

The background of the top half of the page features a warm, golden-yellow gradient. Overlaid on this are several dark, semi-transparent silhouettes of human figures. Each figure is holding a large puzzle piece, and the pieces are arranged in a way that suggests they are being assembled into a larger picture. The silhouettes are positioned in the upper half of the frame, with some overlapping.

# Career Plans 2006

**John F. Kennedy School of Government | Harvard University**

**LINK**

**TO**

**LEADERS**

*public | private | nonprofit | international*

# Class of 2006

The following report on the Class of 2006 is based on data collected from June through September 2006. A variety of data collection techniques were employed, including an exit survey taken by Career Services in June and an e-mail outreach effort over the summer and into September. Interviews with program directors were also conducted to gain data based on personal knowledge of individual members of the class. The overall response rate was 82%.

## Observations and Trends: Overall

The majority of Kennedy School students graduating in 2006 (60%) continued to choose positions in the public or non-profit sector and, as in years past, showed a significant preference for federal/national government work. Of particular note during this past year:

- Interest in federal government work held reasonably steady (28.4%) after an expected drop-off from the post 9/11 surge — this despite the fact that the assumed best route into U.S. federal government, the Presidential Management Fellows Program, continued to be a challenging and frequently disappointing process for all.

- Nonprofit/NGO employment reached a 7-year low (17.5%), trending down across all degree programs but most pronounced among MPA graduates (16.5% — a 12-year low) and MPA2's, where the increase in joint degree candidates was likely a factor.
- The proportion of private sector placements reached a 10-year high (39.5%) but with a distinctly public orientation to most positions. Non-consulting jobs increased significantly in areas as diverse as corporate social responsibility work and public finance.
- Internationally, a growing portion of new Kennedy School graduates landed in Asia, reflecting both the make-up of the grad-

uating class as well as attractive opportunities in that region.

- Outside the U.S. federal government and other national governments, top employers in 2006 included: The World Bank, United Nations, New York City government, Boston city government, Booz Allen Hamilton, Citigroup and McKinsey & Co.
- Reflecting the unusually diverse nature of Kennedy School student interests, it was particularly noteworthy that, excluding federal and national governments, over 250 employers were recorded for the Class of 2006; only 10% employed more than one Kennedy School graduate.

### **MPPs**

The majority of the MPP 2006 class entered federal, state or local government with more than two-thirds of those accepting positions in federal government, similar to previous years. Preference continued to be given to positions in defense, diplomacy, national security and international security agencies. The number of graduates entering the private sector held firm at just under 32% with most opting for consulting (40%) or finance (30%). Other private sector positions included communications, law and energy.

### **MPA/MC**

The number of MPA/MC graduates entering or returning to the public sector in 2006 was consistent with years past at nearly 60%. The most significant shift: more than one quarter of the class accepted jobs in the private sector, the highest reported level in over 10 years. A limited number of those same positions were with consulting firms focused on the public sector. The remainder were scattered in a variety of different industries — finance, law and energy, among others — but most with some public service dimension. As in past years, approximately one half of the midcareer class built on their current career focus to assume new responsibilities with their pre-Kennedy School employers; the other 50% engaged in wholly new opportunities.

## **MPA2**

The number of joint or concurrent degree MPA2 students continued to grow in 2006, representing half of this year's class (80% MBA and 20% JD) and affecting employment statistics accordingly. Interest in public sector jobs fell to its lowest level in more than 10 years (22.9%) with private sector placements rising correspondingly to their highest level in the same period (68.6%). Consulting jobs represented almost half of these same positions with the balance spread amongst a range of firms and industries.

## **MPA/ID**

As has typically been the case given the international nature of the program, the MPA/ID class of 2006 was very global in its make-up, consisting of 61 graduates from 28 countries. Not surprisingly, the employment plans for these graduates was equally international: by October, close to 80% of the class were employed in 20 countries and an additional 13% were continuing their studies, most often in the United States.

