

Operations Management PhD Program  
Guidelines and Requirements

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## Overview

The Doctoral Program at the Kellogg School of Management trains students to be innovative researchers with careers as professors. In preparation for the demands of academia, all doctoral students must meet a set of coursework requirements, pass a written qualifying examination and an oral examination (proposal), and complete a dissertation. Students must satisfy additional requirements, such as annual research presentations, teaching and research assistance, and other requirements determined by each program. In addition, students must satisfy the general program requirements of [Kellogg](#) and [The Graduate School](#).

This document specifies the specific Program Guidelines and Requirements for the Operations Management (OM) PhD program offered by the Operations Department of the Kellogg School of Management at Northwestern University.

If there are any questions regarding this document, or aspects of the program not covered in this document, please contact the PhD Program Director.

These guidelines are organized by year in the program. In addition, there is a brief section at the end discussing the dismissal from the program.

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

# 1 Requirements and Guidelines for First-Year Students

## 1.1 Coursework

First-year PhD students are required to take the following courses in the first year. This corresponds to a load of three to four courses each term (Fall, Winter, Spring). Students may informally sit in other courses with the permission of the instructor, but typically are not permitted to enroll in more than four courses in one term.

The courses listed below are the standard, required courses in the first-year curriculum. When appropriate, a student may petition the PhD Program Director to be granted a waiver for one or more of these course requirements because the student has already mastered the relevant content. Evidence of this mastery—e.g., good performance on a relevant examination—is necessary for a waiver to be considered.

- 1) Pre-term (3 weeks before start of Fall quarter): Math Camp (ECON 401) and Econometrics Camp. Do the pre-readings before coming to campus.
- 2) Fall: 4 units
  - a) OPNS 521 Foundations of Operations Management
  - b) MECS 560-1 Static Optimization in Economics (or equivalent in IEMS)
  - c) ECON 410-1 Microeconomics
  - d) MATH300 Introduction to proof writing or MATH320, 321-1 or 410-1 Rigorous proof writing & Real Analysis. Note: MATH 300 is a prerequisite for MATH320, as well as linear algebra and multivariable calculus; you need a permission number from MATH321-1 to sign up. It is not advised to register for MATH 321-1 unless you have satisfied these prerequisites (perhaps at your prior institution).
- 3) Winter: 4 units
  - a) IEMS 460-1 Stochastic Models I
  - b) MECS 560-2 Dynamic Optimization in Economics (or equivalent in IEMS)
  - c) ECON 480-2 Introduction to Econometrics
  - d) OPNS 430/440 Operations Management (MBA core, see below, can be postponed to the 2<sup>nd</sup> year)\*
- 4) Spring: 3 units + an “advanced” Operations Management PhD course *if offered*\*\*
  - a) OPNS 516 Stochastic Foundations
  - b) ECON 410-3 Microeconomics
  - c) ECON 480-3 Introduction to Econometrics

\*The core operations MBA class (OPNS430 or OPNS440) gives an excellent overview of the breadth of topics in operations management. It may be helpful to focus research proposals and exposes you to a managerial perspective and to MBA teaching. PhD students

can form one group for homework assignments. To register for an MBA class, ask the Doctoral Program early (before MBA enrollments start); second best is to register as Independent Study (but then the course title will not show up on your transcript) and you report the course-grade from the instructor to the PhD Program Director. It is permitted to postpone this OPNS430/440 requirement to the second year.

\*\*The typical aim is to offer one advanced OPNS PhD course for first-and-second years in Winter/Spring; and another advanced course for second-and-third years in Fall.

## 1.2 Milestone 1: First-Year Preliminary Examination

Students take an oral prelim exam in June of their first year. The exam plays a significant part in the faculty evaluation of a student as discussed in section 1.7 below.

