

VERITAS PREP

2011/12 **Essential** Guide to

THE KELLOGG SCHOOL OF MANAGEMENT AT NORTHWESTERN UNIVERSITY



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The Veritas Prep 2011/12 Essential Guide to the Kellogg School of Management at Northwestern University

Veritas Prep is a leader in GMAT prep and admissions consulting, and we've helped guide thousands of clients towards admission at their dream schools. Year after year, a school that many of these clients are interested in is Kellogg. We have developed this *Veritas Prep Essential Guide* to provide insights into Kellogg's admissions processes and the advantages that its strong general management curriculum can provide - not just for those interested in a career in marketing, but also for a wide range of other careers in consulting, entrepreneurship, and more. In the pages that follow, you will find details about Kellogg's MBA program and tips for how to present your profile with the emphasis on teamwork and impact that is so important in an application to this top ten school.

Be sure to explore the [Veritas Prep website](#) for further information and resources to help you prepare your application to the Kellogg School of Management.

"[Kellogg has] always done a great job at balancing the studies of markets with the study of management."

Kellogg Dean Sally Blount

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About Kellogg School of Management

Kellogg is an elite business school, recognized in many circles as the world's premier MBA program for marketing. Indeed, Kellogg and "marketing" are nearly synonymous (although its nearby neighbor, the Booth School at the University of Chicago, does give Kellogg a run for its money in the marketing arena). Located in both Evanston (the full-time and executive programs) and downtown Chicago (the part-time program), and comprising over 1,000 post-graduate students from extremely diverse backgrounds, Kellogg is able to offer something for everyone.

This is because Kellogg is most definitely more than just marketing: each year, nearly twice as many graduates go into consulting as they do marketing, and Kellogg's general management curriculum is perfectly suited for a wide range of career paths. Kellogg does feature some of the top marketing professors and courses available and is a natural first choice for anyone looking to specialize in that area.

Kellogg is one of the most famous business schools for a reason: This is an innovative, creative place that offers something for everyone, with elite experts on the faculty including the 2010 Nobel Prize winner for economics. Kellogg is a perennial top 10 favorite on almost any ranking system around. Year after year, Kellogg reports impressive graduate placements in a variety of career paths and industries. Kellogg's reputation as a teamwork-driven business school community is very appropriate, as the general notion that an MBA should be a collaborative learning experience is taken to extra lengths in Evanston.

One reason the reputation of Northwestern University's business school is so well established is due to its roots: it is one of the older business schools, having been originally founded in 1908 as a part-time program, and the school was active in setting up the accreditation body and creating standards for business education. In fact, back in the 1950s, Northwestern's business school faculty were integral to the creation of the first GMAT test.

Kellogg's primary weakness is its increasingly outdated facilities, a disadvantage which becomes ever more pronounced as more and more top schools celebrate the openings of their gleaming new high-tech palaces each year. Kellogg only recently announced the site for their new campus, and it will still be several years before students will benefit from the planned expansion.

Kellogg is one of many prestigious programs at Northwestern University. Northwestern is also noted for its top 10 school of law, its strong medical school, and elite master's programs at the Medill School of Journalism and the McCormick School of Engineering. Kellogg MBA students have the opportunity to take electives in these other programs.

"Within a single generation, Kellogg has rewritten the rules about what it means to be a mighty competitor in the field of business research and education."

Kellogg Dean Sally Blount



What's New at Kellogg

Kellogg is in a bit of a transition period as Dean Blount becomes established and her agenda takes shape.

New directions. Sally Blount took over as Kellogg's Dean in mid-2010, returning to her alma mater after a decade at NYU Stern. Perhaps taking a page from the Apple playbook, Kellogg has recently launched an advertising campaign with the tagline, "Think Bravely." Dean Blount has been repeating the need for the school to "reenvision" itself. This is coming primarily as a rebranding campaign.

A new building (in the planning stages). Given the aging infrastructure of Northwestern's business school, Kellogg is suffering somewhat in comparison to peer schools (like the one closer to downtown Chicago). Thus, this is perhaps Dean Blount's most important initiative, one she inherited from her predecessor but one which had previously seemed to be stagnating. Dean Blount has the dual challenge of not only planning for the building's development, but also meeting daunting fundraising goals to support the project. Dean Blount is making the initiative more visible on campus in several ways. She formed a task force of students who worked with Booz consultants in early 2011 to poll the Kellogg community on goals for the effort. The task force (with the help of a professional graphic design firm) produced a [very slick marketing piece](#) that encapsulates their findings. Dean Blount also campaigned to have a different site selected for construction, with the location of the new facility now being closer to the school's existing Allen Center. It's good that Dean Blount has elevated the importance of this project, however, the grand opening of any new Kellogg facility is still many years away.

Expanded EMBA programs. Kellogg has a satellite location in Miami dedicated to executive education, and in 2011 they expanded to two ongoing EMBA tracks at this campus. Much of the focus of the Miami center is on Latin America, a region few other top business schools seem to be engaged with.

Increased career services support. At least partly in response to the economic crisis of a few years back, Kellogg has put more resources at the disposal of both current students and alumni. Significantly, the school hired a dedicated career services director to support part-time and EMBA students. Alumni also benefit from ongoing efforts from career coaches, career management workshops, and seminars.

A new director of admissions (coming soon). Longstanding Kellogg admissions director Beth Flye left the school in early 2011 to head up a new online MBA program at UNC Kenan-Flagler. While Kellogg works to appoint a permanent replacement for Ms. Flye, seasoned admissions professional Michele Rogers is serving as interim admissions director. Ms. Rogers has been at Northwestern for over ten years, and she earned her MBA from Harvard.



Degree Programs at The Kellogg School of Management

A range of degree and non-degree business education options are available at Kellogg.

- **A full-time, two-year MBA (2Y).** This is the standard MBA track, with the majority of Kellogg students enrolled in this program, from 500 to 600 in each year's class. Admissions is competitive, with about 19% of applicants accepted each year - and will become even more so, as this is one of the few MBA tracks that is expected to shrink in size in the coming years, partly to make room for additional capacity in some of Kellogg's other programs, at least until they are able to open a new facility which will allow them to increase again overall.
- **Part-time MBA options for employed students.** Two tracks are available to those interested in pursuing an MBA on a part-time basis at Kellogg by attending either on week-nights, or Saturdays. Either program can be completed in 2½ to 5 years (average is 3 years).
 - **The Evening MBA** is the original part-time program and students may choose from the full range of 19 majors offered at Kellogg. Accordingly, this program is somewhat closer to the full-time program than the Saturday option. Evening MBA students may also take classes on Saturdays if they choose.
 - **The Saturday MBA** has about 90 students enrolled and was created in the past few years purely as a response to requests from students in the week-night program. The Saturday part-time program attracts people from outside the Chicago area, since it's possible to "commute" in by plane (provided the tough Midwest winter weather cooperates!). The Saturday MBA is more limited in that only seven majors are possible; students may expand their choices by taking certain electives in the weeknight program.
- **An accelerated one-year MBA (1Y).** A few other schools, notably Cornell with its AMBA and Columbia with its J-Term, also offer fast-track full-time programs. All of these programs forego the internship and are best suited for those looking to advance their current careers, rather than change gears entirely. Kellogg and Cornell have structured theirs most closely. Both are designed for those who have an undergraduate education in business or significant expertise from the workforce. Kellogg's 1Y program lets students who already have some business training and experience go from June to June in an elective-heavy curriculum that allows them to get back to their careers as quickly as possible. These students spend their first quarter brushing up on their business basics, and then the next three quarters are devoted to electives, which they take alongside their two-year program counterparts. The 1Y program is expected to expand from its current enrollment of 100 students, with an increasing number pulled from the international ranks (currently about half of the 1Y students are from overseas).
- **Executive MBA (EMBA).** Like with its part-time options for the standard MBA, Kellogg offers significant flexibility for more seasoned professionals in their Executive MBA programs. Students may choose to attend for a four-day stretch once per month in Miami, or three-day sessions twice per month in Evanston. The Miami program is geared towards doing business with Latin America although all students are welcome. In either case, students may begin their studies in either January or September. (The multiple start options means that applications are accepted year-round - which also means that admissions is less competitive because the candidate pool is distributed throughout the year and it can be a little easier to get an offer). These are two-year programs (the twice-monthly option ends a bit earlier) with no classes during summertime. EMBA students may take up to four classes at Kellogg's international partner schools. The EMBA programs at Kellogg are designed for those with significant work experience who are currently working full time; in fact, a minimum of eight years is recommended before considering an application to one of these programs.