The public and NGO sectors continued to be the first choice of the majority of MPA/ID graduates (54.5%) although the trend was down yet again, reaching its lowest level since 2001. As before, The World Bank Group ranked as the largest single employer with 10% of graduates

working there. MPA/IDs continued to gravitate to private sector jobs with 45% accepting offers in this area, the highest rate in the program's six year history. Approximately one third of these positions were with consulting firms with public and private clients in Asia, Europe, Africa, North and South America.

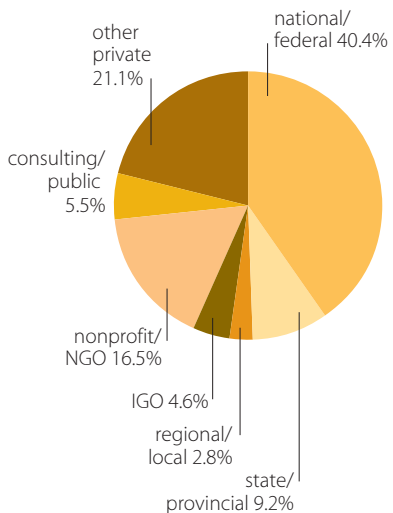
*Prepared by Office of Career Services*

## Contents

Class of 2006 .....	1
<b>Class of 2006 employment demographics</b>	
MPA/MC .....	5
MPP .....	6
MPA2 .....	7
MPA/ID .....	8
Annual median salary .....	9
Location .....	10
<b>Employers</b>	
United States .....	12
International .....	13

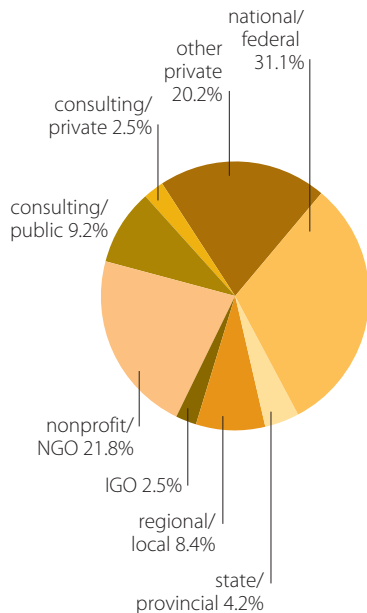
## Class of 2006 employment demographics

August 2006



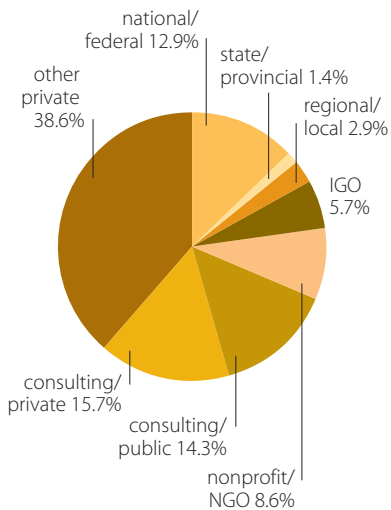
MPA/MC	1997	1998	1999	2000	2001	2002	2003	2004	2005*	2006
Public/overall	59.4%	57.6%	62.0%	61.1%	62.6%	61.3%	54.9%	53.2%	55.6%	<b>56.9%</b>
National/federal	39.6%	34.3%	39.0%	44.4%	44.3%	42.3%	36.8%	37.3%	44.3%	40.4%
State/provincial	7.3%	7.1%	9.0%	6.3%	9.2%	12.6%	9.0%	3.2%	5.7%	9.2%
Regional/local	5.2%	8.1%	7.0%	6.9%	3.1%	0.9%	5.3%	7.0%	4.7%	2.8%
Inter-governmental organizations	7.3%	8.1%	7.0%	3.5%	6.1%	5.4%	3.8%	5.7%	0.9%	4.6%
Nonprofit/NGO	20.8%	23.2%	16.0%	19.4%	26.7%	23.4%	24.1%	22.8%	22.6%	<b>16.5%</b>
Private/overall	19.8%	19.2%	22.0%	19.4%	10.7%	15.3%	21.1%	24.0%	21.7%	<b>26.6%</b>
Consulting/public	n/a	3.0%	4.0%	3.5%	1.5%	1.8%	2.3%	6.3%	5.7%	5.5%
Consulting/private	n/a	2.0%	2.0%	4.2%	1.5%	0%	5.3%	1.9%	0.9%	0.0%
Other private	n/a	14.1%	16.0%	11.8%	7.6%	13.5%	13.5	15.8%	15.1%	21.1%

