Making an impact

This report provides a window into the unique career paths of Harvard Kennedy School’s Class of 2017 and how these graduates are making an impact. This snapshot in time illustrates the diversity of our graduates’ skills, interests, professional experiences, and where they work and call home—all while advancing knowledge and strengthening public policy, public services, and public leadership around the world.

Class of 2017
538 Graduates*

*These 538 graduates received their degrees in May 2017.
Class of 2017 Highlights

538 graduates are working in 52 countries and territories, 30 U.S. states, and in Washington, DC.

98 countries represented in this class

Some top destinations:

**THE U.S. FEDERAL GOVERNMENT**
46 are working in the U.S. federal government in 17 departments and agencies. The U.S. federal government continues to be the top employer of our graduates.

**INTERNATIONAL DEVELOPMENT**
The World Bank and Inter-American Development Bank are top international development employers, each engaging 10 of our graduates.

**CONSULTING**
88 graduates reported public, private, and nonprofit consulting roles with 32 firms in 23 countries.

2 Current White House Fellows are HKS graduates
One from the Class of 2017. More than 1,000 candidates apply to this prestigious fellowship—with only 14 selected this year.

10+ reported immediate plans to run for elected office.

96% of respondents reported they were employed, running for elected office, or continuing their education.

84% of employers engaged only one graduate, reflecting the diverse career trajectories of our alumni.

9 are finalists for the competitive U.S. Presidential Management Fellowship Program. Five HKS graduates are currently serving in the U.S. federal government as PMF Fellows.

10+ reported immediate plans to run for elected office.

Jump in nonprofit/NGO employment among our graduates, most noticeably in the MPP and MPA/ID Programs.

Our process: Numbers provided in this report have been rounded up/down, when necessary, to help simplify reporting. The HKS Office of Career Advancement (OCA) collected data from March through October 2017 using a variety of techniques, including an exit survey and follow-up survey in September as well as individual email inquiries. Ninety-two percent of the class of 2017 May graduates provided responses.

**Our Graduates’ Salaries**

It is an inexact exercise to give an accurate picture of the salaries our graduates earn after attending Harvard Kennedy School. Averages and medians cannot tell the full story. As you will see in the following pages, our graduates are incredibly diverse—from the skills, interests and professional experiences they have, to where they live and work, and their countries of citizenship. Our Office of Career Advancement team works one-on-one with students to navigate their unique situations and help clarify salary expectations and negotiate job offers.

**Joint and Concurrent Degrees**

The two-year MPP, MPA/ID, and MPA programs allow a joint or concurrent track for HKS students to earn a second graduate degree—an MBA, MD, or JD, for example—from a professional school either at Harvard or at a partner academic institution. Twenty-nine percent of the Class of 2017 graduates in our two-year programs undertook a joint or concurrent degree.
Employment Sector
Comparison Over Time

Sixty-three percent of our 2017 graduates reported they were employed in the public and nonprofit/nongovernmental organization (NGO) sectors. This year, we saw an increase in nonprofit employment. Over the past 15 years, two-thirds of our graduates, on average, took positions in the public or nonprofit/NGO sectors immediately after their graduation. Interestingly, there was a notable spike in our graduates entering the public sector after graduation immediately following the September 11, 2001 terrorist attacks as well as in 2008-2009 following the financial crisis and the election of U.S. President Barack Obama.
**MPP**

**Master in Public Policy**

The rigorous two-year MPP Program prepares our students to understand complex global and local policy problems and construct concrete solutions. Through courses, exercises, and fieldwork, MPPs master a conceptual tool kit that draws on the social sciences but is adapted for action. They arrive at HKS committed to improving the world and equip themselves by developing broad-spectrum analytic competency. This translates into intellectual honesty, a hunger for evidence, and the capacity to extract answerable questions from the messy clutter of real-world public problems.
MPA/ID
Master in Public Administration/International Development

The two-year MPA/ID Program trains the next generation of leaders in international development. This economics-centered multidisciplinary program provides our students with meticulous training in analytic and quantitative methods with an emphasis on policy and practice. MPA/IDs demonstrate talent in economics and quantitative analysis as well as leadership potential in international development. Most have at least three years of development-related work experience before coming to HKS, typically in developing or transitional economy countries.

EMPLOYERS OF 2017 MPA/ID GRADUATES

PUBLIC AND IGO

Asian Infrastructure Investment Bank
Brazilian Development Bank
City of Oaxaca, Mexico
Collaborative Africa Budget Reform Initiative
Export-Import Bank of Korea
Government of the Dominican Republic
Government of India
Government of Mexico
Government of Peru
Government of Turkey
Inter-American Development Bank
State of West Virginia
UNESCO Peru
World Bank
Massachusetts Bay Transit Authority

PRIVATE

Boston Consulting Group
Dalberg Global Development Advisors
Disburse
Felton International
McKinsey & Company
Nomura Securities
NIST Capital*
LGAM Advisers
McKinsey & Company
Riverstone Holdings LLC

COLLEGES/UNIVERSITIES

Harvard Kennedy School
Harvard University
MPA
Master in Public Administration

The two-year MPA Program equips seasoned professionals for positions of significant responsibility in the public, private, and nonprofit sectors. Before coming to HKS, our students demonstrate academic distinction, professional accomplishment and promise, graduate-level training, and at least three years of work experience. MPAs have significant latitude in designing their field of study and choose courses from a range of disciplines, and many pursue concurrent degrees in business, law, medicine, design, or another field with one of our 19 partner institutions, including other schools at Harvard.