- **International EMBA.** For those interested in an even more international EMBA experience, Kellogg has partnered with a unique combination of international business schools, including the Hong Kong University of Science and Technology in China, Recanat (at Tel Aviv University in Israel), Schulich (at York University in Toronto, Canada) and WHU (in Vallendar, Germany), for a Global EMBA opportunity.
- **PhD program.** Kellogg has about 140 doctoral students enrolled at any time, pursuing studies in one of seven major areas from accounting, economics, marketing, and operations, among other standard business disciplines. Graduates can be found on the faculty of the best schools in the world, including Wharton, UC-Berkeley Haas, Columbia, Harvard, London Business School, and many more. A joint PhD-JD (law) degree is also available, which is somewhat unusual. Doctoral students studying engineering and science disciplines (at Northwestern or elsewhere) may also take advantage of the summer-session program on Management for Scientists and Engineers, which results in a certificate.
- **Undergraduate certificate.** Northwestern University offers an analytically-focused business certificate for juniors and seniors, called the Certificate Program for Undergraduates, through the Kellogg School. About 50 undergraduates are accepted into the program each year.
- **Non-degree executive education.** Especially with the availability of classroom capacity in Miami, Kellogg will be expanding its offerings of short-program education for managers and executives at various stages of their careers who want to benefit from the faculty and resources at this great school. A variety of non-degree courses are available to those with the interest - and the budget - to devote to a dedicated time learning a specialized subject in Evanston or Miami.



Joint Degree Programs

Full-time Kellogg MBA students may simultaneously pursue an additional degree at one of Northwestern's other excellent graduate schools.

JD-MBA. With Northwestern's elite School of Law nearby, Kellogg students have a unique opportunity. One of the few elite universities in the nation to offer a three-year JD-MBA, Kellogg students can complete both degrees quicker than at other schools (Columbia now offers a similar three-year program too). JD-MBA students split their time and courses between Kellogg in Evanston and the School of Law in Chicago, then graduate with their respective classes (MBA in year two, School of Law in year three). Students must complete 16 managerial courses and 72 hours of law coursework. The three years break out in the following fashion:

- Year one - School of Law
- Year one summer - School of Law
- Year two - Kellogg
- Year three - School of Law (with option for electives at Kellogg)

MMM. Kellogg offers a two-year Master in Management and Manufacturing (MMM), which is a dual degree combining an MBA with a Masters in Engineering Management (MEM) degree from Northwestern's McCormick School of Engineering and Applied Science. MIT has a similar offering in its Leaders for Global Operations which grants a Master of Science from the MIT School of Engineering with the Sloan MBA. The focus at Northwestern is on design and innovation of products and services. MMM students take Kellogg and McCormick classes together in their own section, although they still mix extensively with the rest of their Kellogg classmates. Students will major in Design and Operations under the MMM program and may also select up to two standard Kellogg majors in conjunction. The MMM cohort at Kellogg is surprisingly large, at about 10% of each year's class. The MMM is appropriate for those with or without an engineering background. Even if you already have a master's in an engineering subject, you could gain significantly from this program due to its unique focus on management of technology. MMM students can be seen as Kellogg students going through a specialized track; the admissions process is managed at Kellogg with a single application, and MMM students take advantage of the same classes, clubs, and recruiting opportunities as the standard MBA classes do.

MD-MBA. The dual-degree program between Kellogg and the Feinberg School of Medicine allows students to complete courses for both programs in five years, rather than the six years it would typically take to achieve both degrees separately.

Note: Candidates can apply to each joint degree program through one single application. A liaison will work with Kellogg and the other school to help create each incoming class. The joint degree applications are identical to the Kellogg application (with the exception of the MMM program which has slightly different essay questions) and an interview is required for all applicants, either on campus at the Jacobs Center or off-campus with an alumni interviewer.

Program Breakdown

- Two-Year MBA.....530
 - One-Year MBA80
 - Part-Time.....115
 - MMM.....60
 - JD-MBA25
- (numbers are approximate)

Class Size of Select Business School Programs

- HBS900
- Wharton800
- Columbia740
- **Kellogg 650**
- Booth.....550
- INSEAD494
- Ross449
- Duke434
- Stern416
- Sloan.....390
- Stanford370
- Anderson365
- Tuck.....253
- Haas.....250
- Yale188



The Kellogg Approach

Unlike Harvard Business School, where the case study method serves as a backbone to the entire school experience, Kellogg's methodology for a strong general management education consists of a multifaceted approach.

The key aspects of a Kellogg education and the MBA experience are:

Blended Teaching. Kellogg offers perhaps the most blended teaching approach of any of the top business schools, dividing its course styles into three nearly equal parts: case method, lectures, and team projects - all bolstered by the school's commitment to experiential learning. The classroom approach at Kellogg can often mirror the probing, theoretical approach of a top law school, as distinguished professors push MBA students to go beyond the rules of business by testing theories and assumptions. Classroom participation is one thing that all of Kellogg's class formats have in common. The curriculum is constantly evolving with the times and the hot topics of the day.

Experiential Learning. Many elite business schools offer their students the chance to study in the field and to get real world experience, but few incorporate the mantra of "learning by doing" to the extent that Kellogg does. From the number of students who participate in business plan competitions, to the wide range of unique opportunities to create and test new technologies offered, Kellogg allows every student to find a way to put his or her theoretical learning to the real world test. The school offers a nearly unparalleled variety of courses and labs that focus almost entirely on learning by doing.

Social Responsibility. The school has a range of opportunities for students to both get involved in their local communities while also building strong skills for a future career in a social venture or nonprofit. The Kellogg Board Fellows program is an opportunity for students to serve on the board of a nonprofit. Social Enterprise at Kellogg (SEEK) supports those interested in bringing social benefits to the world through business, and the annual Innovating Social Change conference has been running for well over ten years now, which reinforces the longstanding commitment to the community and social good that is apparent at the Kellogg School. Kellogg's socially-focused culture is also highlighted by the fact that they have a faculty Director of Diversity and Inclusion (Angela Edwards-Campbell), and these values are emphasized throughout the curriculum.

Global Perspective. A typical Kellogg class is composed of students from 40 different countries. And, another 100 international exchange students come to campus each year, taking the place of the 100 Kellogg students who travel to foreign universities for study abroad opportunities. Beyond this diverse mix of nationality and culture among the student body, Kellogg has focused coursework and experiential learning opportunities specific to the global landscape, such as the Global Lab, Global Initiatives in Management, and a requirement that every student take at least one course with a global focus.

Leadership. As all other top schools do, Kellogg puts a great deal of focus on leadership. The school attempts to elevate good leaders to great ones. One required component in the Kellogg curriculum is the Leadership Core Series, which is a central part of the first semester and involves a community service project. Specific leadership courses (Leadership in Organizations and Values and Crisis Decision Making) bring this approach to the curriculum, while a residence series brings in high-level executives as part of a speaking program to discuss leadership issues and concepts surrounding social responsibility. The Business Leadership Club and the Kellogg Student Association rank among the most popular and important student groups at the school.

"We believe you get ahead in the world by having everyone win, not by eating someone's lunch."

Kellogg Dean Sally Blount



What Makes Kellogg Different?

Kellogg is one the most innovative and student-friendly business schools in the nation. While “teamwork” and “leadership” are themes at any top school, Kellogg puts teamwork first in everything they do.

One word: Teamwork. The emphasis on teamwork inside and outside of the classroom is the hallmark of the Kellogg experience, and is the foundation for the rest of the school’s approach - and has been for years. For two decades, Kellogg has structured its learning around working together, and recruiters appreciate the different mentality and attitude that its graduates exhibit. Kellogg is truly the pioneer here - business schools did not used to focus on teamwork, but now they all do. None to the degree that Kellogg does however. Student collaboration is the common attribute that ties everything together at Northwestern. This starts during orientation with the Complete Immersion in Management week, which focuses on team-building and bonding among the new students, and continues on through the very end of the Kellogg experience - and well beyond. Kellogg alumni are known to be helpful and resourceful, and the connections formed at this school are strong.

Other areas where Kellogg is unique?

- **All professors are scholars.** While this may change in the future with Dean Blount’s interest to get more real-world practitioners on board as adjunct faculty, for now, all of Kellogg’s classes are taught by tenured professors who are doing research when not in the classroom.
- **A balanced focus on markets and on management.** Dean Blount has frequently observed that Kellogg does more than just study markets - buying, selling, profit-making. Kellogg has always been a school of management (it’s even in their name). The study of business is about people and organizations, and students at Kellogg will devote as much of their time to learning these dimensions as they will those other aspects.
- **Kellogg is exceptional in marketing.** Lest we forget, Kellogg truly is the powerhouse in the domain of marketing education among all the world’s business schools. Kellogg has two separate marketing majors - Marketing, and Marketing Management - and two separate research centers - the Center for Global Marketing Practice, and the Center for Market Leadership. Kellogg has literally written the book on marketing: its faculty have published leading textbooks in various marketing disciplines, and Kellogg has led the way among all of its peers both nationally and internationally in its marketing expertise for over 15 years. Kellogg devotes substantial resources for marketing research and its faculty are often published in academic journals and quoted in the press. Even if you end up attending another business school, it’s likely that the professors you take for marketing were trained at Kellogg.

Finally, **Kellogg handles admissions quite differently**, including these unusual policies and processes:

- Kellogg has a rather confusing application process consisting of two “parts” - first, the candidate submits the resume and basic biographical information (Part I), and requests an interview be scheduled, then a month later, the essays, recommendations, and test scores are due (Part II). This is definitely unique and is cause for confusion by many who are used to the much more straightforward process at other top schools. These processes are covered later in this *Essential Guide* in the Application section.
- As just stated, interviews occur at Kellogg before the full application is submitted. And, Kellogg interviews all applicants. Again, see further on in this *Essential Guide* for details.
- Kellogg is one of the very few top MBA programs that will only accept the GMAT. Most others will now allow a GRE score; Kellogg will not.

