



Q: What is unique about Kellogg's leadership and culture?

A: Kellogg prepares distinctive leaders by fostering a unique combination of analytical skills and human-centric capabilities.

Kellogg leaders embrace disruption as opportunity and embody the essential qualities of creativity, innovation and empathy.

Collaboration is in our DNA – not a “soft” skill; woven through curriculum and is a part of our legacy (Kellogg pioneered the team-based learning model).

Our alumni tell us that a particular mix of hard and soft skills — this blend of emotional intelligence with data-driven thinking — is the hallmark of the Kellogg experience. It's no longer enough to be “good with the numbers” or talented at managing people. Today's business landscape demands leaders who can do both, while also fostering an environment that encourages teams to reach for ever-more creative, innovative solutions.

The entire Kellogg experience, regardless of program, major, pathway or career interest, fosters this special combination of qualities. This perspective on business education is embedded in our curriculum, from courses on fundamental business frameworks in core disciplines to cutting-edge classes in new and emerging fields, taught by researchers from a surprising variety of academic disciplines. It extends to our school culture and our cocurricular experiences, which challenge which challenge students to work together, push each other and reach higher. We focus on equipping students with a multidimensional set of skills that will serve them not just in their next great job, but for their entire career.

Q: What's the overarching strategy regarding the overall portfolio of programs in the last couple of years? How has the portfolio evolved and what has been the driver of these changes?

A: Perhaps the most important notion in relation to this question is how and why we evolve. Driven almost always by 1) market demand, and 2) the interests and needs of our students.

Kellogg offers multiple, distinct options for pursuing a full-time MBA – all of which have been intentionally designed to fit students' personal and professional interests. Regardless of which program they choose, students will have exposure to our star faculty, career management coaching, global opportunities, and a world-class network. Kellogg's full-time MBA degree portfolio includes:

- 2Y MBA: This is our traditional degree program offering the flexibility to explore a variety of interests and disciplines while developing strong management and leadership skills.
- 1Y MBA: This is a one-year program for candidates who have completed business coursework. Students bypass several core courses to focus their classroom time on electives that support their professional objectives.
- MMM: This is a dual-degree program with Northwestern's McCormick School of Engineering, delivering a solid grounding in business, design innovation and technology.
- MBAi: This joint degree program with Northwestern's McCormick School of Engineering is a program that teaches students at the intersection of business and technology.
- JD-MBA: This is a three-year program with Northwestern's Pritzker School of Law, awarding both MBA and JD degrees.



We are always trying to better understand what types of programs, along with curricular content will fulfill the demands of the market. In 2020, Kellogg introduced its MBAi program, and Kellogg Future Leaders, our deferred admissions program.

Q: Are there new areas of interest where you see specialized masters growing?

A: Kellogg has always been a place where we marry innovative and research-driven topics with business fundamentals to create a multi-faceted curriculum – our Management Science Major follows suit.

Our **Management Science Major** is attractive to all types of applicants because of its focus on data-savvy leadership.

We also introduced the **MBAi Program** and welcomed our inaugural cohort in the Fall of 2021. The MBAi program fills a need for leaders that can drive strategic innovation, while understanding the complexities and nuances of the technologies that enable the innovation. The program is designed for students with strong technology academic or work experience (for example -- product owner, data scientist, software engineer, R&D associate) and 4-6 years of work experience. Students take all of the core courses in the MBA curriculum and have opportunities to round out their degree with electives from both Kellogg and McCormick. The curriculum covers machine learning, robotics, computational thinking for business, introductions to the frontiers of science and technology, and how data science and artificial intelligence are driving innovation. Kellogg and McCormick faculty collaborated to develop a blended curriculum that combines business strategy with the complexities of emerging technologies. These courses will deepen students' understanding of the interdependent relationship and between business and tech.

Q: Are there any recent changes when it comes to the Full-Time curriculum?

A: Curricular innovation continues to be a big focus for us. In the last three years, we've launched more than 20 new MBA courses in addition to the new MBAi curriculum. Classes cover topics like Corporate Entrepreneurship, Social Impact Analytics, AI and the future of work.

We continue to incorporate best practices from our virtual experience including increased use of remote and international guest speakers, asynchronous virtual materials and resources for specific courses, and extended faculty engagement. For example: our Healthcare Deep Dive is a new course integrating students across degree programs; features in-person immersive weekends with virtual learning in between.

A few highlights of recent focus include:

- **APEX & PEAC**

- Kellogg offers tailored curriculum for students interested in different PE spaces, deep-dive PE course, mentorship from senior PE industry alumni.
- Advanced Private Equity Experience (APEX) is a global, fast-paced academic student experience to prepare high caliber students for successful careers in private equity.
- Private Equity Advisory Council (PEAC) is a group of senior private equity industry alumni committed to advancing the strategic vision of private equity at Kellogg – typical of Kellogg alumni to engage and be involved, give back.