EMPLOYERS OF 2017 MPA GRADUATES

PUBLIC AND IGO

- Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
- FMO (Dutch Development Bank)
- Government of the Republic of Korea
- United Nations Office for the Coordination of Humanitarian Affairs
- World Bank
- Government of Canada
- State of Utah
- U.S. District Court, South Dakota
- U.S. Small Business Administration

PRIVATE

- Pakistan Microfinance Investment Company Limited
- State Street Global Exchange
- American Tower Corporation
- Accenture
- Bain & Company
- Bank of America Merrill Lynch
- Boston Consulting Group
- Bridgewater Associates
- C3 IoT
- ClimaCell
- Facebook
- Goldman Sachs
- Gree Ventures
- IBM
- Innosight
- JumpYield
- Lenovo
- LVMKR
- McKinsey & Company
- Microsoft Corporation

NONPROFIT/NGO

- Global Alliance for Vaccines and Immunizations
- Karachi United Football Foundation
- Sin Mordaza
- Bridgespan
- Brigham and Women’s Hospital
- The Europe Lab*

COLLEGES/UNIVERSITIES

- Yale University School of Medicine
- Massachusetts Institute of Technology

MPA Employment Sector Comparison Over the Past Five Years

- 81 students
- 56 international
- Representing 31 countries/territories
- Concurrent Degrees
  - 54 Business
  - 4 Law
  - 2 Medicine

EMPLOYMENT SECTOR BREAKDOWN

- Public: 10%
  - National/Regional Government 9%
  - State/Provincial Government 1%
- IGO: 6%
- Nonprofit/NGO: 11%
- Private: 72%
- Unspecified: 1%

MPA graduates who earned concurrent degrees

KEY
*new venture
MPA graduates who earned concurrent degrees

11
12
MC/MPA Mid-Career Master in Public Administration

The intensive one-year MC/MPA Program trains highly accomplished mid-career leaders and professionals to study innovative ways to tackle the world’s most complex public challenges. Our students hone their skills, redefine their career goals, and pursue specialized interests through a flexible curriculum — either at HKS, other Harvard graduate schools, or schools in the Boston area. MC/MPAs come from countries and territories around the world, a range of professions in the public, private, and nonprofit sectors, and go on to become heads of state, cabinet ministers, military officers, diplomats, journalists, chief executives, and nongovernmental organization directors.

**Employment Sector Breakdown**

- **Public**: 46%
  - National/Federal Government: 15%
  - State/Province Government: 6%
  - City/Local Government: 5%

- **IGO**: 8%
  - International

- **Nonprofit / NGO**: 21%
  - National/Federal Government: 35%
  - State/Provincial Government: 6%
  - City/Local/Regional Government: 5%

- **Private**: 23%

- **Unspecified**: 2%

**MC/MPA Employment Sector Comparison Over the Past Five Years**

- **2013**: 59% Public, 11% IGO, 28% Nonprofit/NGO, 4% Private
- **2014**: 58% Public, 12% IGO, 27% Nonprofit/NGO, 3% Private
- **2015**: 57% Public, 11% IGO, 27% Nonprofit/NGO, 4% Private
- **2016**: 56% Public, 12% IGO, 27% Nonprofit/NGO, 5% Private
- **2017**: 54% Public, 11% IGO, 27% Nonprofit/NGO, 6% Private

**Employers of 2017 MC/MPA Graduates**

**Public and IGO**
- Central Bank of Iceland
- Central Bank of Paraguay
- City of Boston, MA
- City of Burlington, VT
- City of New York, NY
- City of San Francisco, CA
- Commonwealth of Massachusetts
- Commonwealth of Virginia
- European Bank for Reconstruction and Development
- Government of Australia
- Government of Brazil
- Government of France
- Government of the Hong Kong SAR
- Government of India
- Government of Japan
- Government of Korea
- Government of Los Angeles, CA
- Government of the Philippines
- Government of Sweden
- Government of the United Kingdom
- Government of Uruguay
- Government of Washington, DC
- Inter-American Development Bank
- Islamic Development Bank
- Khamseh National Bank
- King County METRO
- State of Rhode Island
- U.S. Air Force
- U.S. Army
- U.S. Coast Guard
- U.S. Department of Commerce
- U.S. Department of the Interior
- U.S. Navy
- UNESCO
- UNICEF

**Nonprofit / NGO**
- American Organization for the Advancement of Science
- ANDI Institute
- Brigham & Women’s Hospital
- Brookings Institution
- Centre for Victims of War
- The Collective
- DOJ
- Inter-Agency Network for Education in Emergencies
- International Committee of the Red Cross
- ICRC
- Kids in Crisis
- Social Life Foundation
- Service Employees International Union
- Social Impact Initiative
- Safer Society Foundation
- World Wildlife Fund

**Private**
- Alphabetic LLC
- Amazon
- Arch Resources
- Avid Development
- BCG
- Chan-Zuckerberg Initiative
- Committee for Economic Development
- Deloitte
- Dentsu
- Deloitte
- Deutsche Telekom
- Dentsu
- Frontier Strategy Group

**Colleges / Universities**
- Addis Ababa University
- African Leadership University
- Georgetown University, Walsh School of Foreign Service
- Harvard FXB Center for Health & Human Rights
- Harvard Kennedy School
- Harvard Law School
- Massachusetts Institute of Technology
- Technical University of Madrid
- Technical University of Munich
- University of Notre Dame
- University of Pennsylvania
- University of Texas at Austin
- University of Virginia

**KEY**

- MPP
- MC/MPA
- MPA
- MPA/ID
- USA PERM RES
- ALL PROGRAMS
- SECTOR COMPARISON
- NEW VENTURE
- UNSPECIFIED
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Employment Within the U.S.
Where Class of 2017 graduates reported employment *

*297 GRADUATES REPORTED EMPLOYMENT WITHIN THE U.S.; 291 REPORTED THEIR SPECIFIC U.S. LOCATION.