\* When making cross-year comparisons, note that collection of and reporting on class of 2005 data was, on average, eight to nine weeks earlier than in previous years due to the August 2005 departure of the career services director.



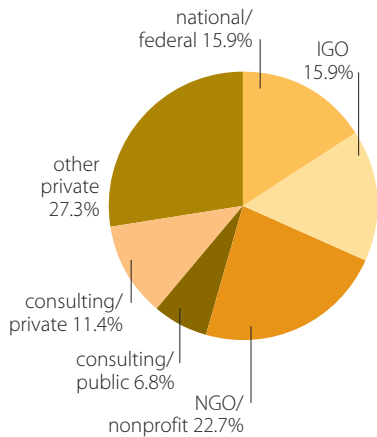
<b>MPP</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005*</b>	<b>2006</b>
Public/overall	33.7%	46.2%	51.5%	33.6%	40.5%	63.2%	57.9%	40.2%	42.6%	<b>46.2%</b>
National/federal	22.5%	29.0%	39.4%	24.3%	30.6%	53.9%	46.3%	23.9%	25.0%	31.1%
State/provincial	2.2%	6.5%	2.0%	0.9%	4.5%	1.3%	4.2%	3.3%	3.8%	4.2%
Regional/local	6.7%	4.3%	6.1%	6.5%	2.7%	5.3%	4.2%	7.6%	11.3%	8.4%
Inter-governmental organizations	2.2%	6.5%	4.0%	1.9%	2.7%	2.6%	3.2%	5.4%	2.5%	2.5%
Nonprofit/NGO	15.7%	14.0%	10.1%	24.3%	20.7%	19.7%	22.1%	31.5%	25.0%	<b>21.8%</b>
Private/overall	50.6%	39.8%	38.4%	42.1%	38.7%	17.1%	20.0%	28.3%	32.6%	<b>31.9%</b>
Consulting/public	n/a	7.5%	11.1%	13.1%	19.8%	2.6%	4.2%	12.0%	10.0%	9.2%
Consulting/private	n/a	11.8%	13.1%	15.9%	4.5%	5.3%	5.3%	6.5%	8.8%	2.5%
Other private	n/a	20.4%	14.1%	13.1%	14.4%	9.2%	10.5%	9.8%	13.8%	20.2%

\* When making cross-year comparisons, note that collection of and reporting on class of 2005 data was, on average, eight to nine weeks earlier than in previous years due to the August 2005 departure of the career services director.



MPA2	1997	1998	1999	2000	2001	2002	2003	2004	2005*	2006
Public/overall	44.2%	37.1%	32.0%	47.5%	28.3%	50.0%	47.3%	48.2%	30.2%	<b>22.9%</b>
National/federal	22.1%	17.5%	27.8%	27.1%	21.7%	47.6%	36.4%	33.3%	23.3%	12.9%
State/provincial	0%	11.3%	0%	3.4%	0%	0%	0%	7.4%	2.3%	1.4%
Regional/local	5.8%	4.1%	4.1%	6.8%	2.2%	0%	1.8%	1.9%	0.0%	2.9%
Inter-governmental organizations	16.3%	4.1%	0%	10.2%	4.3%	2.4%	9.1%	5.6%	4.7%	5.7%
Nonprofit/NGO	11.6%	15.5%	4.1%	15.3%	19.6%	7.2%	20.0%	9.3%	<b>16.3%</b>	<b>8.6%</b>
Private/overall	44.2%	47.4%	63.9%	37.3%	52.2%	42.9%	32.7%	42.7%	<b>53.5%</b>	<b>68.6%</b>
Consulting/public	n/a	4.1%	0%	5.1%	10.9%	2.4%	9.1%	5.6%	7.0%	14.3%
Consulting/private	n/a	20.6%	36.1%	15.3%	8.7%	19.0%	1.8%	13.0%	14.0%	15.7%
Other private	n/a	22.7%	27.8%	16.9%	32.6%	21.4%	21.8%	24.1%	32.6%	38.6%