Additional details on these admissions policies can be found later in this guide.



Kellogg Campuses

Northwestern's full-time MBA program is located in Evanston, on the edge of the undergraduate campus on the shore of Lake Michigan, 12 miles north of downtown Chicago. The part-time programs are housed in Wieboldt Hall in the downtown Chicago neighborhood of Streeterville, nestled between the School of Law and the Feinberg School of Medicine. Full- and part-time students are welcome to attend courses at either the Evanston campus or the Chicago center, although nearly all full-time students live in Evanston, and they rarely make the trip down to the city to attend a course at Wieboldt Hall. More common is for part-time students to head up to Evanston for a weeknight course alongside their full-time counterparts. If you are considering applying to Kellogg's full-time program, don't plan on taking any courses down in Chicago; most any course or professor that you'll want will likely be available in Evanston.

The full-time MBA program is hosted in Evanston in the Donald P. Jacobs Center, a six-story complex with 17 classrooms and over 50 study group spaces, conference rooms, and a student lounge. The building also contains the Kellogg administration as well as the faculty offices. Although the Jacobs Center has been extensively renovated over the past few years, it doesn't quite measure up to the brand new facilities that many business schools now offer. Still, it offers enough amenities that many Kellogg students spend most of their days on campus, making use of the school's atrium, Quiet Study Room, lounges, and group meeting rooms. Since Kellogg relies so heavily on team-based learning assignments, it's no surprise that group meeting rooms can be difficult to come by in the busiest times of the year. The school does allow students to book rooms in advance, and doing so can be the difference between having a productive meeting in a well-appointed group room (including a whiteboard and large LCD monitor) and trying to get things done in a noisy public space.

Three blocks from the Jacobs center is the McManus Living-Learning Center (affectionately referred to as "McMansion"), which is an apartment complex specifically for Kellogg students, especially students coming from overseas. Jacobs Center sits right on Northwestern's Evanston campus and Kellogg students enjoy many of the perks that come with living in a quintessential college town. However, business school students and the university's undergrads rarely mingle. While Northwestern offers up many of its on-campus services and activities to Kellogg students, they rarely partake, and instead tend to spend most of their social time doing Kellogg-oriented activities.



Kellogg Is a Good Fit for You If...

- **You're a little older.** While some top business schools are trending younger, Kellogg continues to prefer applicants with several years of full-time work experience; the average is 5.3 years. Those coming straight from college or with limited work experience may still apply however they will need to present exceptional achievement and readiness in order to be seen as competitive at this school.
- **You are not intimidated by a larger school.** There's a lot going on at Kellogg, not just with all the various types of students attending in different degree programs, but because it's one of the largest class sizes of any business school in the world. About 650 students are in each full-time two-year class, which is double the size of many more intimate programs like Yale, Tuck, or Stanford. It's a great opportunity to make a lot of friends and really expand your network, however it's also possible to get a little lost in the sea of students.
- **You want to go into marketing.** This goes without saying: Kellogg is top notch for marketing. The variety of recruiters looking to Kellogg to fill a wide range of roles in their organizations will entice anyone interested in how markets work and consumers respond.
- **You want to go into consulting.** Kellogg sends more graduates into the field of consulting than almost any other school - they are even comparable to Harvard, which both placed about 200 consultants out of the Class of 2010 (31% at Kellogg, versus 24% of Harvard's larger class).
- **You don't want to go into finance.** While Kellogg certainly includes a strong education in finance within its core curriculum, it doesn't specialize in the area nearly as much as some schools, and accordingly, Kellogg both attracts fewer people who want to work in fields like investment banking, securities, and private equity, as well as places a rather low percentage of each year's class into these careers (about 16% of graduates total). Those interested in learning finance in the Chicago area are much more apt to apply to Booth. In fact, if you're applying to Kellogg with a goal in finance, the admissions committee is likely to assume that you are also applying to Chicago Booth, and they may give your application extra scrutiny to be sure that you're really motivated about and interested in their own unique program.
- **You're a woman.** Kellogg trails almost all of its peers, with just 31% of the class made up of women. (Compare this to Wharton's record-breaking 45% female class.) With Dean Sally Blount now at the helm, we expect to see Kellogg putting more effort into recruiting strong women into their class. This may come in the form of increased outreach, and it is also likely to come through additional scholarship money offered through joint programs such as with the Forte Foundation and alumni gifts.
- **You are interested in a business career in a technology field.** Kellogg's MMM degree is a joint MBA-MEM (Master of Engineering Management) with the McCormick School of Engineering. This is a unique program that supports a variety of careers in operations and design for manufacturing industries, especially technology-based products. Those with previous careers in engineering (and even with advanced degrees) may find special value in the MMM program if they are interested in continuing their career in technology.
- **You've got a great work history from a strong career - but little else.** If you have extensive professional experience with demonstrated responsibility and results, but you never completed your undergraduate studies, you can still pursue an Executive MBA. Amazingly, Kellogg does not require a bachelor's degree - or a GMAT score - for admission to their EMBA programs (those without a bachelor's must take the GMAT, but it is not otherwise required). The Kellogg EMBA is appropriate for those with significant work experience, in the range of 12 to 15 years. The EMBA programs are separate from the MBA programs and there is little student interaction between the two, however students in both tracks are granted with the same MBA degree upon graduation.



Admissions at the Kellogg School of Management

2011-12 Essays (for the Class of 2014)

Kellogg requires four essays: three standard questions, which haven't changed much in recent years, along with a fourth essay written from a choice of several prompts. Re-applicants are required to address an additional fifth question. The questions below are required of applicants to the one- and two-year MBA programs; MMM applicants have a variation on question 1 to answer instead, and part-time program applicants have a whole other set of questions.

1 **Briefly assess your career progress to date. Elaborate on your future career plans and your motivation for pursuing an MBA. (600 words)**

One challenge that applicants face with this question is briefly describing their career progress until now, and then devoting enough space to why an MBA is right for them, why now is the right time, and why specifically Kellogg is the right MBA program for them. While there is no hard rule, ideally the backward-looking part of your essay will take up no more than about half of the total word count. Admissions officers will learn enough about your professional background from the rest of your application (your resume, your application dataset, your letters of recommendation, etc.), so no need to completely rehash it here.

The MMM program has a near-identical question although the phrasing is nuanced so be sure you're answering the right version, depending on which program you're applying to.

2 **Describe your key leadership experiences and evaluate what leadership areas you hope to develop through your MBA experiences. (600 words)**

This question has been the same for a couple of years now. The best examples of responses to this question are ones in which the applicant focuses on no more than two (maybe three) mini stories. The fewer, the better, since including too many examples means that no one story will have very much impact. Be as specific as possible here, rather than discussing leadership in broad terms or with vague generalities. You may be able to repurpose some content written for, say, Harvard's essay 1 ("substantial accomplishments") however the stories will need to be reworked, and don't forget that the positioning of this question is quite different with the angle on what you need to develop. When discussing those aspects, be realistic about what you will learn in the classroom - Kellogg knows that you won't emerge from a classroom lecture as a completely finished leader. Discuss what you want to learn at Kellogg, but also tie it back to the "real world" and your post-MBA career.

3 **Assume you are evaluating your application from the perspective of a student member of the Kellogg Admissions Committee. Why would you and your peers select you for admission, and what impact would you make as a member of the Kellogg community? (600 words)**

This question carries over unchanged from last year. It is actually quite similar to an even older Kellogg essay question, which encouraged applicants to evaluate their applications as if they were admissions officers. Note that the emphasis is now on how a student member of the admissions committee would look at your application, driving home the emphasis that Kellogg places on fit with its culture. This is a terrific opportunity to highlight the two or three core themes that you want to make sure jump out from your application. While Kellogg looks for some humility in every one of its students, don't be afraid to toot your own horn a bit here... This is your chance!

**4 Complete one of the following three questions or statements. (400 words)****A. Describe a time when you had to inspire a reluctant individual or group.**

Question A, which used to ask you to describe a time when you “encountered resistance in a professional team setting,” has now shifted a bit to place the emphasis on “inspiring” someone, which we think is an interesting choice. This is a great place for you to share a story that shows off your leadership abilities, empathy, or teamwork skills. If the word “inspire” is too intimidating (it shouldn’t be!), think of a time when you had to convince someone to go along with a plan or come around to your way of thinking.

B. People may be surprised to learn that I...

This question has been around for awhile now. This prompt lets you have some fun and discuss some less obviously MBA-related traits. Don’t underestimate how important these traits can be to admissions officers; they truly do want to get to know you “beyond the numbers.” However, make sure you’re not covering information here that is a) obvious - for example, if you’ve already built an early career in finance, you would not want to answer this question by saying “...actively trade stocks” because how surprising is that, really? and b) would be better covered in other areas of your application, such as extracurricular activities that might fit perfectly into essay 3 instead.