The exam is a two-hour oral exam administered to individual students by committees of at least three Operations faculty members. The committee for a student's exam will be designated by the PhD Program Director. The exam is based on the student's review and presentation (45 minutes max) of one of a selection of classic, important published operations papers provided, but not authored, by the Operations faculty. Students should approach the oral exam as if they were presenting their own paper – a format they will see modeled in the Operations Seminar series (see section 1.3 below). Beyond being familiar with the analysis of the paper, they should be able to articulate the work's importance and limitations, and be prepared to handle a wide variety of questions.

The timing of the process is as follows:

1. No later than February 1, the PhD Program Director will make available to the students a list of papers from which to choose. The list will contain a minimum of 25 papers.
2. No later than March 1, first-year students must submit an ordered list of their most preferred papers. Note: Only one student will present any given paper, so the list of preferences must include at least three papers but no more than five.
3. Students will be told their assigned paper within a week of all preference lists being submitted. At the same time, students will be told which faculty member submitted their assigned paper. Students may consult with faculty members about their paper but bear in mind that one's independence in mastering the paper is a key part of the evaluation of exam performance.
4. Timing of individual presentations must be scheduled by May 15. Students are responsible for coordinating a time with the committee ahead of time. Students must inform the PhD Program Director and the committee members of the date and time of their presentation via email.
5. Presentations must be completed by June 30. Students must submit their presentation slide deck to their committee at least 48 hours before their presentation.

Students also must [maintain at least a 3.0 GPA](#). The faculty of the Operations department will deliberate and the PhD Director will inform the students of their performance early July.

Students must pass the Prelim Exam *and* must maintain a 3.0GPA on the required coursework. Students who fail the Prelim Exam or do not maintain a 3.0 GPA may face **academic probation** and/or risk **exclusion** from the PhD Program.

### 1.3 Operations Seminars

The students are **required** to attend the Operations seminars. If there is a potential conflict with their class schedule, they should see the program Director. They are also encouraged to attend the related seminars in Kellogg, IEMS, and elsewhere at Northwestern.

### 1.4 Research and Teaching Assistantships

First-year students are not expected to fulfill a research or teaching assistantship requirement, but students who feel comfortable with their first-year coursework are welcome to seek them out.

### 1.5 Summer Research Activity and Residency Requirements

Students who pass their exams at the end of the first year are expected to spend the summer working with, or under the supervision of, one or more faculty members to pursue research and/or directed reading. If students cannot find a faculty member to work with on their own, they should see the PhD Program Director early in the Spring quarter.

Doctoral students are expected to be on campus full time and involved in the research and teaching activities of the department throughout the year, including summer quarter. **Students who will be away from campus for more than three (3) weeks during an academic quarter need the approval of their PhD Director and dissertation advisor, if students have a dissertation advisor at this point in their studies.** Unexcused absences may lead to **academic probation** and/or **exclusion** from the PhD Program.

### 1.6 Activity Report and Milestone Tracking on GSTS

Before the end of their first academic year, first year PhD students are required to submit an annual activity report, including summer activity, and keep their record current on the Graduate Student Tracking System GSTS. The activity report is considered as part of qualifying for next-year funding.

### 1.7 Progress Guidelines

First-year students' progress is measured by their course grades, their performance on the prelim exams, and their participation in operations seminars. Students must maintain Students also must maintain at least a 3.0 GPA on courses taken during their enrollment in the Operations PhD Program, pass the first-year prelim exam, and fulfill their field course and seminar attendance requirements to be in good academic standing.

A student who is not in good academic standing at the end of the first year is at risk for exclusion from the program. Even though some research activity is expected in the summer after the first year, there is no direct evaluation of a student's research output in the first year.

During their first year, the PhD Program Director will meet students if at any time their progress is not satisfactory.

## **1.8 Requirements for a Master's Degree**

While the goal of our doctoral program is the awarding of a PhD degree, in certain circumstances a master of science (MS) degree may be awarded to qualified doctoral students.

