

AT WHAT POINT DO YOU COMMIT • AT WHAT POINT
DO YOU SAY I WANT MORE • AT WHAT POINT DO YOU SEEK MORE
AT WHAT POINT DO YOU OVERCOME INERTIA • AT WHAT POINT
DO YOU STEP UP YOUR GAME • AT WHAT POINT DO YOU MOVE
FORWARD • AT WHAT POINT DO YOU OPEN THE DOOR WIDER • AT
WHAT POINT DO YOU ACQUIRE NEW KNOWLEDGE • AT WHAT POINT
DO YOU TAKE A STAND • AT WHAT POINT DOES VISION BECOME
REALITY • AT WHAT POINT CAN YOU MAKE A BIGGER DIFFERENCE
AT WHAT POINT DO YOU FOLLOW YOUR PASSION • AT WHAT POINT
DOES YOUR FUTURE START • AT WHAT POINT DO YOU BROADEN
YOUR PERSPECTIVE • AT WHAT POINT DO YOU ADVANCE • AT
WHAT POINT DO YOU ACCEPT THE CHALLENGE • AT WHAT POINT
DO YOU FORGE AHEAD • AT WHAT POINT DO YOU MOVE FORWARD
AT WHAT POINT DO YOU REALIZE YOUR FULL PROMISE • AT WHAT
POINT DO YOU EXPECT MORE FROM YOURSELF • AT WHAT POINT
DO YOU ADVANCE • AT WHAT POINT DO YOU CHANGE THE WORLD

AT WHAT POINT
DO YOU MOVE FORWARD?



AT WHAT POINT
DO YOU DECIDE TO REALIZE
YOUR TRUE LEADERSHIP POTENTIAL?

KELLOGG DEVELOPS LEADERS WHO CAN IGNITE AND INSPIRE LASTING GROWTH

AT KELLOGG, YOU WILL LEARN HOW TO BUILD AND LEAD STRONG ORGANIZATIONS, TO SEE AROUND CORNERS AND THINK FORWARD, TO BECOME ADAPTIVE, RESILIENT AND BOLD.

YOU WILL DO THIS IN A PLACE THAT REQUIRES TEAMWORK AND ENCOURAGES RISK-TAKING, AMONG COLLEAGUES WHO ARE AS SUPPORTIVE AS THEY ARE AMBITIOUS. THE RESULT IS EXCEPTIONAL PERSONAL AND PROFESSIONAL GROWTH FOR YOU AND YOUR CLASSMATES. WHEN YOU GRADUATE FROM KELLOGG, YOU WILL LEAVE WITH A BROAD-BASED, AGILE SKILL SET THAT PREPARES YOU TO LEAD CONFIDENTLY IN THE FACE OF UNPRECEDENTED CHALLENGES AND ENORMOUS OPPORTUNITIES.

AT WHAT POINT WILL YOU JOIN US?



WELCOME TO KELLOGG



SPEND TIME AT THE KELLOGG SCHOOL OF MANAGEMENT AND
YOU'LL SOON UNDERSTAND WHAT WE MEAN WHEN WE SAY,
“THINK BRAVELY.”

At the highest levels, it means being a leader who will question conventional thinking and challenge the status quo. It means making every team and every organization you touch better because you are there.

In very concrete terms, it means learning the architecture of collaboration and how to catalyze resources to lead positive change in organizations, communities and the world. It means understanding the demand side of markets to identify consumer wants and human needs and developing better products, services and solutions to meet them.

Courageous thinking requires mastering the mindset and mechanisms of innovation, generating bold new ideas and making that happen. It also means developing a broader understanding of the public and private interface and knowing how to sustain organizations in a capitalistic economy firmly grounded in ethics and law.

This is what Kellogg believes. This is what we teach. This is what we practice, as we pioneer the evolution of management education to address the ever-growing complex challenges of the global marketplace.

As an alumna and dean, I invite those who share our passion and purpose to join our community.

A handwritten signature in black ink, reading "Sally Blount". The signature is fluid and cursive, with the first name "Sally" and last name "Blount" clearly distinguishable.

SALLY BLOUNT '92, DEAN

SET YOUR SIGHTS CHOOSE YOUR COURSE OF ACTION

The professional and personal lives of Kellogg students are complex and varied. That's why we offer options that help our students find the ideal balance among professional, educational and personal goals. Wherever you are in your career — and your life — there's a Kellogg MBA program that will help you grow professionally and personally.

Students can choose among four full-time programs: our **One-Year Program** for candidates who enter with a business education; our immersive **Two-Year Program**; our dual-degree **MMM Program** with Northwestern's McCormick School of Engineering and Applied Science; and our dual-degree **JD-MBA Program** with the Northwestern School of Law.

For professionals who want to get ahead while still working, our **Part-Time** or **Executive MBA programs** may be the best fit.

Regardless of the path you choose to follow, your destination remains the same:

THE KELLOGG MBA. IRREFUTABLY ONE OF THE MOST RESPECTED
AND VALUABLE ACADEMIC CREDENTIALS IN THE WORLD OF
BUSINESS AND BEYOND.

A map of the United States with white state outlines on a blue background. Two states are highlighted with blue diagonal hatching and yellow dashed borders: Illinois in the upper left and Florida in the lower right. Each highlighted state has a white callout bubble with a yellow dot and concentric circles pointing to its location. The background features a clear blue sky with three hot air balloons (one on the left, one at the bottom center, and one on the right) and a range of brown, rocky mountains at the bottom.

CHICAGO / EVANSTON, IL

FULL-TIME, PART-TIME
AND EXECUTIVE MBA PROGRAMS

MIAMI, FL

EXECUTIVE MBA PROGRAM

FIND YOUR FIT AT KELLOGG

WHETHER YOU CHOOSE OUR FULL-TIME, PART-TIME OR EXECUTIVE MBA PROGRAM, YOU'LL ENJOY THE SAME UNPARALLELED LEADERSHIP EDUCATION, TAUGHT BY THE SAME EXCEPTIONAL FACULTY, ENRICHED BY LASTING RELATIONSHIPS AND GROUNDED IN THE DISTINCTIVE KELLOGG CULTURE.

FULL-TIME MBA

The Full-Time Program provides four distinct paths to earning a Kellogg MBA. Each is an immersive experience that offers extensive options for achieving your personal, professional and educational goals.