C. The riskiest personal or professional decision I ever made was...

This question used to ask, “The best mistake I ever made was...” The change here suggests to us that the Kellogg admissions team wants to move the emphasis away from “mistake” (which many applicants assume is synonymous with “failure”) and get to know your decision-making process for any big decision, regardless of whether it turned out well. This question gives you a chance to show off some serious introspection, making it a potentially very valuable one to use in your Kellogg application. And don’t automatically assume that your decision **MUST** be one that turned out well. Mistakes and “I wish I had done this a bit differently”-type stories can still work well for you here.

5 For re-applicants only: Since your previous application, what steps have you taken to strengthen your candidacy? (400 words)

This last question says it all when it comes to describing what every top MBA program looks for in re-applicants. Ideally you will have at least one or two significant achievements or experiences that will bolster a weakness that may have kept you out of Kellogg last year. The most obvious examples are a big promotion at work, a higher GMAT score, or strong grades in some post-college coursework, but anything that demonstrates leadership, teamwork, maturity, or innovation - if one of these was a weakness in admissions officers’ eyes last year - can help your candidacy.

Re-applicants may also answer one of the prompts in essay 4 if they choose. This might be advisable if you feel you did not present your best case in your original application, in terms of your teamwork skills or ability to make an impact.



Kellogg Application Strategies & Processes

Which program? Candidates applying to Kellogg's two-year program with a business major and significant work experience on their resume who are not changing careers may want to explain why they want to attend the two-year track instead of taking advantage of the one-year option. If you're going to business school in order to switch careers (which the summer internship offered through the two-year program is designed for), then this is reason enough for the two-year program to be the right fit for a candidate in the admissions officers' eyes.

Which deadline? While Kellogg does subscribe to the standard three-round admissions season that most of its peers do, it has an unfortunately confusing process within each round: their application is divided up into a Part I and a Part II, each of which has its own set of deadlines and nuances:

- **Part I** consists of your resume and your biographical information, and interest in degree programs at Kellogg. For those requesting an off-campus interview, Part I must be submitted a good month before the main application (Part II) is due. If you're requesting an on-campus interview, both parts of the application have the same due date.

When you submit Part I, you indicate where you want to interview: on campus, with a student or admissions team member, or off campus, local to you, with an alumni. See below for some considerations on this strategy. The dates of the Part I/Part II process become complicated based on Kellogg's differing deadlines for when the interview must be completed by, based on whether you're coming to campus or interviewing locally. Note that all Chicago-area applicants must select an off-campus interview.

- **Part II** is the essays, letters of recommendation, transcripts, test scores, etc. Submitting these will make your application complete and ready for review. The Part II deadlines coincide with the date of most schools' standard rounds. GMAT and TOEFL scores (if required) may be self-reported on the Part II application.

Applicants should carefully study the Kellogg website to ensure that they understand the different milestones and deadlines required within this application process. Additional information is found below in the Deadlines section.

What about interviews? Interviews are strongly preferred at Kellogg for *all applicants - and are conducted before the essays are even submitted*. Interviews are not technically required for admission, and they may be waived, or the candidate may be invited to interview subsequent to submitting a complete application, but that is not common. Most applicants interview in advance, based on scheduling with the admissions office. Kellogg is one of the few top-ranked programs to do this (Tuck also offers an on-campus interview to any interested candidate, and Duke does so for a limited time each Fall before switching to an invitation-only policy after Round 1). The Kellogg pre-application interview allows for a very holistic approach to the school's admissions process - and most importantly, it allows the school to assess a candidate's fit before reading any essays. Such early interviews are also strategic opportunities for the applicants as it lets them decide whether or not the school is the right place for them. Interviews are offered both on-campus (by admissions officers or by current students) and with alumni off-campus. In both instances, the interview is "blind," in the sense that the interviewer does not have access to the candidate's application materials. The interview is required as part of the application process.



When and where should I interview? While most schools insist that all interviews are given equal weight regardless of where they're held or by whom they're conducted, there can be an advantage to getting on campus and visiting the school as part of your interview process, especially since in many cases, you can do so before you finalize your essays at Kellogg. This would give you a wealth of firsthand experiences to present in those essays.

Even though the interview often happens before the main application is due, it will still prove helpful in your presentation if you have at least the foundation of your essays built out before you interview. You'll need to cover the standard interview topics of career goals and why you want an MBA - and why from Kellogg - and the very best way to prepare your answers to those questions is to literally have answered them already through the essays.

Do extracurriculars matter? With the focus on community at Kellogg, the short answer to this is, "yes." The fact that they have an entire (required) essay question specifically asking how you will make an impact at the school is a strong indication of the importance of community involvement for an applicant. An otherwise superlative candidate would not be denied admission simply for lack of extracurriculars in her profile, but a borderline candidate might discover that a rich history of community engagement could make a world of difference.

Veritas Prep clients working on their Kellogg applications will receive expert guidance on each of these essay questions. Head Consultants help clients understand how to highlight strengths and weaknesses as well as unique elements within the confines of the question, while also addressing each of the key business school admissions themes. Furthermore, Veritas Prep Consultants will ensure that essay responses are in keeping with what Kellogg is looking for in its applicants and that the program highlights included in this guide are used as appropriate reference points and examples.



Deadlines and the Two-Part Application

As explained above in the Application Strategies & Processes section, applicants need to be aware of the somewhat complicated and definitely different two-part process involved with a Kellogg application.

Basically, what all this means is, if you want to interview on campus, you have to submit both Part I (resume/biographical data) and Part II (everything else, including essays and letters of recommendation) on October 18, 2011 (Round 1), January 10, 2012 (Round 2) or April 5, 2012 (Round 3). Submitting Part I sooner would offer an advantage in scheduling your interview. If you must interview close to home, then you need to submit Part I about a month earlier in order to get that scheduled. Interviews can be completed quite late in the round, however sometimes scheduling is difficult, and your application will not be reviewed until the interview is done, so the sooner, the better.

Part II of the application is always due by 11:59pm Central time on the deadlines on the right.

Decisions may come at any time after the interview and Part II are complete (thus, it is advantageous to interview as soon as possible). All decisions in each round will be rendered by the final dates listed above. Kellogg is known to contact candidates early whom they suspect will be getting competing offers from other schools like Harvard. Kellogg is exceptionally generous in giving admitted candidates so much time to make their final decision. One reason for this is to allow the candidates to interact with current students and attend Kellogg's Admit Weekend events, in order to experience the community firsthand, which the school feels is a big factor in helping people choose Kellogg.

Admissions Criteria

Each application is reviewed by members of the student admissions committee and then forwarded to full-time staff members. The following are important admission criteria considered by the Kellogg committee:

- Scholastic ability
- Personal character
- Motivation
- Leadership ability
- Interpersonal skills
- Career performance
- Management potential

Kellogg relies heavily on academic record, GMAT score, essays, resumés, and, of course, interviews to assess each of these areas. In particular, Kellogg really zeroes in on work experience, where full-time professional experience is prized by the admissions committee. While some other top business schools have started to encourage more applications from college undergraduate students, Kellogg still expects its candidates to have at least some full-time work experience before applying (two years is recommended as a minimum). Accomplishments and leadership experiences - be they professional, service, or extracurricular in nature - are also important considerations in the admissions process. The interview is geared to assessing fit; you should expect specific questions about making contributions in a team-based environment so that the interviewer can determine if you're Kellogg material.

Round 1

Off-Campus Interview Request

submit Part I by Sept. 22, 2011

On-Campus Interview Request

submit Part I by Oct. 18, 2011

Part II deadline (essays etc.):

Oct. 18, 2011

Interviews must be complete

by Dec. 3, 2011

Decisions rendered

Dec. 19, 2011 or sooner

\$2,000 deposit due on March 6, 2012

Round 2

Off-Campus Interview Request

submit Part I by Dec. 14, 2011

On-Campus Interview Request

submit Part I by Jan. 10, 2012

Part II deadline (essays etc.):

Jan. 10, 2012

Interviews must be complete

by March 3, 2012

Decisions rendered

March 26, 2012 or sooner

\$2,000 deposit due on May 1, 2012

Round 3

Off-Campus Interview Request

submit Part I by March 22, 2012

On-Campus Interview Request

submit Part I by April 5, 2012

Part II deadline (essays etc.):

April 5, 2012

Interviews must be complete

by April 27, 2012

Decisions rendered

May 14, 2012 or sooner

\$2,000 deposit due on June 4, 2012



Kellogg Students

As with all business schools, the experience that a student has at Kellogg has as much or more to do with the other students as it does with programs, faculty, or career opportunities. While other top business schools have started to trend younger, Kellogg continues to prefer applicants with several years of full-time work experience.