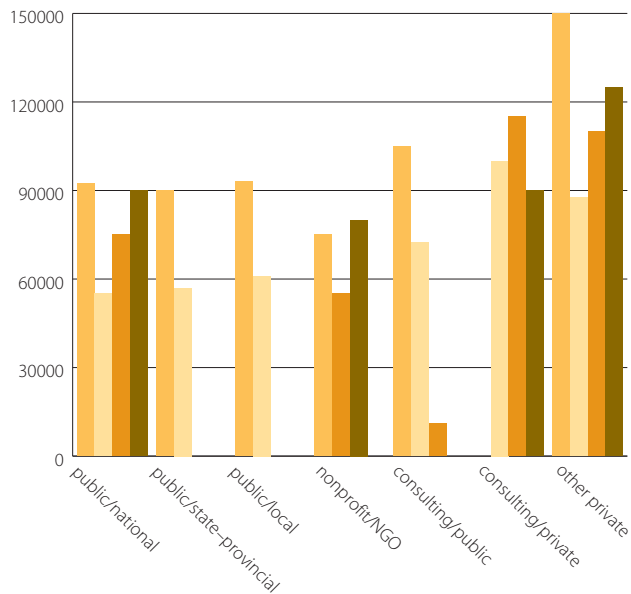
\* When making cross-year comparisons, note that collection of and reporting on class of 2005 data was, on average, eight to nine weeks earlier than in previous years due to the August 2005 departure of the career services director.



MPA/ID	2001	2002	2003	2004	2005*	2006
Public/overall	41.7%	50.0%	55.7%	52.9%	33.4%	<b>31.8%</b>
National/federal	13.9%	20.6%	27.9%	15.7%	10.3%	15.9%
State/provincial	0%	0%	0%	3.9%	0.0%	0.0%
Regional/local	0%	0%	0%	3.9%	0.0%	0.0%
Inter-governmental organizations	27.8%	29.4%	27.9%	29.4%	23.1%	15.9%
Nonprofit/NGO	16.7%	26.5%	21.3%	19.6%	28.2%	<b>22.7%</b>
Private/overall	41.7%	23.5%	23.0%	27.5%	38.5%	<b>45.5%</b>
Consulting/public	19.4%	2.9%	6.6%	5.9%	10.3%	6.8%
Consulting/private	2.8%	5.9%	6.6%	9.8%	12.8%	11.4%
Other private	19.4%	14.7%	9.8%	11.8%	15.4%	27.3%

\* When making cross-year comparisons, note that collection of and reporting on class of 2005 data was, on average, eight to nine weeks earlier than in previous years due to the August 2005 departure of the career services director.

## Annual median salary\*

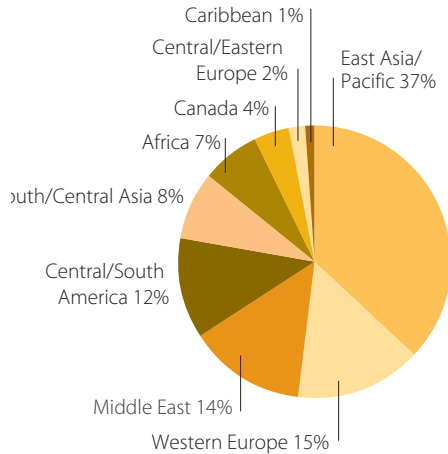


	MPA/MC	MPP	MPA2	MPA/ID
Public/national	\$92,500	\$55,000	\$75,000	\$90,000
Public/state-provincial	\$90,000	\$57,000	n/a	n/a
Public/local	\$93,000	\$61,000	n/a	n/a
Public/IGO	n/a	n/a	n/a	n/a
Nonprofit/NGO	\$75,000	\$55,000	\$80,000	n/a
Consulting/public	\$105,000	\$72,500	\$110,000	n/a
Consulting/private	n/a	\$100,000	\$115,000	\$90,000
Other private	\$150,000	\$87,500	\$110,000	\$125,000

\* Based upon 204 reports. Salaries for positions within developing countries have not been included. Cells with fewer than 3 reports have also not been included.