TYPICAL AGE RANGE **25-31** | **2.5+** AVERAGE YEARS OF WORK EXPERIENCE | CAMPUS LOCATION **EVANSTON**

GMAT REQUIRED	YES		
PROGRAM, SCHEDULE OPTIONS AND TIME TO COMPLETE DEGREE	ONE-YEAR PROGRAM		
	+ An accelerated program for candidates with a business education. Dive immediately into advanced studies while you build your network.		
	+ Duration: 1 year Start: June		
	TWO-YEAR PROGRAM		
	+ Develop a strong business core and explore a variety of interests and disciplines while developing management and leadership skills.		
	+ Duration: 2 years Start: September		
	MMM PROGRAM		
	+ Graduate with a solid foundation in business, design innovation and technology within product and service development. Earn your MBA from Kellogg and Master of Science in Design Innovation from the McCormick School of Engineering and Applied Science..		
	+ Duration: 2 years Start: June		
	JD-MBA PROGRAM		
	+ Take the same business and law classes as your single-degree counterparts, but earn both degrees from Kellogg and the Northwestern School of Law in just three years.		
	+ Duration: 3 years Start: September		

PART-TIME MBA

The Part-Time Program allows working professionals to earn an MBA from our top-tier business school without interrupting their careers.

TYPICAL
AGE RANGE

25-40

2.5+

AVERAGE YEARS OF
WORK EXPERIENCE

CAMPUS
LOCATION

CHICAGO

GMAT REQUIRED

YES

PROGRAM,
SCHEDULE OPTIONS
AND TIME TO
COMPLETE DEGREE

EVENING PROGRAM

- + Monday – Thursday, 6:00 p.m. to 9:00 p.m.
- + 2 – 5 years

SATURDAY PROGRAM

- + Every Saturday, 9:00 a.m. to 4:30 p.m.
- + 2 – 5 years

ACCELERATED OPTION

- + Students with core prerequisites
- + Saturday or Evening program
- + 1.25 – 4 years

PROGRAM OVERVIEW

For working professionals seeking to advance their careers with a Kellogg MBA while remaining actively employed. The Part-Time Program's flexibility offers multiple options: Saturday or evening program, up to three courses per quarter, an accelerated option for those enrolling with core prerequisites, broad range of majors and courses and other ways to tailor the program of study to individual career goals and lifestyles.

EXECUTIVE MBA

Our Executive MBA Program emphasizes teamwork, cross-cultural collaboration, leadership and adaptability for senior and midcareer executives.

TYPICAL
AGE RANGE

32-50

10+

AVERAGE YEARS OF
WORK EXPERIENCE

CAMPUS
LOCATIONS

EVANSTON/MIAMI

GMAT REQUIRED

NO

PROGRAM,
SCHEDULE OPTIONS
AND TIME TO
COMPLETE DEGREE

SEPTEMBER START, EVANSTON

- + Twice monthly
- + Friday – Sunday
- + 2 years

JANUARY START, EVANSTON

- + Twice monthly
- + Friday – Saturday
- + 2 years

SEPTEMBER START, MIAMI

- + Once monthly
- + Thursday – Sunday
- + 2 years

JANUARY START, MIAMI

- + Once monthly
- + Thursday – Sunday
- + 2 years

PROGRAM OVERVIEW

For senior and midcareer executives desiring to hone their leadership skills and broaden their business knowledge across multiple disciplines. The general management curriculum promotes direct interaction with world-class faculty members and close collaboration with fellow students, each an experienced, highly motivated professional focused on maximizing the learning experience.



BUILD A BALANCED AND DYNAMIC SKILL SET

TO BE EFFECTIVE AT THE HIGHEST LEVELS OF LEADERSHIP, YOU NEED TO
LEARN NOT ONLY WHERE THE MARKET IS BUT WHERE IT WILL BE.



No matter which Kellogg MBA you pursue, you will develop a broad-based skill set that prepares you to lead wherever you go and in whatever you do. Whether you are launching a startup or you're the CEO of an established corporation, you will learn how to ignite growth in an organization.

HOW YOU WILL LEARN

Our curriculum evolves to keep you ahead of the ever-changing global business landscape. Our emphasis on general management, our unique model of learning that cuts across fields of study and our more than 1,000 experiential learning opportunities will prepare you to drive growth throughout your career.

WHO YOU WILL LEARN FROM

Our faculty members teach, research, publish, consult and, most important, train the next generation of business leaders. They are at the forefront of their fields and have developed groundbreaking theories in many academic disciplines, including marketing, banking, strategy and game theory. They also go out of their way to be accessible to students and alumni. Whether you have a question about a current class or graduated 10 years ago but are looking for advice, faculty is there to help you move forward both personally and professionally.

LEARNING INSIDE AND OUTSIDE THE CLASSROOM

The Kellogg curriculum emphasizes general management, because well-rounded managers make better leaders. ***When you understand how each part of an organization contributes to the success of the whole, you approach problems differently.*** You ask better questions and work more effectively with your colleagues, whatever their areas of expertise.

As a Kellogg student, you learn through a variety of teaching methods. You'll learn to read case studies and academic research with a critical eye, motivate a team in group projects and study groups and learn to take intelligent risks in experiential courses.

You will have many majors to choose from — and many students major in two or three subjects. Our faculty will challenge you to understand how your chosen fields of study are connected and encourage you to take advantage of opportunities to collaborate with students from other Northwestern schools.

As the global business landscape shifts, our curriculum evolves. Kellogg anticipates the needs of the market with new courses, new initiatives and new ways of teaching and ensures you are prepared to drive growth.



1,000+

EXPERIENTIAL LEARNING OPPORTUNITIES

SPOTLIGHT ON EXPERIENTIAL LEARNING

Students in Kellogg's Global Lab course complete an international consulting project for a host company. PPI, a PVC pipe manufacturer in South Korea, recently partnered with Global Lab to develop a U.S. market entry strategy. Four students worked closely with PPI for two months, then traveled to Seoul to deliver recommendations to the company's stakeholders.

"As our graduates rise through their organizations, they will be asked to confront increasingly complex problems. These problems will require them to bring together insights from different disciplines. The initiatives give Kellogg students a head start in training to do so."