Students who are continuing for a PhD degree may be considered for a MS degree if they are in good standing, they have completed a minimum of three quarters of coursework during the Operations PhD program, they have no incomplete grades and they have maintained at least a 3.0 GPA.

Students who are leaving the doctoral program without completing the PhD will be considered for the MS degree if they have completed a minimum of three quarters of coursework during the Operations PhD program, they have no incomplete grades, and they have maintained at least a 3.0 GPA.

## 2 Requirements and Guidelines for Second-year Students

### 2.1 Coursework

Required coursework during the second year includes a fairly flexible arrangement to induce gradual transition from coursework to independent research. Students are required to complete a total of 9 course units comprised of:

1. Every advanced OPNS doctoral course offered that year (and informally sit in any previously taken advanced OPNS course when taught by different instructor). The typical aim is to offer one advanced OPNS PhD course for first-and-second years in Winter/Spring; and another advanced course for second-and-third years in Fall. Examples: OPNS522 Queuing Networks; OPNS523 Empirical Dynamic Models in Operations Management; OPNS 463 Stochastic Calculus & Control, and seminar courses such as OPNS-481 Revenue Optimization.
2. Two breadth elective courses to gain familiarity with the basics of related management fields. These can be MBA core or PhD foundational courses taught by faculty members of the Accounting, Marketing, MORS, Finance, or Strategy departments.
3. One or more independent study courses (OPNS 499) to start the summer paper requirement (see later).
4. Desired depth courses (or Operations MBA electives), which can be chosen throughout the university (subject to PhD Program Director approval).

Kellogg PhD courses in other fields including but not limited to:

MECS 560-3 Foundations of Managerial Economics III: Game Theory  
MECS 565 Contract Theory and Mechanism Design,  
MECS 568 Topics in Economic Theory,  
MECS 599-1 Competitive Strategy,  
MECS 549-2 Strategy and Organizational Structure,  
FINC 586 Corporate Finance  
FINC 587 Dynamic Asset Pricing Theory  
FINC 588 Econometrics of Financial Markets  
FINC 589 Empirical Corporate Finance  
ACCT 520-3 Seminar in Information Economics and Analytical Accounting Research  
ACCT 520-4 Seminar on Agency Theory and Information Economics  
MKTG 520-7 Seminar in Marketing  
MKTG 551: Mktg Models: Quant Modeling

Economics PhD courses such as:

ECON 450- 1,2,3 Industrial Organization,  
Econ 414-1,2,3 Economics of Information,  
ECON 412-1,2,3 Economic Theory and Methods  
ECON 480- 1,2,3 Introduction to Econometrics

PhD Courses in IEMS, EECS, Mathematics, Statistics including but not limited to:

IEMS 464 Advanced Queueing Theory  
IEMS 465 Simulation Experiment Design and Analysis  
IEMS 484 Inventory and Distribution Systems  
IEMS 490 Special Topics: Dynamic Programming  
IEMS 490 Health Policy Modeling  
EECS 479/IEMS 450 Nonlinear Optimization  
EECS 510 Probabilistic Techniques in Communication and Computation  
MATH 410- 1,2,3 Analysis  
MATH 450 -1,2,3 Probability  
MATH 455 -1,2,3 Stochastic Analysis  
STAT 454 – Time Series Analysis  
STAT301: Data science  
EECS 435: Neural Networks  
EECS 495: Special Topics in EECS

## 2.2 Seminars

All PhD students are required to attend the weekly operations seminars. They are encouraged to attend seminars (relating to OM) elsewhere on campus.

## 2.3 Research & Teaching Assistantships

To become better integrated into the department's intellectual life, in years two, three, and four, a portion of the student's stipend is allocated toward wages for teaching and research assistance for approximately 10 hours per week. These appointments are like apprenticeships; students receive on-the-job training under the guidance of the faculty.