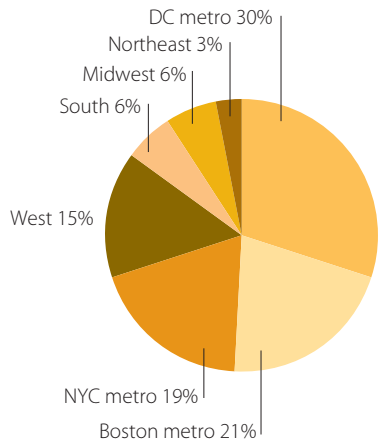
■ MPA ■ MPP ■ MPA2 ■ MPA/ID

## Location



## International

- |              |           |              |                      |
|--------------|-----------|--------------|----------------------|
| Africa       | Ghana     | Madagascar   | Thailand             |
| Australia    | Greece    | Mexico       | Turkey               |
| Austria      | Hong Kong | New Zealand  | Uganda               |
| Bahrain      | India     | Nicaragua    | United Arab Emirates |
| Brazil       | Indonesia | Pakistan     | United Kingdom       |
| Burkina Faso | Ireland   | Peru         | Venezuela            |
| Canada       | Israel    | Philippines  | Vietnam              |
| Chile        | Italy     | Serbia       |                      |
| China        | Jamaica   | Singapore    |                      |
| Colombia     | Japan     | South Africa |                      |
| Egypt        | Jordan    | South Korea  |                      |
| Athiopia     | Kenya     | Switzerland  |                      |
| Fiji         | Korea     | Taiwan       |                      |
| Germany      | Lebanon   |              |                      |
|              | Macedonia |              |                      |



### United States

- |                      |               |
|----------------------|---------------|
| Arizona              | Massachusetts |
| California           | Minnesota     |
| Colorado             | New Hampshire |
| Connecticut          | New York      |
| District of Columbia | North Dakota  |
| Delaware             | Ohio          |
| Florida              | Pennsylvania  |
| Georgia              | Texas         |
| Hawaii               | Virginia      |
| Illinois             | Washington    |
| Maine                | Wisconsin     |
| Maryland             |               |

## Employers (by location of employment)

### United States

#### Public Sector

California Public Utilities Commission  
Centers for Disease Control and Prevention  
City of Concord, Massachusetts  
City of Boston, Massachusetts  
City of Somerville, Massachusetts  
City of San Jose, California  
City of Long Beach Unified School District, California  
Colorado Department of Transportation  
Defense Threat Reduction Agency  
Estrella Mountain Community College  
Harry Mitchell for Congress  
Hennepin County, Minnesota  
IFC (International Finance Corporation)  
IFC, Foreign Investment Advisory Services (FIAS)

Inter-American Development Bank  
Massachusetts Department of Correction  
Massachusetts Environmental Trust  
Minnesota Board of Public Defense  
Minnesota Department of Health  
Minnesota House of Representatives  
Mountain View School District, California  
New Mexico Senate  
New York City Department of City Planning  
New York City Department of Education  
New York City Department of Parks & Recreation  
New York City Deputy Mayor of Health and Human Services  
New York City Office of Citywide Health Insurance Access  
New York City Police Department  
Ohio State University  
U.S. Air Force  
U.S. Army