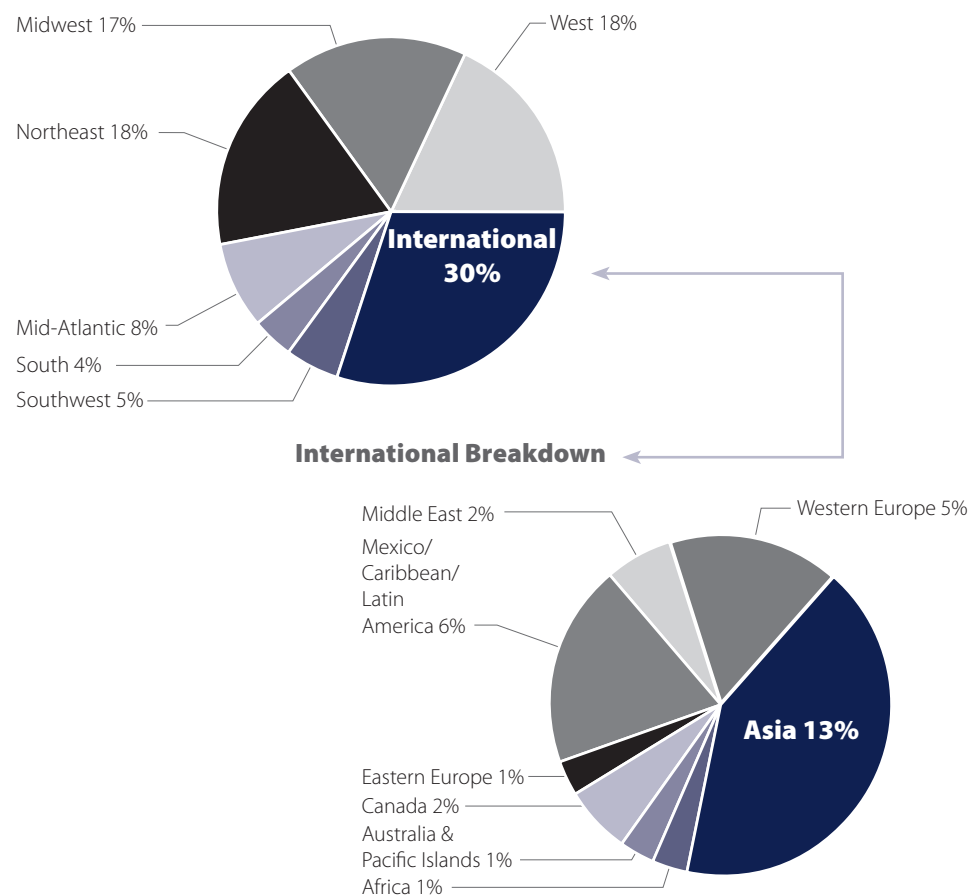
Kellogg Class Profile:

Countries represented.....	41
Average length of pre-MBA work experience.....	5.2 years
20/80 work experience range.....	3-7 years
Average Salary Prior to Kellogg	\$69,216

Student Stats

Age Range	25-31
Female Students	31%
U.S. Minority Students.....	23%
International Students.....	33%

Geographic Origin of Entering Students



"Kellogg can fundamentally change your life - it's just a question of you leveraging the experience to its fullest."

Dean Sally Blount

Student Organizations

Kellogg has over 80 clubs on campus, spearheaded by the Kellogg Student Association, which serves as a liaison between the student body of the business school and the administration. The school's website includes a complete list of clubs and student organizations, however some of the most popular and important clubs, organizations, and activities at Kellogg include:

- Kellogg Worldwide Experiences and Service Trips (KWEST)
- Kellogg Student Association
- Business Leadership Club
- Women's Business Association
- Marketing Club
- Improv Club
- Real Estate Club
- Business With a Heart (BWAH)
- Private Equity and Venture Capital Club
- Consulting Club
- Special K!
- Ski and Snowboarding Club
- Social Impact Club



Kellogg Academics & Grading Policies

Kellogg combines theoretical and experiential learning with a focus on teamwork, leadership, social responsibility, and globalization. These bedrock elements inform each and every aspect of the Kellogg academic experience as well as the type of recruitment that occurs on campus.

Teaching Philosophy

Kellogg's coursework consists of four types of instruction, with three primary teaching styles divided evenly to cover the bulk of the curriculum, with experiential learning serving as the additional layer of innovative teaching. The teaching style used with Kellogg's courses breaks out in the following manner (percentages approximate):

Case Method	30%
Team Projects	30%
Lecture	30%
Experiential Learning	10%

Class Organization

Each incoming class at Kellogg is divided into eight "sections" of approximately 65 students each (MMM students make up a ninth section, although each of these students is also part of one of the other sections). True to Kellogg students' tradition of not taking themselves too seriously, the sections have unusual names, such as the Bucketheads, Moose, Cash Cows, Highlanders, and Big Dogs. These sections are randomly assigned, although Kellogg makes sure that each section has a nice mix of backgrounds. While students at some other business schools remain in their sections for their entire first year, Kellogg's section system really only applies to its first quarter, after which students enroll in required courses and electives based on any schedule they choose.

Nearly every class at Kellogg has a significant team-based learning and grading component, but the school does not assign first-year study groups. A Kellogg student who takes four classes in his first term will likely have four different study groups, some of which are self-formed and some of which may be assigned by the professor. After the first quarter (note that Kellogg's academic year is divided into quarters, discussed in more detail below) students are free to start taking classes in groups, in order to keep working together, although a student is best served by gaining exposure to lots of different teammates from many different professional and cultural backgrounds.

Grading Policies

The Kellogg grading system consists of a typical A-F model, with a cumulative average of "C" required for graduation. The school also offers a pass/no credit option for experimentation with more aggressive coursework, with regard to electives. Unlike many other top schools, Kellogg has a full grade disclosure policy, meaning that recruiters may ask students what grades they have earned at Kellogg. Every few years a debate emerges about whether or not the school should adopt a graduate nondisclosure policy, with the argument being that such a move would reduce any urges that students have to engage in cutthroat competition. However, cutthroat competition has never been a problem in Kellogg's teamwork-heavy learning environment, and the faculty and administration to date have decided to maintain the current policy in order to keep students devoted to their studies.

"True to Kellogg students' tradition of not taking themselves too seriously, the sections have unusual names, such as the Bucketheads, Moose, Cash Cows, Highlanders, and Big Dogs."

"Unlike many other top schools, Kellogg has a full grade disclosure policy."



Core Classes

Like other top business schools, Kellogg allows for a great deal of elective coursework, as well as a “major” (covered to the right). However, the foundation of the MBA experience at Northwestern is still anchored around a series of core courses.

1. Accounting for Decision Making
2. Business Strategy
3. Finance I
4. Marketing Management
5. Mathematical Methods for Management Decisions
6. Microeconomic Analysis
7. Operations Management
8. Statistical Methods for Management Decisions
9. Strategies for Leading & Managing Organizations
10. Values & Crisis Decision-Making

Note that Kellogg often waives courses that students have already completed in another setting. This is another indication of the student-friendly nature of the program and the school’s willingness to allow its students to dive into the subjects that interest them most and take advantage of over 200 elective courses, including the dozens of experiential learning courses and labs available at Kellogg. Whether or not students should waive a course will largely depend on whether there’s another subject area that they’re anxious to tackle, especially before a summer internship. For example, if a student already has an extensive accounting background and feels he should get a lot of marketing coursework under his belt before pursuing a summer job in brand management, then this is a good reason to consider waiving the Accounting for Decision Making course requirement.

Majors

Kellogg takes a unique approach to academic specialization by offering majors as part of the MBA experience. Most Kellogg students end up majoring in three or more subject areas, and many students are often surprised to find that they earned an additional major by simply choosing the electives that interested them the most. Regardless of the major a student selects, the school considers itself a general management program with an increasingly global focus. The Global Initiatives in Management course immerses students in a country of their choosing to learn more about that nation’s business and political climate, topped off with a two-week research trip to that country. All Kellogg students are required to take at least one global course during their studies (other options include Cross-Cultural Negotiation, Global Marketing, International Business Strategy, and International Finance).

Majors include

- Accounting Information & Management
- Analytical Consulting
- Analytical Finance
- Decision Sciences
- Entrepreneurship & Innovation
- Finance
- Health Enterprise Management
- Human Resources Management
- International Business
- Management & Organizations
- Management & Strategy
- Managerial Economics
- Marketing
- Marketing Management
- Media Management
- Operations Management
- Real Estate
- Social Enterprise at Kellogg (SEEK)
- Technology Industry Management

While Kellogg is practically synonymous with marketing, a surprising number of students also go for finance and other majors. The most popular majors are:

1. Marketing
2. Finance
3. Management and Organizations
4. Management and Strategy
5. Entrepreneurship and Innovation



Course Enrollment

One market-like phenomenon that all Kellogg students get to know well is its course bidding system, in which students bid on elective courses using points. Students all receive the same number of points at the start of each academic year, and must allocate their points based on what courses they want to take and the professors from which they most want to learn. If a course can fit 50 students, then the 50 students who bid the highest will all get in, *at the lowest winning bid*. Therefore, if 200 people bid on a class, and the fiftieth-highest bid was 140 points, then all 50 “winning” students get into the course for 140 points. If a student bids 300 points, then the other 160 points are returned.

The bidding system forces students to make some tough choices. Oftentimes, the choices that students make are based on who’s teaching a course. For instance, should a student go with the “rock star” economics professor and make do with a less dynamic marketing professor, or go for the well-known marketing professor and take a chance with the unknown economics instructor? A common saying at Kellogg is, “Bid on professors, not courses.” As a Kellogg student you will almost always be able to take every course that you want, although you may not always get the professor that you want for each one of those courses.