Research assistantships (RA) are an excellent lead-in to research; Teaching assistantships (TA) prepare you for teaching *and* will provide you with a course that you “can take with you and teach after you graduate.” (The value of the latter can hardly be underestimated as any seasoned faculty member will tell you: it is a very worthwhile investment now even though you will only get its rewards after obtaining the PhD.)

Second to fourth year students should be involved in research and teaching assistantships at a recommended average level of 10 hours per week *throughout the academic year of 4 quarters* aiming for a mix of roughly half RA, half TA. A regular TA assignment is two sections of one MBA course, supplemented if needed with exam-only-grading. Additional grading would be for additional pay (“ad-pay”). It is fine to work more hours some quarters and less during others, as positions related to teaching and grading will often demand this. Students who have advisors typically are TAs for their advisor. We will coordinate equitable (workload balanced) TA-assignments in Fall quarter, but it's a good idea that second years divide the core and elective MBA courses among them so there is continual rotation and senior PhD students can coach junior students.

This work requirement is formally a condition of the fellowship support. The work requirements for students who do not receive fellowship support from Northwestern will be



specified in writing by the PhD Program Directors at the time of admission, or when the funding is acquired if it is after the admission decision.

## 2.4 Milestone 2: Second Year Qualifying Examination and Candidacy:

To encourage and demonstrate the transition from coursework to research, students are required during the second year to carry out a research project and pass an oral *Qualifying Exam* on that project. Specifically:

- By fall quarter of the second year, a student must identify a faculty member to serve as the supervising faculty member for their second-year project. They must inform the PhD Program Director of their supervisor by September 30 of the second year.
  - The timeline above represents the *latest* to accomplish these tasks. Students are strongly encouraged to move their research project forward as early as possible.
  - The faculty member supervising the second-year project may, but is not assumed to, ultimately serve as a student's dissertation committee chair.
- By September 30 of the start of the third year, students must present their research project to a committee consisting of the project supervisor and at least two other Operations faculty members.
  - The date of the presentation must be set by Aug. 15 at the latest.
  - Students must inform the PhD Program Director via GSTS of the date of their presentation and their committee members by Aug. 15.
  - At least two weeks before their presentation, students must send their committee members a six-page extended abstract describing their project's aims and methodology and progress to date. Students must also submit the extended abstract to the PhD Program Director via GSTS
  - Students should plan on a 45-minute presentation
- The faculty member supervising the second-year project is responsible for submitting the committee evaluation of the project (High Pass, Pass, Low Pass or Fail) to the PhD Program Director.

Upon successful passing of these summer paper requirements and receiving written approval by the summer paper committee chair and maintaining a 3.0 GPA in coursework taken during participation in the Operations PhD Program, the student is admitted to Candidacy.

Students who do not meet deadlines and degree requirements may face **academic probation** and/or risk **exclusion** from the PhD Program.

## 2.5 Summer Research Activity

Students are expected to be involved in research in their second summer to write their summer paper. If students are not working on their own, under the guidance of a faculty member, and are having trouble connecting with a faculty member on their own, they should see the PhD Program Director early in the Spring quarter.

Doctoral students are expected to be on campus full time and involved in the research and teaching activities of the department throughout the year, including summer

quarter. **Students who will be away from campus for more than three (3) weeks during an academic quarter need the approval of their PhD Director and dissertation advisor, if students have a dissertation advisor at this point in their studies.** Unexcused absences may lead to **academic probation** and/or **exclusion** from the PhD Program.

## **2.6 Activity Report and Milestone Tracking on GSTS**

Before the end of their second academic year, second year PhD students are required to submit an annual activity report, including summer activity, and keep their record current on the [Graduate Student Tracking System GSTS](#). The activity report is considered as part of qualifying for next-year funding.