U.S. Coast Guard  
U.S. Court of Appeals for the Second Circuit, Honorable Reena Raggi  
U.S. Department of Defense  
U.S. Department of Homeland Security  
U.S. Department of State  
U.S. District Court, Honorable Lawrence McKenna  
U.S. Federal Aviation Administration  
U.S. Federal Bureau of Investigation  
U.S. Federal Emergency Management Agency  
U.S. Federal Reserve Bank of Boston  
U.S. Federal Reserve Bank of New York  
U.S. Federal Reserve Bank of San Francisco  
U.S. Federal Reserve Board  
U.S. Government Accountability Office  
U.S. Intelligence Community  
U.S. Millennium Challenge Corporation  
U.S. Navy

U.S. Ninth Circuit Court of Appeals  
U.S. Office of Management and Budget  
U.S. Senate  
U.S. Senate, Office of Senator Barack Obama  
U.S. Senator, Office of Evan Bayh  
U.S. Social Security Administration

#### Nonprofit Sector

American Academy of Periodontology  
American College of Surgeons  
American Red Cross of Massachusetts Bay  
Annie E. Casey Foundation  
Archibald Bush Foundation  
Bill and Melinda Gates Foundation  
Boston College, The Center for Corporate Citizenship  
Cambridge Vineyard Church  
Catalyst

Center for Women & Enterprise  
Coalition for Buzzards Bay  
Community Builders  
Community Voices Heard  
Dartmouth Medical School  
Environment Law Institute  
Genocide Intervention Network  
Global Fund for Children  
H.A.N.D. Foundation  
Harvard University  
Hawai'i Arts Alliance,  
The ARTS at Marks Garage  
Heartland Alliance  
Initiative for Inclusive Security  
Kaiser Family Foundation  
KIPP New Orleans West Charter School  
MIT Poverty Action Lab  
National Resources Council of Maine  
NDN  
New England Healthcare Institute

New Profit Inc.  
Partnership for New York City  
Pathways PA  
Prometheus Institute  
Sudden Cardiac Arrest Association  
The Bridgespan Group  
Tribal Law and Policy Institute  
United Way of Massachusetts Bay  
University of California San Diego,  
Moore's Cancer Center  
University of Cincinnati Medical Center  
University of Miami  
World Resource Institute

### **Private Sector**

Accenture  
AHL Carbono  
Boston Consulting Group  
Avanti Metals Corporation  
BAE Systems

Bain & Company  
McKinsey & Company  
Berkeley Policy Associates  
Booz Allen Hamilton  
Boston Consulting Group  
Bridgewater Associates  
Catalyst Health and Technology Partners  
Citigroup  
Clear Gottleib Steen and Hamilton  
Deloitte Consulting  
Deutsche Bank  
EDAW  
Emergence Energy  
Esther, Inc  
Eton Park Capital Management  
Eurasia Group  
FairMarket Financial  
Foundation Strategy Group  
Freedman Consulting LLC  
General Atlantic Partners  
Gibson, Dunn & Crutcher  
Goldman Sachs and Co.

Google  
Gordian Group  
Granite Construction  
Hilda Zacarias Consulting  
Holland & Knight LLP  
IBM Global Services  
IMG  
Jones Lang LaSalle  
JP Morgan  
KPMG LLP  
Latham & Watkins  
Lehman Brothers  
McKinsey & Company  
Mintz Levin  
Morgan Stanley  
Mount Auburn Hospital  
MTV  
Netspend  
Northrop Grumman  
One East Capital Advisors  
Profero Management & Holdings, LLC

ProMerica Bank  
PRTM  
Renesis Therapeutics, Inc.  
Ropes & Gray  
Rubicon Energy  
Stealth Mode Online Media Startup  
Symantec Corporation  
Teleos Leadership Institute  
The Flowers Counsel Group, LLC  
The Related Group  
The Straits Times  
Tufts Health Plan  
UBS Investment Bank  
Viacom Boston  
Westport Point Capital  
Yahoo! Inc.