Kellogg Business Plan Competitions

The Kellogg Cup Business Plan Competition. The Kellogg Cup is an annual competition hosted by the Levy Institute for Entrepreneurial Practice that awards \$1,000 for four finalist teams and \$7,000 for the winning team.

Annual Kellogg Marketing Competition. In addition to a business plan competition, Kellogg also hosts a marketing plan competition that reflects the school’s emphasis on marketing as an academic and professional discipline. Teams are made of five Kellogg students who are assigned to a product for three rounds of competition: marketing plan, promotional period, and a sales event. The event culminates in the sales event, titled “Friday Night at the TG Mega-Mart.”



Notable Courses & Faculty at Kellogg Kellogg Faculty

The Kellogg faculty is populated with many prominent business leaders, researchers, and teachers. Among Kellogg students, there are a handful of professors who are considered a “must” to have for a class, due to their reputation both as educators and as experts. (Note that Philip Kolter, easily Kellogg’s best known faculty member, doesn’t teach these days.) This list isn’t merely a collection of famous names, but rather the instructors that Kellogg students deem to be essential for the full experience. These notable professors include:

David Besanko

Senior Associate Dean of Strategy and Planning

Alvin J. Huss Professor of Management and Strategy

Professor Besanko teaches in the Management and Strategy department and teaches courses in Microeconomics and Competitive Strategy. Professor Besanko’s contributions to Kellogg go well beyond the classroom - as Senior Associate Dean he is also one of the school’s most influential voices in steering its curriculum. He is also a former recipient of the Lavengood Professor of the Year award, which is the highest teaching honor at Kellogg. Professor Besanko’s teaching style tends toward the lecture format, with frequent use of business case studies. Students love him for the passion that he brings to the classroom as well as his ability to make even the most abstract economic concepts easy to understand. Not all Kellogg professors cold call students, but Professor Besanko sometimes does, although he does it in such a friendly way that most students don’t dread being cold called in a Besanko class. One word of warning: Don’t be late to one of Professor Besanko’s classes, or else he’ll make you sing the Northwestern fight song!

Daniel Diermeier

IBM Professor of Regulation and Competitive Practice

Professor Diermeier is the Director of the Ford Motor Company Center for Global Citizenship and teaches Values and Crisis Decision Making and Strategic Management in Non-Market Environments. Professor Diermeier is one of Kellogg’s most prized faculty members; so much so that the school created the Center for Business, Government, and Society, and put him in charge of that program in 2003 (it merged with the Ford Motor Company Center for Global Citizenship in 2006). He teaches in various departments including Managerial Economics and Decision Sciences, International Business and Markets, and Social Enterprise. Professor Diermeier’s Non-Market Environments class, which relies heavily on case studies, is one of the most heavily bid upon courses at all of Kellogg. Professor Diermeier’s dynamic teaching style and thought leadership in the field have been known to turn on some students to government and public issues-related work, even if they entered Kellogg without those fields in mind.

Julie Hennessy

Clinical Professor in Marketing

Professor Hennessy has received multiple teaching awards at Kellogg, including the Lavengood Outstanding Professor of the Year award in 2007. She was also a finalist for the award every year from 2004 through 2007. Professor Hennessy’s “Clinical” designation means that she doesn’t produce original research, but instead focuses only on teaching and working with companies in various industries. In addition to working with technology-driven firms, she teaches Introduction to Marketing as well as Advanced Marketing Strategy in both the full-time MBA program as well as at the Executive level. Students love Professor Hennessy for her sense of humor and ability to call up dozens of real-world examples in every lecture. One of the “rites of passage” at Kellogg is to take Hennessy’s Advanced Marketing Strategy class and participate in her marketing simulation competition, which guarantees you will spend hours locked up in a room with your study group.

The Kellogg faculty is divided into 6 academic departments

1. Accounting Information and Management
2. Finance
3. Management and Organizations
4. Management and Strategy
5. Managerial Economics and Decision Sciences
6. Marketing

**Scott McKeon*****Senior Lecturer in Managerial Economics and Decision Sciences***

Professor McKeon teaches at both Kellogg as well as at the McCormick School of Engineering. He teaches Mathematical Methods for Management Decisions as well as Decision Analysis and Probability. He has been named the Lavengood Professor of the Year Award (2004) and is in the Managerial Economics and Decision Sciences department. Professor McKeon often has a unique take on how to approach probability and decision analysis problems, one that students find easier to understand than many textbook methods. He is also extremely accessible to students responding to students' emails at all hours of the night, and maintaining flexible office hours that fit students' hectic schedules. Professor McKeon is well known in the halls of Kellogg as one of the school's resident blackjack experts, and along with Professor James Schummer, he gives a tremendously popular talk each year on how to master card counting (and get kicked out of Las Vegas casinos in the process).

Steven Rogers***Gund Family Professor of Entrepreneurship******Clinical Professor of Management and Finance***

Professor Rogers is a member of the Finance and Entrepreneurship and Innovation departments and is also the Director of both the Levy Institute for Entrepreneurship and the Entrepreneurship and Innovation Program. He was named the Lavengood award winner in both 1996 and 2005 and teaches Entrepreneurial Finance. Professor Rogers has a direct, no-nonsense style that students love, and his Entrepreneurial Finance class is often the most heavily bid on course in any given year. Professor Rogers' classes rely heavily on cases, and students are expected to come to class ready to discuss each case and to defend their points of view. While his abrupt style can sometimes be intimidating to students who are used to Kellogg's nurturing academic environment, his students frequently come away feeling grateful that they had a chance to attend his course.

Bob Weber***Frederic E. Nemmers Professor of Decision Sciences***

Professor Weber is a leader in game theory research and a member of the Managerial Economics and Decision Sciences department. He was recently chosen as the 2008 Alumni Professor of the Year. He teaches multiple courses, including Mathematical Methods for Management Decisions, Managerial Decision Analysis, Statistical Decision Analysis, and Strategic Decision Making. His courses give students a challenging blend of negotiations, decision analysis, and strategy lessons. Always a little bit unorthodox - which is why his students love him - Professor Weber got into hot water with Northwestern years ago for encouraging his students to visit local car dealerships and haggle with the salespeople, just for the benefit of gaining negotiating experience. While that practice has ended, others remain: Professor Weber makes a point of ending his final Strategic Decision Making course lecture with a clip from the movie Dr. Strangelove, "because it's an appropriately weird way" to end the course.

"Professor McKeon is well known in the halls of Kellogg as one of the school's resident blackjack experts, and along with Professor James Schummer, he gives a tremendously popular talk each year on how to master card counting (and get kicked out of Las Vegas casinos in the process)."

"Professor Weber makes a point of ending his final Strategic Decision Making course lecture with a clip from the movie Dr. Strangelove, "because it's an appropriately weird way" to end the course."



APPENDIX

Admissions Statistics

Given its lofty ranking and prestigious brand name, Kellogg is a selective business school, although perhaps not quite as competitive as you might expect. The average GMAT score is 714, which is definitely high, but not stratospheric like at some schools. And, 70% of the incoming class scored between a 660 and a 750 on the GMAT, which is a much looser range than many schools report. Kellogg has maintained its stance of looking for extensive work experience, further winnowing the pool of qualified applicants. Finally, because of the variety of unique full-time programs - one-year track, MMM program, and three-year JD/MBA - the class makeup is more diverse than many other top programs. All told, nearly 200 of the 600 total seats are occupied by “nontraditional” full-time students.

Applications.....5,270 (down only 250 from prior year)

Acceptance Rate.....19%

Yieldabout 60%

Average GMAT score714 (up a point from prior year)

Average GPA.....3.45

Kellogg's high yield is due to the fact not only of ranking and reputation, but that they are careful to select - mostly as determined through their interview-in-advance process - only those applicants who they feel fit into their culture and are thus likely to accept an offer that they extend.

Visiting Kellogg School of Management

One of the best ways to truly understand if Kellogg is a proper fit is to visit the campus and get a feel for the academic environment, student life, and overall campus culture. Additionally, visiting the school offers the opportunity for face-to-face contact with current students, professors, and admission representatives. Kellogg offers a variety of ways for candidates to come and experience the school for themselves:

Campus Tours. The school offers student-led tours that last approximately 30 to 45 minutes and do not require registration.

Information Sessions. As with campus tours, registration is not required to attend an on-campus interview session. These events last one hour and are primarily a Q&A session with an admissions officer. They are held every weekday in the Office of Admissions.

Class Visits. Kellogg has over 200 courses and encourages prospective students to visit to experience the creativity and teamwork of its student body firsthand. A class visitor is usually warmly received by the professor and students in the class. Unlike other top MBA programs, registration is not required for a class visit, however, all class visits originate in the Office of Admissions, so there may be restrictions on which classes a candidate can attend. Classes are 90 minutes long and held on Monday, Tuesday, Thursday, and Friday of each week during an academic quarter.

Kellogg has also produced videos of certain classes - Managerial Leadership, Technology Marketing, Entrepreneurial Finance - [which can be viewed on its website](#).

Lunch Program. Kellogg also offers a lunch program that allows prospective students to meet with current Kellogg students. Candidates should check with the Office of Admissions for scheduled lunch days.

WBA Chats. The Women's Business Association (WBA) often hosts chats in the Office of Admissions, designed specifically for female candidates to learn more about the WBA as well as the school as a whole.