## **2.7 Progress Guidelines**

Second-year students' progress is measured by their course grades, their research (specifically, their second-year papers), and their integration into the research and teaching environment through seminar attendance and RA/TA work. Students must maintain at least a 3.0GPA, pass the second-year qualifying exam before the start of the 3rd year, and fulfill their field course and seminar attendance requirements to be in good academic standing. Students who are not in good standing at any point must meet regularly with the PhD Program Director to ensure that they return to good standing as soon as possible. A student who is not in good academic standing at the end of the second year is at risk for exclusion from the program.

## **2.8 Elective MBA Operations Courses**

Students are strongly encouraged to get familiar with at least one MBA OPNS elective to increase their exposure to MBA curriculum and teaching. (Register before MBA enrollment via the Doctoral Office, or as independent study.) TAing a course is a good way to do this. Such opportunities are available on a regular basis. Please see the program Director (or other faculty in OPNS group) if you are looking for such opportunities.

### **3 Requirements and Guidelines for Students in the third-year and above**

Students in their third year and higher are trained to become independent researchers. (Students can still take PhD or MBA courses through year 5 upon permission of the DGS.) This process culminates in the Doctoral Dissertation, which should demonstrate “mastery.” Doctoral candidates should think in terms of their *personal brand* to convey their mastery, which can be in a topic (“retail expert” who could use the appropriate research method for the problem at hand) or a methodology (“stochastic control or empirical expert” who could apply that methodology in possibly distinct topics). The principal advisor typically aligns with the expertise sought and additional faculty advisors help with breadth or depth.

#### **3.1 Coursework**

Typically the entire focus from the third-year on is on research but third-year students are required to take one advanced OPNS PhD course in Fall quarter, if one is offered.

#### **3.2a Dissertation Committee**

Students in their third year must choose a dissertation advisor, form a Dissertation Proposal Committee and formulate and defend a dissertation proposal. Students should notify the PhD Program Director in writing when they form their Dissertation Proposal Committee.

Dissertation committees are reviewed and approved by the senior associate dean for faculty and research. The committee consists of at least four tenure-track/research faculty members, at least three of whom are on the Kellogg faculty. At least one member of the committee must be outside the student's program. The committee chair and at least one other member must be from The Graduate School faculty, and the chair and at least one other committee member are expected to hold appointments in the student's program to ensure that half of the committee members represent the student's program. Usually one member of the committee represents the student's minor field of study.

The dissertation committee chair and at least one other dissertation committee member must be faculty members of the Operations department.

The committee member(s) from outside the Operations Department must be either:

1. a faculty member from outside the department or outside of the Kellogg School, but within Northwestern University, or
2. a faculty member from outside Northwestern who has a permanent appointment (tenure-track, a research professor) at another university and who supervises doctoral students as they complete their dissertations.

Please note that a faculty member with a joint appointment spanning two Kellogg departments, one of which is within the student's own program, cannot be used as someone from outside the student's program.

### **3.2b Milestone 3: Dissertation Proposal**

After completing the coursework and the written qualifying examination, a student takes an oral examination in which he or she proposes a dissertation topic or other substantive piece of research, discusses its significance, and explains the research methods to be used and any preliminary results of the paper(s).

Students must form their dissertation committee and schedule their dissertation proposal no later than September 15 prior to the beginning of the fourth year in the program, and propose no later than December 15 of that year.

The usual format is a 1hr dissertation proposal meeting that features a 30-40min presentation complemented with questions and discussions by the Dissertation Committee. The presentation should start with a research overview accessible to a non-expert (“elevator pitch”), discussion of the contribution relative to the literature, coverage of work accomplished so far, and clear timeline with milestones of work remaining for the dissertation. The candidate should discuss this presentation in advance with the Dissertation Advisor and upload the presentation, together with relevant paper(s), on the Graduate Student Tracking System.

Students who do not meet predetermined deadlines and degree requirements may face **academic probation** and/or risk **exclusion** from the PhD Program.