THOMAS HUBBARD

SENIOR ASSOCIATE DEAN: STRATEGIC INITIATIVES;
ELINOR AND H. WENDELL HOBBS PROFESSOR OF MANAGEMENT

A UNIQUE THOUGHT LEADERSHIP MODEL

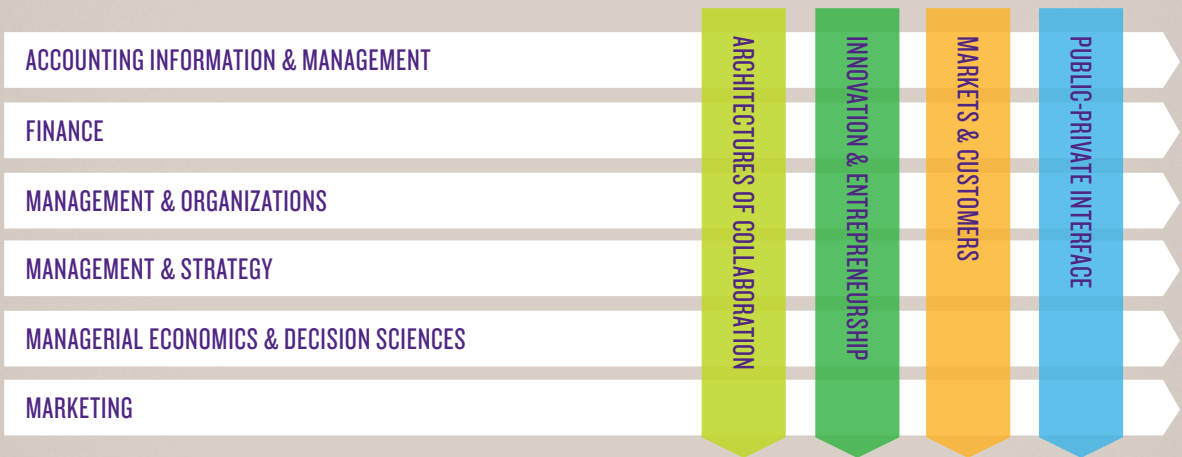
Leaders today constantly confront highly complex issues that require a new approach to problem solving, one that cuts across disciplines. Neither the problems nor the solutions of today's business issues reside in the silos of the past.

That's why ***Kellogg has introduced a one-of-a-kind model of research and teaching.*** We've launched four strategic initiatives that draw on the strengths of our academic departments. Each initiative focuses on the key issues that senior business leaders confront today.

Through this interdisciplinary approach, we give our graduates the ideal skill set to tackle the toughest questions, solve complex problems, excel in their careers and lead positive, meaningful change.

CROSS-DISCIPLINARY THOUGHT LEADERSHIP

KELLOGG’S REPUTATION AS A TOP-TIER BUSINESS SCHOOL IS BUILT ON THE STRENGTH OF OUR SIX ACADEMIC DEPARTMENTS. OUR FOUR STRATEGIC INITIATIVES EXTEND ACROSS THOSE DISCIPLINES AND EXTEND OUR CAPACITY FOR RESEARCH.



KELLOGG ARCHITECTURES OF COLLABORATION INITIATIVE

Technological change and globalization enable people and resources to be organized in new ways across time and space. You will learn how business leaders effectively manage within and across organizations.

KELLOGG MARKETS & CUSTOMERS INITIATIVE

Anticipating and meeting customers’ needs is essential in today’s economy. You will learn how business leaders create and reinvent markets through greater customer insight and focus.

KELLOGG INNOVATION & ENTREPRENEURSHIP INITIATIVE

All businesses must continually find new ways to create value. You will learn how business leaders – whether at startups, middle-market companies or large corporations – discover new ideas and turn them into valuable goods and services.

KELLOGG PUBLIC-PRIVATE INTERFACE INITIATIVE

Business leaders must increasingly balance their traditional role as manager with the emerging role of public advocate. You will learn how leaders capitalize on new opportunities and navigate among increasingly complex and powerful public stakeholders.

400+

PUBLISHED TEXTBOOKS
AND REFERENCES BY
KELLOGG FACULTY

FACULTY EXPERTISE ACROSS DISCIPLINES

Our esteemed faculty members are teachers, authors, researchers, consultants and experienced practitioners. They are experts in innovation, collaboration, entrepreneurship, organizational change and core business disciplines.

Like the students they teach, Kellogg faculty members represent an incredible set of diverse intellectual interests, international backgrounds and life experiences.

They are at the forefront of their disciplines, grounded in the realities of business and management. They are also highly sought after as advisers to corporations and governments on some of the world's toughest business and social issues.

Our faculty members write many of the textbooks that business students worldwide use in class, meaning that at Kellogg you will discuss the issues face to face with the authoritative source.

Most important, our faculty members are passionate teachers and wise mentors who make themselves accessible to students well beyond graduation. And like the unique culture they help shape, our faculty collaborate across departments to create insights that leaders need to grow their organizations.

KELLOGG FACULTY MEMBERS BRING THEORY TO LIFE
SO YOU CAN APPLY IT IN YOURS.

LEARN MORE ABOUT KELLOGG FACULTY:
kellogg.northwestern.edu/faculty

GREGORY CARPENTER

JAMES FARLEY/BOOZ ALLEN HAMILTON PROFESSOR OF MARKETING STRATEGY; FACULTY DIRECTOR, KELLOGG MARKETS AND CUSTOMERS INITIATIVE

Professor Carpenter's research in competitive marketing strategy has received widespread attention in leading academic journals, the *Harvard Business Review*, the *Financial Times* (London) and NPR. *Businessweek* named him one of the most outstanding professors in his field and the American Marketing Association has honored him numerous times for his contributions to marketing, and his students voted him Outstanding Professor of the Year.

"The customer perspective has simply become too important to be relegated to one function [like marketing]. Indeed, it is increasingly central to the leadership of the firm, strategy and customer engagement. This change will reshape how organizations are led, allowing them to be more agile and innovative."



SUNIL CHOPRA

IBM PROFESSOR OF OPERATIONS MANAGEMENT AND INFORMATION SYSTEMS

Professor Chopra teaches operations management at Kellogg. He is the co-author of two books, *Managing Business Process Flows* and *Supply Chain Management: Strategy, Planning and Operation*, both of which are used as textbooks in several top business programs. His research focuses on the design of communications and distribution networks. He has been a consultant for GE Capital, Motorola, Intel, Sara Lee and other great companies.

"The most successful supply chains are those which really align the structure of the supply chain with what the customer wants. Any time you can achieve that alignment, you are providing the customer what they want — often at the lowest possible cost to yourself."



LEEMORE DAFNY

PROFESSOR OF MANAGEMENT AND STRATEGY;
HERMAN SMITH RESEARCH PROFESSOR IN HOSPITAL
AND HEALTH SERVICES

Following a year of service on the U.S. Federal Trade Commission — where she was the deputy director for healthcare and antitrust in the Bureau of Economics — Professor Dafny is back at Kellogg, teaching courses in management and strategy and health industry management. She regularly advises companies, government agencies and nonprofits on a variety of policy and strategy matters.

"It's critically important to look at the [healthcare] industry, assess where and when it functions well and try to promote competition through well-designed regulatory reforms."



SERGIO REBELO

TOKAI BANK DISTINGUISHED PROFESSOR OF
INTERNATIONAL FINANCE

Teacher, researcher, and renowned expert in international finance, Professor Rebelo has served as an adviser to some of the most powerful and influential forces in the global economy, including the World Bank, the US Federal Reserve, and the European Central Bank. His research focuses on macroeconomics and international finance, including the causes of business cycles, the impact of economic policy on economic growth and the sources of exchange rate fluctuations. His work has been funded by the National Science Foundation, the World Bank and the Sloan Foundation.