Outreach Events. Like nearly all business schools and academic programs, Kellogg offers a variety of opportunities to engage with members of the school's community outside of Evanston. Many are hosted by the business school, while others are larger events or co-sponsored events at which Kellogg participates. The school offers a [complete list of its events](#) on its website.

Kellogg and Social Media. Kellogg's main website contains good information yet they are only using social media on a limited basis (no YouTube channel, no Facebook page); this is somewhat surprising, given the school's strength in marketing. Some of the more interesting Kellogg resources are difficult to discover on its website.

- **Twitter** - <http://twitter.com/KelloggSchool> is quite active with a variety of items posted nearly every weekday
- **Admissions Blog** - http://www.kellogg.northwestern.edu/Programs/FullTimeMBA/Applying/Admissions_Blog.aspx - and [Dean Blount has her own blog](#) too.
- **Kellogg Insight** - <http://insight.kellogg.northwestern.edu/> - the school's magazine featuring key topics from faculty research and current issues
- **The Kellogg Website** - main page is <http://www.kellogg.northwestern.edu/> and also [video of classes are viewable here](#).

Interested candidates may register for the Kellogg database in order to receive news and updates from the admissions team: http://www.kellogg.northwestern.edu/Programs/FullTimeMBA/TakeAction/Request_Information.aspx

And of course the [Veritas Prep Blog](#) is an active resource for Kellogg-specific information and targeted business school admissions strategies, available for free and updated every weekday.

Contact Information

Office of Admissions and Financial Aid
Kellogg School of Management
Northwestern University
Donald P. Jacobs Center
2001 Sheridan Road
Evanston, IL 60208-2001

.....
Phone: 847.491.3308

Fax: 847.491.4960

Email: MBAadmissions@kellogg.northwestern.edu



Costs & Financial Assistance at Kellogg

Financial Aid and Scholarships

Kellogg presents the following options for exploring financial assistance:

Kellogg Merit-Based Scholarships. Kellogg offers a variety of merit scholarships that are awarded by the Office of Admissions to qualified admitted students. All admitted students are considered, and no additional materials are either required or accepted. The following are the merit scholarships awarded by Kellogg:

- **F.C. Austin Scholarships** - Awarded to 20 incoming students to the two-year MBA or MMM programs, the Austin awards are worth approximately half of the tuition for each academic year. The awards are given based on leadership, academic excellence, and community service. While at Kellogg, F.C. Austin Scholars regularly participate in programs that give them exposure to industry leaders in small group settings.
- **Peter L. Frenchette Scholarship** - Given to just one incoming student to the two-year MBA program, the Frenchette Scholarship provides full tuition for that individual.
- **Grohne Family Foundation Scholarship** - A full tuition scholarship given to one incoming student to the two-year MBA or MMM program, based on merit, but specifically targeted at a U.S. citizen from a non-business major who has shown leadership potential and academic achievement.
- **Donald P. Jacobs International Scholarships** - \$15,000 tuition awards given each year to an unspecified number of international students admitted to either the two-year MBA or MMM programs.
- **Forté Foundation/Kellogg Scholarships** - A joint scholarship awarded by Kellogg and the Forté Foundation, this is a scholarship worth \$20,000 for each academic year and is targeted toward exceptional women among the admitted class.
- **ArcelorMittal Scholars Program** - For two-year, one-year, or MMM students showing an interest in working in emerging-market countries, this scholarship is half tuition for each academic year.
- **Diversity Scholarships** - There are a variety of diversity scholarships sponsored by various organizations such as Kellogg, Goldman Sachs, Morgan Stanley, Merrill Lynch, and the Toigo Foundation. These diversity fellowships are awarded based on diversity, academic excellence, career advancement, and leadership ability.
- **Wally Hopp Scholarship** - Specifically for MMM students, each scholarship is worth \$10,000 for each academic year.

Need-Based Scholarships and Grants. All admitted students to Kellogg are invited to fill out a financial aid application as well as a FAFSA to be considered for need-based grants and scholarship awards.

Tuition and Expenses

The following cost estimates were released by Northwestern for the 2011-2012 academic year:

Two-Year MBA and MMM Program

Tuition.....	\$54,000 per year
Room and Board	\$15,291 per year
Additional Expenses*	\$11,938 per year
Total	\$81,229 per year

One-Year MBA Program

Tuition.....	\$72,000
Room and Board	\$20,388
Additional Expenses*	\$14,148
Total	\$106,536

Note: The higher tuition and room and board expenses account for the fact that the one-year program runs from June to June for four academic quarters, rather than three, as is the case with the traditional two-year program.

**Includes books, supplies, travel, personal, health insurance, computers, and various fees.*

Candidates should note several things about these proposed budgets. First, while fees cannot be waived, the health insurance cost can be waived by showing proof of insurance. The room and board expenses are estimates based on the majority of Kellogg students.



Federal and Private Loans. As with most graduate programs, Kellogg makes available a series of loan programs that make up the bulk of each student's financial assistance:

- **Federal Stafford Loan** - Available to U.S. citizens and permanent residents. The maximum dollar amount is \$20,500 and the subsidized amount can be up to \$8,500, depending on financial need.
- **Federal Perkins Loan** - An interest-free loan while in school, it is a smaller loan program available to qualified students who are U.S. citizens and permanent residents.
- **Federal Graduate PLUS Loans** - This loan can cover cost of attendance after other assistance has been calculated, provided the student qualifies and is a U.S. citizen or permanent resident.
- **NU Loan Program** - Once a Kellogg student has borrowed \$20,500 in federal loans, they may borrow from the NU Loan program, which carry a variable interest rate determined by the academic year. The interest rate for 2008-2009 was 7.5% for the optional NU Loan.

Kellogg provides a series of [outside funding opportunities](#) that may provide further financial assistance to its students.



Professional Recruitment at the Kellogg School of Management Career Development Resources

As with most top business schools, Kellogg has a series of career resources that help first-year students hit the ground running in an attempt to secure the important first summer job, as well as career development opportunities to follow. The Kellogg career services are bolstered by its extensive alumni network of over 50,000 alumni.

Career Management. Kellogg's Career Management Center helps students from the first day of the program, offering a variety of opportunities to develop, network, and pursue the career path that is the right for the student. The career center office features 14 full-time professionals as well as five alumni career advisors to support the resources that are part of Kellogg's career management efforts.

On Campus Interviews. As with most elite professional graduate school programs, on campus interviews are the lifeblood of the professional recruitment process at Kellogg.

MBA Job Postings. The career services offices maintains an online job posting forum that allows employers to post various jobs specific to the Kellogg community.

Resumé Books. The career services office makes available to companies resumé books, which are compilation of first and second-year student resumé. These books can be purchased, allowing companies a way to search through the resumé of Kellogg students in search of a particular fit.

Alumni Network. Kellogg's alumni network of over 50,000 alumni provide a career resource for current Kellogg students. The Kellogg Alumni Network features a searchable alumni directory, discussion groups, networking opportunities, as well as free lifelong career coaching through the Career Management Center. Additionally, there are over 80 active alumni clubs which allow for regional and subject-matter networking between Kellogg alumni.

"We believe in helping our students gain a complete picture before making career-defining decisions."

Kellogg Career Services

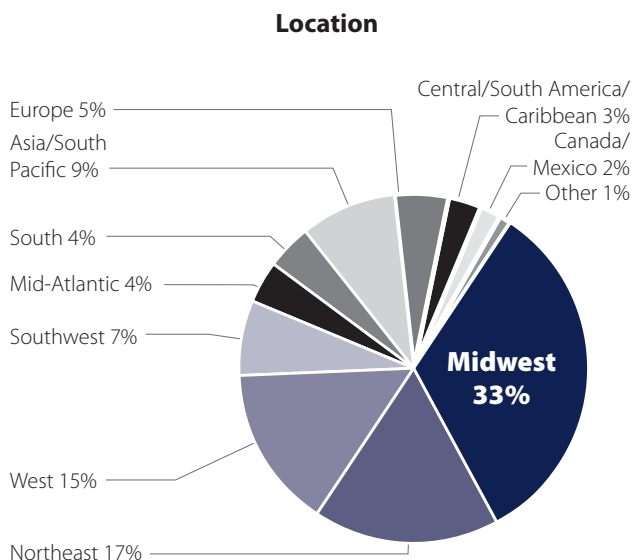
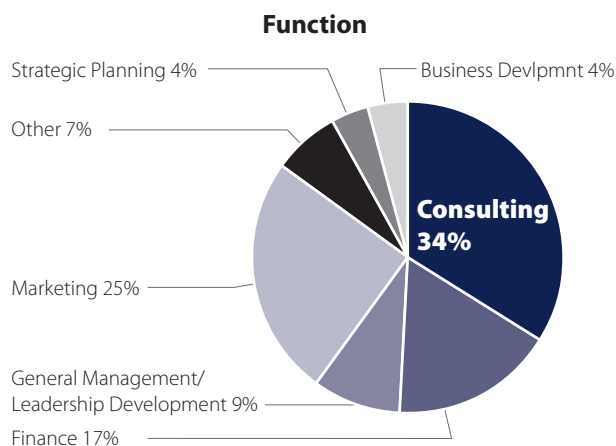
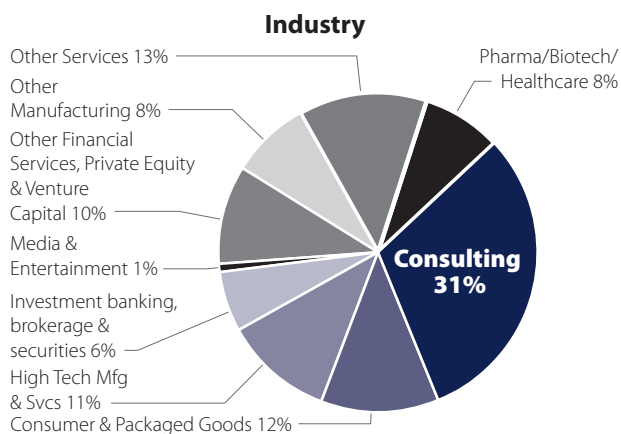
"The diversity of our students—in terms of culture, origin, professional experience, and educational background—enriches the pool of talent from which companies can draw."