### **3.3 Research and Teaching Assistantships**

Third-year students must satisfy the same research and teaching assistantship requirements as second-year students (see 3.3 above).

### **3.4 Third-year Student Research Seminar**

Third year students are strongly encouraged to give a research seminar in the weekly Operations Seminar Series.

### **3.5 Seminars**

All PhD students are expected to continue to regularly attend operations seminars as described in Section 2.3.

Students who go on the academic job market must present their research in an Operations research seminar at least once before completing the program. It is recommended that this presentation take place before the academic job market. For most students, this means by the end of October in the year they are on the market.

### 3.6 Activity Report and Milestone Tracking on GSTS

Before the end of each academic year, third-year and above PhD students are required to submit an annual activity report, including summer activity, and keep their record current on the Graduate Student Tracking System GSTS.

In addition, students in their third year and up will participate in Review Day with the operations faculty and PhD students. Students will be given at least two-weeks notice of the date and the time they are expected to participate in Review Day. Students in their third year or higher must submit one PowerPoint slide at least two days before they are supposed to participate. The slide will cover what work they have done over the academic year. It should also include the status of any submitted papers. At their appointed time students will have three minutes to present their accomplishments.

### 3.7 Summer Research Activity

Doctoral students are expected to be on campus full time and involved in the research and teaching activities of the department throughout the year, including summer quarter. **Students who will be away from campus for more than three (3) weeks during an academic quarter need the approval of their PhD Director and dissertation advisor, if students have a dissertation advisor at this point in their studies.** Unexcused absences may lead to **academic probation** and/or **exclusion** from the PhD Program.

### 3.8 Milestone 4: Dissertation and Final Oral Examination

Students should plan to finish the program in four or five years. Students should discuss their progress towards completion regularly with their dissertation advisor(s).

Each candidate must complete a dissertation demonstrating original and significant research and must pass a final oral examination on the dissertation.

The Dissertation must be defended in front of the Dissertation Committee and accepted by The Graduate School. The rules for the Dissertation Committee composition and approval are the same as for the Dissertation Proposal Committee, and once again, the Kellogg Senior Associate Dean for Faculty & Research must approve the committee. These two committees need not have the same members (though they typically do).

The usual format of the dissertation defense starts with a 30min in-person presentation that is open to the public (the candidate should include in the invitation all OPNS PhD students and faculty), followed by a 20min oral examination by the Dissertation Committee (members of which may provide exam questions in advance) that is closed to the public, and finished by deliberation by the Dissertation Committee. In addition to the public presentation and the private examination, we encourage the PhD Candidate to view the PhD Dissertation Defense as serving a third role: the celebration of finishing the PhD journey. Invite also your friends and loved ones!

The candidate should discuss this presentation in advance with the Dissertation Advisor and

will upload the presentation on the Graduate Student Tracking System.

Students should also be aware that the academic job market takes place in the Fall and Winter for jobs starting the following academic year. This means that it is necessary to have at least one strong piece of original research ready to use as a job market paper by, at the latest, October of their final year in the program.

It is also essential for any student who is even remotely considering being on the job market to discuss this with their advisor and notify a PhD Program Director by the beginning of the summer before.

### **3.9 Progress Guidelines**

Third-year students' progress is measured by their research progress (judged by their advisors), their integration into the research and teaching environment through seminar attendance and RA/TA work, and, most importantly their dissertation proposal defense. Students must successfully propose before the start of the fourth year and must have performed satisfactorily in the other aspects to be in good standing. A student who is not in good academic standing at the end of the third year or at any time during the fourth and later years may be excluded from the program.

In the fourth and later years, good academic standing requires ongoing, substantial progress towards completion of the dissertation. The chair of the dissertation or dissertation proposal committee must certify, on the annual Activity Report, that substantial progress is being made.

### **3.10 Funding**

For students in good academic standing funding is provided for up to five years. For students in their sixth year and beyond, no systematic funding program beyond health insurance should be expected.