"I hear people say we need to educate the consumer. Education is for universities. You have to understand the consumer."



JANICE EBERLY

JAMES R. AND HELEN D. RUSSELL PROFESSOR OF FINANCE

In the midst of one of the country's worst financial crises, Professor Eberly served two years as assistant secretary for economic policy and chief economist at the U.S. Department of the Treasury. There she managed a team of macro- and microeconomists, analyzing and advising on policies to address key issues such as employment, healthcare, housing and education.

"We shouldn't underestimate how important a role business leaders can play in economic issues. Many business leaders transcend their primary interests to have a conversation about the national interest and public policy issues. And when they do that, they can be very effective and help shape a conversation about the public good."



BRENDA ELLINGTON BOOTH

CLINICAL PROFESSOR OF MANAGEMENT AND ORGANIZATIONS

Professor Booth teaches courses on leadership, team-building, decision-making, change management and energizing people to do their best work. She has taught or facilitated workshops for Ernst & Young, Jefferson Wells, Baxter International, General Motors, Ronald McDonald House Charities, Chicago Public Schools, Kellogg's Strategic Leadership Program and Kellogg's Capacity Building Program.

"Try to look at [a self-evaluation] almost like a scientist or view it as you would any data set. Do you consistently overrate your performance? Do you consistently underrate your performance? Or are you dead-on? That is really important to know."



BEN JONES

ASSOCIATE PROFESSOR OF MANAGEMENT AND STRATEGY;
FACULTY DIRECTOR, KELLOGG INNOVATION AND
ENTREPRENEURSHIP INITIATIVE

Professor Jones's recent work examines collaboration in innovation and the relationship between age and creativity. His papers have appeared in *The Review of Economic Studies*, *The Quarterly Journal of Economics*, *Science* and other leading academic journals. He was the senior economist for macroeconomics for the White House Council of Economic Advisers in 2010 and 2011 and has served in the U.S. Department of the Treasury.

"Whether you're starting a new venture or scaling an existing one, you've got to understand every stage of business development: generating a new idea, market testing and refining your idea, building a winning team and then designing organizations, operations and strategies that successfully scale. Our program gives you the tools to manage all of that."



ANGELA LEE

MECHTHILD ESSER NEMMERS PROFESSOR OF MARKETING

Professor Lee is a consumer psychologist. Her expertise is in consumer learning, emotions and goals. Her research focuses on consumer motivation and affect, cross-cultural consumer psychology, and nonconscious influences of memory on judgment and choice. She serves on the editorial boards of the *Journal of Consumer Research*, *Journal of Marketing Research*, *Journal of Consumer Psychology* and the *International Journal of Internet Marketing and Advertising*.

"A brand is very intangible — in a way, the brand goes even beyond the product itself or the actual object. So from a psychological perspective, it's interesting to consider the dynamic relationship between consumers and the brands they consume."



BRIAN UZZI

RICHARD L. THOMAS PROFESSOR OF LEADERSHIP AND ORGANIZATIONAL CHANGE; FACULTY DIRECTOR, KELLOGG ARCHITECTURES OF COLLABORATION INITIATIVE

Professor Uzzi, a globally recognized scientist, teacher and consultant on leadership, social networks and new media, brings his award-winning research into the classroom. His teaching innovations include performance review systems that enable firms to better manage their professional networks and relationships. His work — which has been featured in *The Wall Street Journal*, *Newsweek*, *The Economist* and *The New Yorker* — he uses social network analysis and complexity theory to understand outstanding human achievement in business, science and the arts.

“When many different disciplines study the same phenomena from different points of view but converge on the same set of facts, it suggests that science has touched on a new truth.”



FLORIAN ZETTELMEYER

NANCY L. ERTLE PROFESSOR OF MARKETING; FACULTY DIRECTOR, PROGRAM ON DATA ANALYTICS @ KELLOGG

Professor Zettelmeyer is one of Kellogg's most sought-after experts on big data and the impact of information technology on how firms interact with their customers. His work helps organizations use analytics to turn an overwhelming wealth of data into actionable insights about products, markets and customer segments. With his considerable experience in international business, he brings a broad and global perspective to his teaching role at Kellogg. He also serves as a research associate of the National Bureau of Economic Research.

“Empower yourself with a working knowledge of data science. You can get all the data you need and more. It will be up to you, the manager, to generate the insights that will deliver the real results.”





DEVELOP A LIFELONG NETWORK

A SMART, AMBITIOUS PERSON CAN BUILD A GOOD CAREER.
BUT TO UNLEASH YOUR FULL POTENTIAL, YOU NEED THE RIGHT
RESOURCES AND A STRONG COMMUNITY.



As a student, you will develop a wide-ranging support team both inside and outside the walls of Kellogg. The institution will be here for you at every stage of your professional life.

YOUR CLASSMATES

Our students represent a diversity of perspectives and experiences that will better prepare you to work alongside people with all different backgrounds.

YOUR CAREER COACHES

Our Career Management Center, widely acknowledged as best in class, provides professional development services to our students and alumni throughout their

careers. CMC coaches bring recruiters to campus and work one-on-one with you to draft your career plan and create a targeted approach to landing a job.

YOUR ALUMNI COMMUNITY

Our alumni, now a network of more than 58,000, share a common bond: their passion for Kellogg. Our graduates go on to successful careers in all types of industries and endeavors around the world, and they credit Kellogg with helping them get to where they are professionally. That gratitude is shown in their responsiveness. You will quickly discover that our alumni routinely take time out of their schedules to help the next generation of Kellogg alumni.

120+

STUDENT-LED CLUBS AND
ORGANIZATIONS

LEARN FROM YOUR CLASSMATES

Our students come from different states, nations, ethnic backgrounds, industries and fields of study. They hold undergraduate degrees in science, engineering, business, economics and the humanities. They are exceptional men and women, team players and born leaders.

As one of them, you will bring your own blend of identity, experience and insight to our community. You will learn as much from your classmates as they will learn from you.

Your Kellogg experience will be about more than just you. It's about the whole community and the way you immerse yourself in it. Kellogg offers more than 120 student-led clubs and organizations on a wide variety of topics. If a partner or family members will be joining you on campus, we offer a robust program to welcome them into our community.

Our three campuses are in incredibly diverse cities — Evanston, Chicago and Miami — all offering you not-to-be-missed opportunities for cultural enrichment.

GINO LUCI

PROGRAM: FULL-TIME MBA (TWO-YEAR)
FOCUS: OPERATIONS MANAGEMENT

Gino Luci is ambitious and sees the power in innovation. He wants to change the world with the products he launches. But in order to do that, he knew he needed to grow. He needed to break out of his comfort zone. He arrived at Kellogg with corporate experience and marketing interests at the consumer level, but he wanted to improve his cross-functional skills. In the process, he discovered a community of diverse students and faculty who would go on to influence the way he approaches his professional endeavors.

