for academic or personal reasons may request a Leave of Absence (LOA) from the Assistant Dean of Student Life. Once the student receives official notification that the LOA has been granted, the student must notify all relevant university offices (e.g. the Financial Aid office, Student Accounts, and Career Management Center) of the change in status.

Students on leave must request permission to return from the Assistant Dean for Student Life one full quarter prior to their return to Kellogg and complete a [FRET form](#) to be reactivated by the Office of Registration and Student Records. Most leaves are one year or less; however, individual circumstances determine justification and duration. Students in good standing will not have the LOA time included in the four years allowed to complete the degree requirements for the Accelerated Option program or the five years to complete the Traditional program.

Students returning from a LOA must follow the guidelines and requirements for the class with which they matriculated.

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DEGREE ENHANCEMENT PROGRAM (DEP)

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

The rules for taking DEP classes are as follows:

- Students may take up to six credits through the DEP program.
- Students may begin taking DEP classes two quarters after completing their degree requirements (e.g. a student completing the degree requirements at the end of Fall quarter can take DEP classes in the following Spring) and must complete their DEP classes within the two academic years following their graduation date.
 - DEP courses may not be taken with the P/N grading option; DEP students must take and earn a letter grade.
 - The final grade earned in a DEP course will be included in the student's existing Northwestern University transcript, and will be used to calculate the term grade point average (GPA) and new cumulative grade point average (CGPA).
 - Any DEP student who drops a course between the third and tenth week of any class will forfeit his or her opportunity to register for any future courses offered in the program.
 - The Kellogg School reserves the right to withdraw a student from DEP at any time.
 - The Kellogg School will evaluate DEP on an annual basis and reserves the right to change or cancel the program at any time.

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

EMPLOYMENT POLICY

Full-Time Students

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

Evening & Weekend Students

The Evening & Weekend program is designed by the faculty to help working professionals develop the insight and capacity for making on-the-job contributions that lead to increased managerial responsibilities. All students in the Evening & Weekend MBA Program are expected to be employed full-time while enrolled in Kellogg courses. However, Kellogg recognizes that situations may develop which are out of a student's control (e.g., downsizing, forced out-of-state relocation, firing, etc.). As a result, the policy regarding full-time employment is as follows:

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

FINANCIAL POLICIES AND PROCEDURES

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

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

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

Tuition & Billing Procedures

Quarterly tuition is typically billed the month prior to the beginning of the quarter and after registration has taken place. Tuition bills are posted electronically via CAESAR; when each new bill is posted online, an email notice is sent to the student's Kellogg email account. A late-payment fee is assessed once each quarter on amounts remaining unpaid after the due date. A late fee caused by delayed financial aid may be canceled, providing the non-financial-aid balance is paid by the original due date. Student billing addresses (home address listed on initial registration records) are maintained separately by Northwestern University through CAESAR. Students should enter address changes immediately to avoid missing key information.

Full-Time Program Tuition

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

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

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Evening & Weekend Program Tuition

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

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

Withdrawals and Refunds

A student must notify the Kellogg Office of Registration and Student Records of any intent to withdraw from the MBA program. Simply ceasing to attend class does not constitute official withdrawal.

A withdrawal from class may result in a tuition adjustment. Full tuition is refunded if the student withdraws on or before the seventh day of the quarter. After the seventh day, the refund amount decreases according to the [University schedule](#). All tuition adjustments are computed as of the date on which the official withdrawal notice is received. Tuition deposits are not refunded under any circumstances.

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

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

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

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- If more than 60% of the quarter had elapsed before your withdrawal, Title IV recipient has earned all of the funds for the quarter.

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

- Federal Direct Stafford Loan
- Federal Direct Grad PLUS Loan

FINANCIAL AID

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

Full-Time Program

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

Evening & Weekend Program

Information on applying for and receiving financial aid is available on the [Chicago Office of Financial Aid](#) website for Evening & Weekend students. Students must enroll in at least two credits per quarter to be eligible for federal loans. International students and students who are enrolled less than half-time may seek out private loans.

Satisfactory Academic Progress for Federal Financial Aid

Federal regulations require all recipients of federal financial aid (For Graduate MBA students at Kellogg, this includes Federal Direct Unsubsidized Stafford Loans and Federal Direct Graduate PLUS Loans) to maintain satisfactory academic progress in

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their program of study. It is also the University's expectation that students will make progress towards completion of their degree in which they are enrolled. These requirements apply to students for all quarters of enrollment within the academic year, including all quarters enrolled even if no financial aid was granted for that quarter of enrollment. More information on maintaining satisfactory academic progress, suspension, and appeals can be found on the Financial Aid websites ([Evening & Weekend](#) | [Full-Time](#)).

GRIEVANCE PROCEDURE

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

CLASSROOM AND FACILITIES USE

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

KELLOGG DIRECTORY AND LISTSERV USE

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

Broadcast emails are used to communicate events, information and emergency situations that pertain to the entire student body. The following are examples of a few of the things that are not appropriate for broadcast emails: club-specific events or announcements, requests to help with surveys or research, lost and found items, results from contests, apartments for rent, etc. In addition, commercial advertising (for

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profit or nonprofit/charity) may not be sent out by broadcast email, nor will it be posted on the student intranet.

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

UNIVERSITY HEARING AND APPEALS SYSTEM (UHAS)

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

SERVICES FOR STUDENTS WITH DISABILITIES

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

AccessibleNU for Full-Time Students

2122 Sheridan Road, Room 130

Evanston, IL 60208

Email: accessiblenu@northwestern.edu

Phone: 847-467-5530

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

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

AccessibleNU for Evening & Weekend Students

Abbott Hall, Suite 500

710 N. Lake Shore Drive

Chicago, IL 60611

Email: accessiblenu@northwestern.edu

Phone: 312-503-4042

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

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

OTHER IMPORTANT UNIVERSITY POLICIES

Policy on Drugs and Alcohol

The University policy on drugs and alcohol is described in the Northwestern University [Code of Student Conduct](#). Students in need of assistance should contact Counseling and Psychological Services ([CAPS](#)).

No alcohol may be served in Kellogg classrooms without permission from the Dean's Office. Permission will be granted only when the service of alcohol is integral to the educational purpose of the class or event being held in the classroom.

Policy on Sexual Harassment

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

Hazing

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

Policy Guidance

For advice or assistance regarding this policy, see <http://www.northwestern.edu/hr/eo>.

BASIC STANDARDS OF ACADEMIC INTEGRITY

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

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HONOR CODE AND CLASSROOM ETIQUETTE

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

Additionally, all Kellogg students are expected to abide by the [Code of Classroom Etiquette](#).