### **3.11 Degree Completion**

The Graduate School has set a maximum time limit of nine years for successful completion of the dissertation. For more details, see [The Graduate School Catalog](#).

## **4 Research Support**

The Operations Department, in conjunction with the Kellogg and the Graduate School, is committed to providing [research support to PhD students](#). This includes a [computer subsidy](#) and [conference travel funding](#), in addition to providing a limited supply of computers, software, office space, basic office supplies, and photocopying.

Kellogg doctoral students may apply for additional research funding, such as data, software, and research assistants. Applications are submitted and reviewed by each student's director

of graduate study (DGS), the student's main advisor, the faculty director for the PhD Program, and, when appropriate, Kellogg's senior associate dean for faculty and research. Kellogg doctoral students may apply for additional research funding, such as data, software, experimental research/subject fees, and research assistants. Submitted applications must be approved by the student's advisor, the faculty director of the PhD program and, in some instances, Kellogg's senior associate dean for faculty and research.

## **5 Dismissal (Exclusion)**

While every effort is made to admit only students who can satisfactorily complete our program, some students are occasionally dismissed (excluded) from the program. Failure to pass the Preliminary or Qualifying Examinations and failure to satisfactorily propose are the most common reasons for dismissal. In the event the PhD Program Director determines that a student has failed their Preliminary or Qualifying Examination or otherwise failed to meet their academic requirements, or in the event the proposal committee decides that a student has not met the proposal requirements, a committee consisting of the PhD Program Director, the faculty who teach in the PhD program, and the proposal committee (if relevant) will evaluate whether the student should be asked to leave the program. All recommendations to dismiss a student will also be reviewed by the Kellogg Associate Dean of Faculty. This committee will also evaluate whether students who are asked to leave the program have met the requirements for a master's degree described in 2.8. The Graduate School may set additional requirements for the Master's degree.

## 6 Nondiscrimination Statement

Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, pregnancy, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship status, veteran status, genetic information, reproductive health decision making, or any other classification protected by law in matters of admissions, employment, housing, or services or in the educational programs or activities it operates. Harassment, whether verbal, physical, or visual, that is based on any of these characteristics is a form of discrimination. Further prohibited by law is discrimination against any employee and/or job applicant who chooses to inquire about, discuss, or disclose their own compensation or the compensation of another employee or applicant.

Northwestern University complies with federal and state laws that prohibit discrimination based on the protected categories listed above, including Title IX of the Education Amendments of 1972. Title IX requires educational institutions, such as Northwestern, to prohibit discrimination based on sex (including sexual harassment) in the University's educational programs and activities, including in matters of employment and admissions. In addition, Northwestern provides reasonable accommodations to qualified applicants, students, and employees with disabilities and to individuals who are pregnant.

Any alleged violations of this policy or questions with respect to nondiscrimination or reasonable accommodations should be directed to Northwestern's Office of Equity, 1800 Sherman Avenue, Suite 4-500, Evanston, Illinois 60208, 847-467-6165, [equity@northwestern.edu](mailto:equity@northwestern.edu).

Questions specific to sex discrimination (including sexual misconduct and sexual harassment) should be directed to Northwestern's Title IX Coordinator in the Office of Equity, 1800 Sherman Avenue, Suite 4-500, Evanston, Illinois 60208, 847-467-6165, [TitleIXCoordinator@northwestern.edu](mailto:TitleIXCoordinator@northwestern.edu).

A person may also file a complaint with the Department of Education's Office for Civil Rights regarding an alleged violation of Title IX by visiting [www2.ed.gov/about/offices/list/ocr/complaintintro.html](http://www2.ed.gov/about/offices/list/ocr/complaintintro.html) or calling 800-421-3481. Inquiries about the application of Title IX to Northwestern may be referred to Northwestern's Title IX Coordinator, the United States Department of Education's Assistant Secretary for Civil Rights, or both.