"It didn't take long for me to realize that if I wanted to be a true leader, I needed to become a stronger team member as well."



MARGARET SCHULTE

PROGRAM: FULL-TIME MBA (ONE-YEAR)
FOCUS: MANAGEMENT AND STRATEGY / MARKETING

Margaret Schulte had already found success as a manager in a private equity firm when she arrived at Kellogg. She had the business basics down, but felt like she needed a new challenge. She found it in the One-Year Program. Schulte left the corporate world and prepared to forge a new path in her family's business. One of the things that gave her the confidence to make the switch was the faculty support at Kellogg, where she was able to shape herself into the kind of leader and businessperson she wanted to be.

"I'm not as limited in my thinking now. I can identify goals better and have a stronger grasp on today's business."



NIRAV PATEL

PROGRAM: PART-TIME MBA
FOCUS: MARKETING / FINANCE

Nirav Patel was working at one of the world's leading advertising agencies, but he wanted his career to go in a different direction. Interested in brand management within a marketing organization, Patel enrolled in Kellogg's Part-Time MBA Program. While still in the program, he decided he wanted to end up working at Kraft Foods. He reached out to several alumni who worked there to get advice and find out more about the company. Two of them wrote unsolicited recommendations to human resources on his behalf. Today he works as an associate brand manager at Kraft, where he can't wait to give back in the same way.

"This is the power of the global Kellogg network: instant access to people of influence who will go out of their way to share information and offer guidance."



NJIDEKA HARRY

PROGRAM: EXECUTIVE MBA (MIAMI CAMPUS)
FOCUS: SOCIAL ENTERPRISE / NONPROFIT

Njideka Harry spent 10 years in corporate finance and did a postgraduate fellowship at a premier university. She knew she wanted an MBA and spent almost four years researching executive programs. "After I sat in on a class and interacted with several students and alumni, Kellogg became my number one choice," Harry said. "Everyone was so receptive and supportive, and I wasn't even a student yet." Harry, who has three children and travels from Louisville, Kentucky, to attend class, hopes to use her Kellogg education to start a commercial enterprise that focuses on social impact.

"Kellogg fosters that kind of supportive environment and offers so many cross-collaboration opportunities."



"We build up and empower our students and alumni to shape career paths that bring meaning to their lives and value to the world. We will do everything in our power to help students feel supported to reach both higher and farther."

MARK GASCHE

MANAGING DIRECTOR, CAREER MANAGEMENT CENTER

SHAPE YOUR CAREER FOR A LIFETIME

We make preparing for your career after Kellogg our top priority, and we take pride in the fact that our Career Management Center is consistently top rated among business school career centers.

Our career center leverages relationships with employers and strong ties to the Kellogg alumni network. This creates opportunities for you to connect with top companies around the world and across industries on a year-round basis.

The Career Management Center provides free, unlimited one-on-one coaching, a private job board with thousands of job postings, a dedicated research specialist and a variety of additional job-search resources and workshops.

Employers seek out Kellogg graduates because of their balanced skill set, rigor, vision and ability to influence and inspire teams. In fact, more than 200 companies – compared with 20-30 at other schools – hire 80 percent of our graduates. This opens up much broader opportunities for you to find your ideal match.

As an alum, you continue to have access to free, one-on-one coaching, the private job board and other resources available through the alumni career services team.

No matter where you are in your career, our Career Management Center is here to help you move forward.

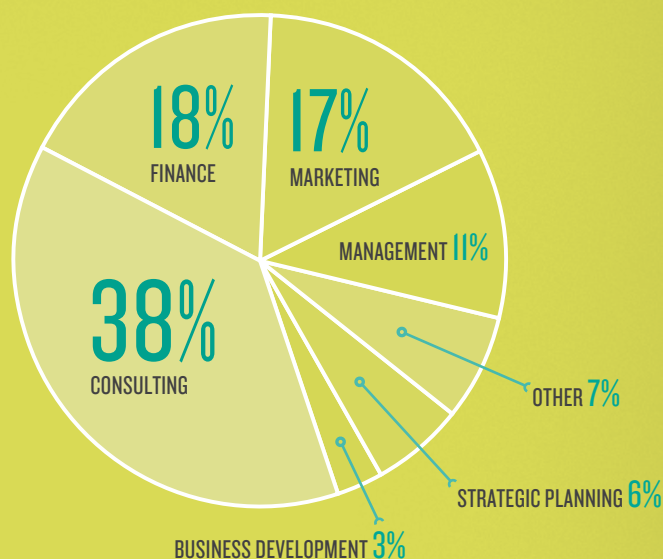
FULL-TIME MBA EMPLOYMENT STATISTICS

95%

OF STUDENTS RECEIVED A JOB OFFER WITHIN 3 MONTHS OF GRADUATION

5,000+

ON-CAMPUS RECRUITING INTERVIEWS



JOB ACCEPTANCES BY SELECTED INDUSTRIES

CONSULTING	38%	OTHER SERVICES	10%
OTHER FINANCIAL SERVICES, PRIVATE EQUITY & VENTURE CAPITAL	13%	INVESTMENT BANKING, BROKERAGE & SECURITIES	6%
TECHNOLOGY MANUFACTURING & SERVICES	12%	OTHER MANUFACTURING	6%
CONSUMER PACKAGED GOODS	11%	PHARMACEUTICAL, BIOTECHNOLOGY, HEALTHCARE	4%

SAMPLING OF HIRING COMPANIES

ACCENTURE	CLEVELAND INDIANS	GRAVITYTANK	PEPSICO INC.
AMAZON	THE COCA-COLA CO.	IDEO	QUALTRICS
APPLE INC.	DAVITA INC.	J.P. MORGAN	RIOT GAMES
A.T. KEARNEY	DELOITTE CONSULTING LLP	KRAFT FOODS GROUP	SEPHORA
BAIN & CO.	DISH NETWORK	L.E.K. CONSULTING	STRATEGY&
BANK OF AMERICA MERRILL LYNCH	DISQUS	LINKEDIN	TARGET CORP.
BOSTON CONSULTING GROUP	EXXONMOBIL	MCKINSEY & CO.	THE U.S. TREASURY DEPARTMENT
CISCO SYSTEMS	GENERAL MILLS	MICROSOFT CORP.	ZILLOW
CITI	GOLDMAN, SACHS & CO.	NIKE INC.	

SOURCE: 2013 GRADUATES WHO REPORTED THEIR EMPLOYING COMPANIES.

"I identified about 20 alumni who seemed to be doing exactly what I hope to do, and sent introductory emails. I received five responses within the hour and another 10 the next morning – all eager and happy to talk."