## International

### Public Sector

Agriculture and Agri-food Canada  
Brazilian Embassy, Singapore  
Brazilian Development Bank  
Brazilian Ministry of Foreign Affairs  
China, Ministry of Commerce  
China, Ministry of Culture  
City of Herzliya, Israel  
Dubai School of Government  
Forfas, National Competitiveness  
Council, Ireland  
Fulbright/IIE/U.S. State Department, Israel  
Foreign Ministry, Germany  
Government of Israel  
Government of Jordan  
Government of Rajasthan India  
Government of Singapore  
National Health Group, Singapore

Government of Tamilnadu, India  
Hellenic Navy  
Hong Kong Government  
India, Department of Income Tax  
India, Ministry of Commerce  
India Police Service  
Israel, Central Bureau of Statistics  
Israel, Defence Force  
Israel, Ministry of Defense  
Israel, Ministry of Health  
Israel, Ministry of Justice  
Israel, Second Authority for  
Television and Radio  
Japan Bank for International Cooperation  
Japan, Ministry of Economy,  
Trade and Industry  
Japan, Ministry of Foreign Affairs  
Japan, Ministry of Internal Affairs  
Japan, Ministry of Land,  
Infrastructure and Transport  
New Zealand, Ministry of Foreign  
Affairs and Trade

Nicaragua, Ministry of Defense  
Macedonia, Parliament of the Republic  
Peru, Ministry of the Economy  
Reserve Bank, Australia  
South Korea, Uri Party  
Singapore Monetary Authority  
Singapore Police Force  
South Korea, Ministry of Agriculture  
and Forestry  
South Korea, Ministry of Commerce,  
Industry and Energy  
South Korea, Ministry of Finance  
and Economy  
South Korea, Ministry of Unification  
State Bank, Pakistan  
State Government of Coahuila, Mexico  
State Planning Organization, Turkey  
Transition Team of President-Elect  
Felipe Calderon, Mexico  
United Nations, UNDP Viet Nam  
UNICEF, Uganda

U.S. Department of State, Mexico  
World Bank, Madagascar  
World Food Programme, Kenya

### **Nonprofit/NGO**

Addis Ababa University, Ethiopia  
British Council, Australia  
Cathedral of Praise, Inc, Philippines  
Center for Indigenous Peoples'  
Autonomy and Development,  
Nicaragua  
CSIS, Indonesia  
Dreams InDeed International, Jordan  
Fulbright Economics Teaching Program,  
Vietnam  
Fundacion IDEA, Mexico  
Institute for Financial Management  
and Research, India  
MIT Poverty Action Lab, Africa

Oxford Internet Institute,  
University of Oxford, UK  
Robert Bosch Foundation, Germany  
Schwab Foundation for Social  
Entrepreneurship, Switzerland  
Tsinghua Univ Center for Leadership &  
Innovative Governance, China  
Venezuelan Council for Investment  
Promotion (CONAPRI)  
Ventures in Development, China

### **Private Sector**

Allan Gray, South Africa  
APCO Worldwide, UK  
Apoyo Consultoría, Peru  
Booz Allen Hamilton, Australia  
and Lebanon  
BP, UK  
CANTV, Venezuela  
Cargil, Singapore  
Central Japan Railway Company

Citigroup, Bahrain and Hong Kong  
Corporate Citizenship Limited, Japan  
Databank Financial Services LTD,  
Ghana  
Deloitte & Touche, Canada  
Deutsche Bank, Australia and Japan  
Diageo, Thailand  
Dubai Holding, UAE  
Flucon Equipments, India  
Genesis Analytics, South Africa  
Goldman Sachs & Co., Hong Kong  
Helios Investment Partners, UK  
Humandynamics, Austria  
Innovative Development Strategies,  
Pakistan  
Institute of Management and  
Policy, Japan  
Macmillan Publishers, UK  
McKinsey & Co., Canada/UK/  
Thailand/Germany/South Africa  
Monitor Group, South Korea

Orascom Construction Industries  
(OCI), Egypt  
Orix Corporation, Japan  
OTF Group, Jamaica  
Peacepath Consulting, Italy  
Ripley Corporation, Chile  
San Felipe Development  
Company, Mexico  
Shinhan Macquarie Financial  
Advisory, South Korea  
Solon Management  
Consulting, Germany  
Telus Inc., Canada  
UBS Investment Bank, Switzerland