- **Pathways**



- We've continued to add courses to our Diversity, Equity and Inclusion Pathway. Now more than ever before, being an effective and successful leader requires gaining the tools to have difficult conversations about diversity, to build a diverse workforce, and to foster an equitable and inclusive experience for all employees from different backgrounds. With courses such as Moral Complexity in Leadership and The Business for Social Change, the pathway offers students a map to curricular resources for understanding how to integrate empirical research and DEI best practices into their managerial/leadership activities. New courses include:
 - Leading With Empathy: Designed to enhance emotional intelligence with an emphasis on empathy, shaping leaders who are more effective when interacting with and leading others in diverse settings.
 - Venture Equity Investment Program: Educates students on challenges facing companies founded by underrepresented leaders. Course includes academic and experiential learning opportunities with companies led by underrepresented founders. Students provide consultative services and help businesses seek investments from the program's dedicated venture equity investment fund.
- Kellogg offers **11 total pathways**. Some of our other popular pathways are Data Analytics, PE/VC, and Entrepreneurship.
- **Social Impact & Sustainability**
 - Leaders need to apply a social impact and sustainability lens to any role, not just those that concentrate specifically in the social impact space. Over 80% of our 2Y Class of 2021 took at least one social impact course, and nearly 35% took over three.
 - We launched Social Impact Pathway in 2015 and Energy and Sustainability Pathway in 2019 for students with a goal to lead enterprises in natural resource-based industries like energy, agriculture and transportation
 - Kellogg is among the first business schools to teach about impact investing as a means of driving returns as opposed to having a solely philanthropic focus. For example, Impact Investing and Sustainable Finance has been taught by Dave Chen for 13 years. The backbone of the course is an experiential team project in which students create a financial vehicle (investment firm, fund) capable of fitting within an asset allocation of institutional investor portfolios (public equities, fixed income, private equities) while delivering social and environmental impact
- **Entrepreneurship**
 - Kellogg's entrepreneurship program has grown tremendously in the past decade; we continue to see increasing student demand. Now, we have 37 distinct courses in entrepreneurship; 70% of Kellogg students take an entrepreneurship class each year.
 - 652 ventures have been started by Kellogg students in the past decade
 - Distinctive offerings include the Zell Fellows Program which is a unique experience for a select number of students interested in starting a new venture or acquiring an existing one. They receive mentorship, resources, experiential learning.
 - **There is a path for every kind of entrepreneur at Kellogg.** We feel it is important to facilitate opportunities for students to acquire skills needed to accomplish their entrepreneurial ambitions, whether they involve launching a new venture, acquiring a business or entrepreneurial finance.

Q: Can you share some details about the area the school is in?

A: The Kellogg campus is in Evanston, Illinois. We're proud to be the only top business school with access to a major metropolitan city, but also the livability that comes with a campus town environment.

We constantly hear from students how this is an exceptional place to live regardless of whether you are coming here solo, with a family, or from another country. Evanston is a very "urban suburb." It stretches across four miles of Lake Michigan. It includes everything that you could want in a campus town: more than 200 diverse



restaurants, a busy Big 10 athletics program, multiple beaches, local breweries, and many options for movies, theatre and museums.

The livability and accessibility of Evanston fosters a sense of community that creates stronger ties and bonds to your classmates, which results in stronger ties to your network for the rest of your life.

That said, Evanston residents have a lot of flexibility to travel elsewhere on a moment's notice. O'Hare International Airport is just 30 minutes away by car. Multiple train lines make it possible to get into downtown Chicago in 30 minutes. We even have a free inter-campus shuttle that will drop you off in the heart of the Chicago, next to the Magnificent Mile, Lake Michigan and the Museum of Contemporary Art.

Q: What Admissions trends do you foresee in the coming year?

A: Kellogg has always been focused on bringing together a class of students that are diverse, motivated and high-impact and low-ego. We anticipate overall diversity will continue to be important to MBA admission trends and we will continue to be intentional in our outreach to groups that have historically been underrepresented at Kellogg.

We are also seeing more applicants who want to be socially impactful leaders across industries. For example, for some it is impacting the healthcare system, others it is ESG investing or enhancing economic opportunities for underserved populations or creating workplaces where employees of all backgrounds thrive. Kellogg will continue to observe the way the market shifts and make innovative adjustments accordingly.

As far as trends within the MBA atmosphere itself, we saw an incredibly strong full-time MBA class last year, and we're going to have an incredibly strong class this year. In February and April we held our admitted students weekend, "Day at Kellogg" which saw record-high attendance.

As you know, the MBA market is evolving. However, the quality of Kellogg candidates has remained consistent and exceptional.

Kellogg's culture and experience is focused on building leaders with a unique combination of skills who can drive organizations and communities in the future.

Q: What is it that you are looking for in a candidate? Who will especially enjoy this school? who will be a good fit to the school?

A: When we evaluate our applicants, a few qualities really stand out to us. These qualities help us understand if an applicant is ready to seize all of the opportunities that come with joining Kellogg. We look for people who:

- Can motivate a team to drive impact
- Are not afraid to question the status quo and seek non-obvious solutions
- Possess creativity and talent that is rooted in self-awareness
- Seek diversity in their networks and teams
- Are eager to dive in and collaborate with an engaged, ambitious community of peers