SHEILA SHAH '15

PROGRAM:
TWO-YEAR PROGRAM

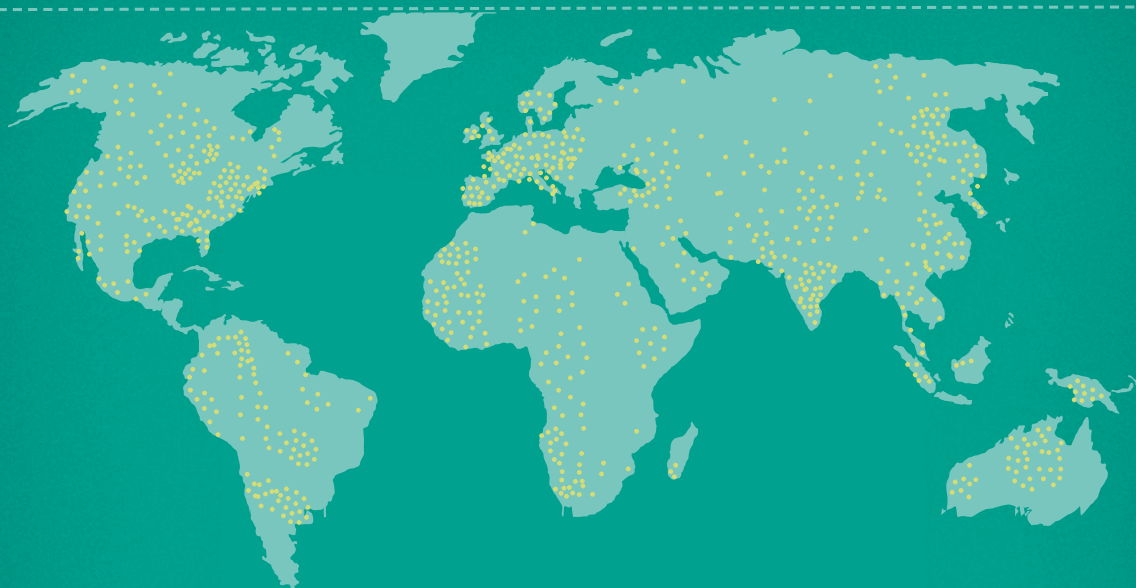
FOCUS:
ENTREPRENEURSHIP /
HEALTH ENTERPRISE
MANAGEMENT

THE POWER OF A GLOBALLY CONNECTED ALUMNI COMMUNITY

From the moment you arrive at Kellogg, you become a part of our expansive global network of more than 58,000 alumni. Our graduates make their mark on business, finance, society and the world; they are entrepreneurs, innovators, experts and leaders. ***The positive impact that our alumni have on their organizations and communities day in and day out is immeasurable.***

Despite their busy lives, Kellogg alumni are renowned for their willingness to help students and fellow graduates by sharing their wisdom, experience and connections. And with more than 70 alumni clubs spread across the globe, Kellogg graduates have the opportunity to continue lifelong learning and volunteer opportunities as well as to reconnect with other alumni at social and networking events.

GLOBAL PRESENCE OF KELLOGG ALUMNI



MORE THAN 58,000 GLOBAL ALUMNI

NOTABLE KELLOGG ALUMNI

ALI BABACAN '92
Deputy Prime Minister,
Republic of Turkey

CINDI BIGELOW '86
CEO, Bigelow Tea

GARY BRIGGS '89
CMO, Facebook

ROSLYN M. BROCK '99
Chairman of the Board,
NAACP

DAVID CHEN '84
CEO and Founder,
Equilibrium Capital Group

CASSIAN CHEUNG '78
CEO, Next Media

DOUG CONANT '76
Chairman, Board of
Directors, Avon

JOE DEPINTO '99
President and CEO,
7-Eleven

BOB ECKERT '77
Former CEO, Mattel Inc.

TOD FRANCIS '83
Managing Director,
Shasta Ventures

BON FRENCH '76
CEO, Adams Street Partners
LLC

JONATHAN GREENBLATT '99
Co-Founder, Ethos Water;
Special Assistant to the
President

YUNG-KU HA '81
President, Chairman and
CEO, Citibank Korea

STEVE HAFNER '97
Co-Founder and CEO,
Kayak

ANN HAND '99
CEO, Project Frog

PROMOD HAQUE '83
Senior Managing Partner,
Norwest Venture Partners

JULIE HARRIS '95
Managing Director,
Goldman Sachs

ELLEN KULLMAN '83
CEO, Dupont

JENNY LEE '01
Managing Director, GGV
Capital; Forbes

MATT LEVATICH '94
President and COO,
Harley-Davidson

CESARE MAINARDI '86
CEO, Strategy&

IVAN MENEZES '85
CEO, Diageo

TED PHILLIPS '83
President and CEO,
Chicago Bears

CESAR PURISIMA '83
Secretary of Finance,
The Philippines

JAMES SCHERR '89
Former CEO, United States
Olympic Committee

GORDON SEGAL '60
Co-Founder,
Crate and Barrel

JEFF UBBEN '87
Founder, CEO and CIO,
ValueAct Capital

TONY VERNON '82
CEO, Kraft Foods Inc.

RICK WADDELL '79
CEO and President,
Northern Trust Corp.

PAT YARRINGTON '79
Vice President and CFO,
Chevron Corporation



ANN HAND '99

FULL-TIME MBA,
EVANSTON CAMPUS

CEO, PROJECT FROG



ANDREW YOUN '06

FULL-TIME MBA,
EVANSTON CAMPUS

FOUNDER, ONE ACRE FUND

SHAKING UP THE CONSTRUCTION TRADE

Ann Hand walked away from a nearly 20-year career in energy in 2009 to join a startup construction in San Francisco. She was ready for a new challenge, and found it at Project Frog, which is shorthand for “Flexible Response to Ongoing Growth.” Today she is CEO of the company.

Project Frog’s mission is to create component buildings that are affordable, stylish, energy-efficient and easy to assemble. Imagine if IKEA had a buildings section and you get the idea.

Project Frog increases quality and drives down cost by using digital fabrication and efficient production processes. The result is the “kit” — a package that includes about 60 percent of the completed building along with systems such as LED lighting, controls and

smart technology to regulate airflow and water and energy consumption. These kits are then flat-shipped to a site where they can be assembled in days.

Creating smart buildings at low cost isn’t easy. It’s even harder for a company like Project Frog, which recently expanded its product line to include healthcare facilities, retail stores and other midsize office buildings in addition to schools. But it’s a challenge that Hand, recently named one of Fortune’s Most Powerful Women Entrepreneurs of 2013, gladly embraces.

“I’ve always liked a good brand puzzle,” she says.

“We’ve cut our prices 40 percent over the past few years. Each model year, we make the system achieve more.”

PURSuing A PASSION. CHANGING LIVES.