Kellogg Career Services



Employment Statistics

Kellogg is known as a marketing powerhouse and for good reason, yet many candidates would be surprised to learn that the school actually sends nearly twice as many graduates into consulting and strategy. Kellogg offers a rich set of data on employment and graduate placement, including an interesting breakdown of average graduate salaries based on gender (women about \$109,000, men about \$118,000) which no other school provides. And, their formal employment reporting actually includes the names of each graduate who reported their placement outcome, along with the employer, job title, and location, which can be a very useful guide for applicants interested to see where a Kellogg MBA might take them.



Career Management programs includes the following resources

- Self-assessment workshops
- Resumé critiques
- Simulated interviews
- Kellogg Career Network
- Career Resource Center

Average Salaries

Manufacturing industries.....\$102,913

Services industries\$119,604

Major Employers

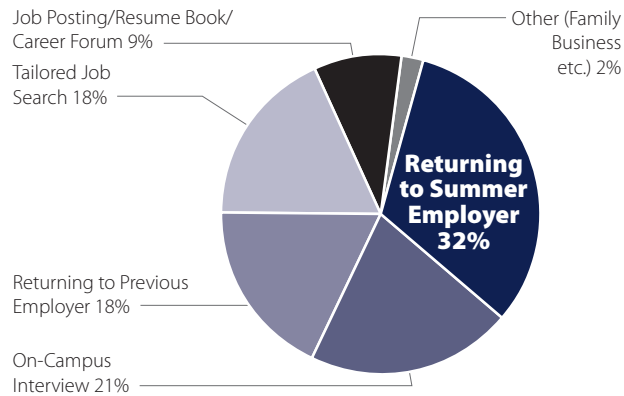
Major companies across the globe recruit Kellogg graduates, with a similar list to those that recruit at other top business schools. The following employers have been especially active on campus in recent years:

1. McKinsey & Company
2. The Boston Consulting Group
3. Deloitte Consulting
4. Bain & Company
5. Booz Allen Hamilton
6. Johnson & Johnson
7. A.T. Kearney
8. Kraft Foods
9. General Mills
10. Accenture



Sources of Job Offers

As evidenced by the numerous ways in which Kellogg assists its students in career management, Kellogg students receive job offers in a variety of ways. Because of the different mix in its graduating class, particularly of the one-year students who are frequently sponsored and thus returning to their previous employer, the sources of offers is different at Kellogg than other schools. Graduates typically get offers from the following sources:





Veritas Prep and Your Application to Kellogg

Veritas Prep has a distinguished track record helping our clients gain acceptance to one of the world's most innovative business schools. The secret to our success, as always, is in first ensuring that Kellogg is a proper fit for you, and then assisting you in expressing that unique fit in the most articulate and impactful way possible.

Our Team

Our team of Kellogg consultants includes former admission representatives, alumni interviewers, members of influential student groups, and, of course, accomplished professionals in a variety of fields. With multiple Kellogg consultants on our admission consulting team, we are able to provide customized service to our clients based on background, timing, and logistics. Our Kellogg consultants have career experience in a variety of industries and functions. Each client who works with Veritas Prep on a Northwestern comprehensive package will receive a customized team of consultants: a Head Consultant and a Kellogg Specialist.

Head Consultant. Each Head Consultant has experience in business school admissions, which gives them a unique perspective on the applicant pool and how candidates must position themselves to express proper fit and to stand out in an increasingly competitive process. The Head Consultant guides you through every step of the process, from the initial Diagnostic Session to submission of the application.

Kellogg Specialist. Our full-package clients targeting Northwestern also benefit from the input of a Kellogg Specialist who is either a current student or recent graduate of the school. The Kellogg Specialist can discuss the Kellogg experience and its unique culture, and can help you identify find specific courses, programs, clubs, and professors that match your interests.

For more on Veritas Prep's incredible team and the individuals who serve as our Kellogg consultants, please visit the [Consultant Profiles page of our website](#).

"It was a pleasure working with everyone at Veritas. I am impressed by the professionalism and dedication displayed by everyone I interacted with, especially my Consultant and Specialists. My Kellogg Specialist worked very hard with me to get my initial essays in shape and probably spent more time with me than he was supposed to. Overall, I could not have wanted or needed anything outside of what Veritas provided, and I am on my way to a top-10 b-school in the fall!"

Shivpal Kelhari



Our Kellogg Services

The Kellogg School of Management is always one of the most popular school selections among our clients due to its reputation as an innovative, student-friendly program, its balanced approach to academics, and its location near one of America's greatest cities.

Diagnostic Session. Our Diagnostic Session - the first step in our [comprehensive packages](#) as well as a stand-alone service - assures that each client's goals and prospects are properly aligned. The Diagnostic Session is the first step to developing a strategy specifically tailored for a Kellogg engagement.

Personalized MBA Game Plan. After the Diagnostic Session, your Head Consultant creates your Personalized MBA Game Plan, a strategic assessment based on your professional, academic, and personal history. Those elements become the foundation of the Kellogg application story, allowing you to demonstrate leadership, innovation, maturity, teamwork skills, analytical ability, and potential for academic excellence. A major component of the Game Plan is the identification of your strengths and weaknesses - as well as truly unique qualities - relative to the Kellogg applicant pool. This is the beginning of the platform from which you can work, and helps mold and shape your approach for how to handle all application components such as the resumé, essays, and letters of recommendations.

Teamwork. Foremost among elite business schools, Kellogg emphasizes teamwork and incorporates that tenet into both its application process as well as its coursework. The school uses an operational model of teaching that places student groups at the forefront of learning, presentation, and analysis. Therefore, the admissions office is in search of candidates who can display a robust and consistent history of working well within diverse and dynamic team environments. Our approach to Kellogg applications is to ensure that you present teamwork throughout each aspect of the process - from the points listed on the resume to the way the essays are constructed to the reinforcement provided by the letters of recommendation. The theme of teamwork is the touchstone of the Kellogg consulting engagement.

Leadership. While leadership is not emphasized at Kellogg quite to the degree it is at other schools like Harvard, it is still a high priority quality prized by the admissions office and the faculty. Displaying a history of leadership - particularly when it corresponds with tremendous teamwork - is a key ingredient in a successful Kellogg application. The Head Consultant helps you present your leadership qualities in clear and persuasive language.

Balance and Perfection. Once the theme of teamwork and leadership have been installed as the backbone of the Kellogg application, the Veritas Prep consulting process progresses to help ensure that all the questions have been properly answered, that the resume and essays have been crafted with style and efficiency, and that the key business school themes have been addressed in a balanced way throughout the application.

It's not easy applying to one of the most popular schools in the country, but our consulting team will ensure that Veritas Prep clients give themselves the best chance of admissions success through the most accurate, engaging, and persuasive portrayal of their candidacy that they can possibly create. This is true of our approach to all schools, but particularly at Kellogg, where two critical themes - teamwork and leadership - must resonate so strongly and consistently throughout the application.

"The admissions office is in search of candidates who can display a robust and consistent history of working well within diverse and dynamic team environments."



About Veritas Prep

Founded in 2002, Veritas Prep has emerged as a global leader in GMAT® education and MBA admissions consulting. The company's business school team includes more than 300 graduates of the world's elite MBA programs, managed from its headquarters in Malibu, California. The Veritas Prep consulting model is built on adding value to a student's application process by providing both mentorship and expertise. The business school admissions process has become increasingly competitive and applicants must do everything possible to showcase their value. Our consultants assist applicants in presenting their unique stories in the most professional and meaningful way possible. In a sense, our consultants are translators - helping an applicant discover raw materials and information and then helping that candidate articulate a unique story in a language that admissions committees understand. More than anything, Veritas Prep gives candidates a sense of ownership and control over the process. Quality of work, attention to detail, care for the student, and integrity are the lynchpins of a successful consultation.

In addition to elite MBA admissions consulting services, Veritas Prep also offers the finest GMAT preparation available in the industry, as well as admissions consulting for law school, medical school, and graduate school.

For comprehensive information on all of Veritas Prep's many services, please visit our [website](#).

"Success Favors the Prepared"