For Andrew Youn and his entrepreneurship class teammates, the idea behind their business plan project was relatively simple. With the right tools and supplies, the team hypothesized, Kenya’s poorest residents — many of them farmers trying to support their families on an acre or less of land — could lift themselves permanently out of poverty. Andrew’s team proposed that with high-grade seed and fertilizer and basic land-management training, the farmers could increase annual crop yield by 400 percent and ensure adequate food and better living conditions for their children.

The team created the One Acre Fund and persuaded board members of Kellogg’s Levy Institute for Entrepreneurial Practice to invest. Initially, they drew on Kellogg alumni volunteers to run all the U.S. operations, from tax filings and external audit to budgeting and a website.

In the first four years, One Acre Fund helped more than 22,000 subsistence farm families triple their

harvests and double their income per acre. In 2010, the team expanded into Rwanda with a pilot program, and achieved comparable results. Andrew’s goal over the next 10 years is to serve one million families and make life better for as many as five million individuals.

Andrew says such results and growth would not have happened without the Kellogg network. One of the most rewarding aspects of working with a Kellogg team, he maintains, is the ability to share a unity of purpose and have fun pushing toward a goal together. Thrilled at the opportunity to help alleviate hunger for so many families, Andrew says, *“I couldn’t dream of working on anything else.”*

In 2011, *Forbes Magazine* named Andrew in its “Impact 30” list of the world’s leading social entrepreneurs — individuals who “use business to solve social issues.”



LEAD CONFIDENTLY IN A COMPLEX WORLD

TO SUCCEED IN TODAY'S MARKETPLACE, YOU NEED A GLOBAL PERSPECTIVE
THAT CAN BE DEVELOPED ONLY WITH THE RIGHT ACCESS, CONNECTIONS
AND EXPERIENCES.



Kellogg prepares you to meet the challenges of a global economy with an expansive, fully informed view of the world through our diverse perspectives and our international presence, which features the largest and most prestigious Executive MBA partner network in the world. Roughly one-third of Kellogg students come from outside North America. Approximately one-quarter of our faculty members were born and educated abroad, and many others have studied or taught at universities outside the United States.

OUR WORLDWIDE FOOTPRINT

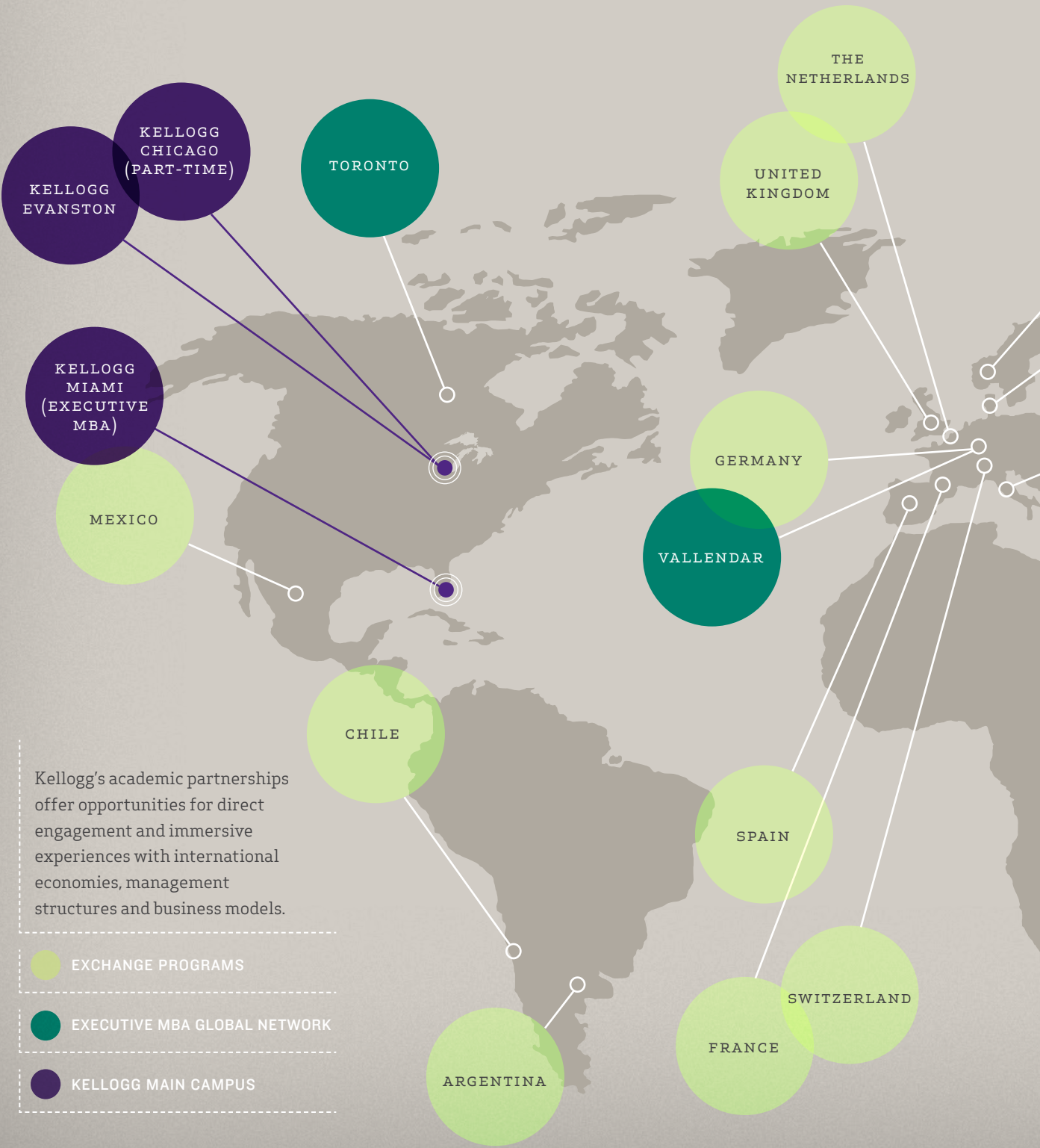
Kellogg has forged partnerships with leading business schools around the world. We offer exchange programs in Asia, Africa, Australia, Europe and South

America, and we have Executive MBA Global Network in Beijing; Toronto; Vallendar, Germany; Hong Kong and Tel Aviv. So no matter your program, you will learn from some of the greatest business and management minds in the world.

GLOBAL EXPERIENTIAL LEARNING

Each of our MBA programs puts an emphasis on experiential learning. Whether you get a sense of the global marketplace by living abroad as part of an exchange program or by collaborating to develop solutions for issues plaguing a different part of the world, you will come away from Kellogg with a better sense of how international business works.

EQUIPPED TO LEAD IN THE GLOBAL MARKETPLACE



As Kellogg's footprint expands, so do opportunities for our students to greatly expand their view of the world – the who, what and why of businesses, economies and cultures. Our international presence – realized through our partnerships and our joint degree and exchange programs – creates an ideal educational ecosystem for acquiring the skills, insights and thinking styles required for success in the global economy.





EXPAND YOUR WORLD
THROUGH EXPERIENCE

5

INTERNATIONAL
LOCATIONS

EXECUTIVE MBA NETWORK

BEIJING, CHINA

GUANGHUA-KELLOGG

HONG KONG, CHINA

KELLOGG-HKUST

TEL AVIV, ISRAEL

KELLOGG-REGANATI

TORONTO, CANADA

KELLOGG-SCHULICH

VALLENDAR/DÜSSELDORF, GERMANY

KELLOGG-WHU

THERE'S NO SUCH THING AS A DOMESTIC AGENDA ANYMORE. THE WORLD IS ONE MARKETPLACE. LEADERSHIP DEMANDS A BROAD UNDERSTANDING OF INTERNATIONAL BUSINESS ISSUES AND THE ABILITY TO COMMUNICATE EFFECTIVELY ACROSS GEOGRAPHIC BOUNDARIES AND CULTURAL DIVIDES.

This essential, expanded worldview is infused throughout the Kellogg curriculum, embodied in the diversity of our faculty and student body, and brought to life through global initiatives, experiential learning and international academic partnerships.

GLOBAL INITIATIVES IN MANAGEMENT

In this intensive global business leadership course, teams of students with a faculty adviser create a challenging 10-week curriculum that culminates in a two-week international field experience. Participation builds valuable leadership skills and a keener awareness of the global business environment.

GLOBAL LAB

To provide practical experience in international business, Global Lab pairs students in the Full-Time and Part-Time MBA programs with businesses abroad to provide real-world consultation on issues

such as international expansion, new marketing opportunities, customer relations and marketplace analysis. During the final weeks of the course, students travel to the client company's home country to complete their research and present their recommendations to company executives.

GLOBAL ELECTIVES WEEK

Our Executive MBA Program offers many opportunities to build a global network. Executive MBA students can complete electives at our international partner schools, where local faculty share rare, on-the-ground insights into national and regional business practices, culture and politics. Executive MBA students also participate in our intensive Global Electives Week on the Evanston campus, a gathering of students from across all our global partner programs.

EXPERIENCE KELLOGG FOR YOURSELF

ONLINE RESOURCES: FULL-TIME MBA PROGRAM

GET MORE INFORMATION // kellogg.northwestern.edu/FullTimeMBA

APPLY NOW // kellogg.northwestern.edu/FT-Apply

SCHEDULE A VISIT // kellogg.northwestern.edu/FT-OnCampus

ATTEND AN ADMISSIONS EVENT // kellogg.northwestern.edu/FT-GlobalEvents

ONLINE RESOURCES: PART-TIME MBA PROGRAM

GET MORE INFORMATION // kellogg.northwestern.edu/PartTimeMBA

APPLY NOW // kellogg.northwestern.edu/PT-Apply

SCHEDULE A VISIT // kellogg.northwestern.edu/PT-Visit

ATTEND AN ADMISSIONS EVENT // kellogg.northwestern.edu/PT-AdmissionsEvents

ONLINE RESOURCES: EXECUTIVE MBA PROGRAM

GET MORE INFORMATION // kellogg.northwestern.edu/ExecutiveMBA

APPLY NOW // kellogg.northwestern.edu/EMBA-Apply

ATTEND AN ADMISSIONS EVENT // kellogg.northwestern.edu/EMBA-AdmissionsEvents

ABOUT OUR CAMPUSES // kellogg.northwestern.edu/EMBA-Campus



IVI KOLASI

PROGRAM: FULL-TIME MBA (TWO-YEAR)
FOCUS: CORPORATE INNOVATION, NEW BUSINESS
DEVELOPMENT, BUSINESS MODEL DEVELOPMENT

"Kellogg has given me the confidence to use my intuition and leadership skills to tackle real business problems. I can't imagine how this personal and professional evolution could've happened anywhere else."

YOUR TIME IS NOW.

You're ready to take on new challenges — to be a better, stronger, more adaptable leader. No matter your passion or interest, you will find your niche at Kellogg. ***The personal and professional growth you experience will change your life forever.***

START HERE.



AT WHAT POINT DO YOU
I WANT MORE
POINT DO YOU
STEP UP YOUR
AT WHAT POINT
DO YOU AGREE
TAKE A STAND
AT WHAT POINT
POINT DO YOU
YOUR FUTURE
PERSPECTIVE
POINT DO YOU
FORGE AHEAD
WHAT POINT
POINT DO YOU
DO YOU ADVANCE

DO YOU SAY
AT WHAT
POINT DO YOU
MOVE FORWARD
WHAT POINT
POINT DO YOU
GIVE REALITY
AT WHAT
POINT DOES
LOADEN YOUR
AT WHAT
POINT DO YOU
CHANGE
AT
AT WHAT
WHAT POINT
THE WORLD



Mixed Sources

Product group from well-managed
forests, controlled sources and
recycled wood or fiber
www.fsc.org Cert: noXXX-XXX-000
© 1996 Forest Stewardship Council

AT WHAT POINT DO YOU COMMIT ◦ AT WHAT POINT DO YOU SAY
I WANT MORE ◦ AT WHAT POINT DO YOU SEEK MORE ◦ AT WHAT
POINT DO YOU OVERCOME INERTIA ◦ AT WHAT POINT DO YOU
STEP UP YOUR GAME ◦ AT WHAT POINT DO YOU MOVE FORWARD
AT WHAT POINT DO YOU OPEN THE DOOR WIDER ◦ AT WHAT POINT
DO YOU ACQUIRE NEW KNOWLEDGE ◦ AT WHAT POINT DO YOU
TAKE A STAND ◦ AT WHAT POINT DOES VISION BECOME REALITY
AT WHAT POINT CAN YOU MAKE A BIGGER DIFFERENCE ◦ AT WHAT
POINT DO YOU FOLLOW YOUR PASSION ◦ AT WHAT POINT DOES
YOUR FUTURE START ◦ AT WHAT POINT DO YOU BROADEN YOUR
PERSPECTIVE ◦ AT WHAT POINT DO YOU ADVANCE ◦ AT WHAT
POINT DO YOU ACCEPT THE CHALLENGE ◦ AT WHAT POINT DO YOU
FORGE AHEAD ◦ AT WHAT POINT DO YOU DECIDE TO CHANGE ◦ AT
WHAT POINT DO YOU REALIZE YOUR FULL PROMISE ◦ AT WHAT
POINT DO YOU EXPECT MORE FROM YOURSELF ◦ AT WHAT POINT
DO YOU ADVANCE ◦ AT WHAT POINT DO YOU CHANGE THE WORLD

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