OFFICE OF CAREER ADVANCEMENT

2015 EMPLOYMENT OVERVIEW
Introduction

This Employment Overview report reflects the diverse employment choices of Harvard Kennedy School (HKS) alumni immediately following their May 2015 graduation. The overview represents a snapshot, not a definitive reflection, of HKS graduates’ varied careers and the professional paths they choose to help serve the public good around the world.

Data reflected in the overview was collected from March through October 2015. The HKS Office of Career Advancement (OCA) used a variety of data collection techniques, including an exit survey and a follow-up survey in September, as well as individual email inquiries. This report includes reports from 89 percent of the May 2015 graduates.

2015 Highlights

554 May graduates

The class reported employment in 67 countries, and in 23 U.S. states and Washington, DC.

57 hired by 22 U.S. departments and agencies

The U.S. federal government remained the top employer of HKS graduates with employment in the federal, legislative, and judicial branches. The World Bank Group and the Inter-American Development Bank were top employers in international development, engaging 15 graduates. Strategy consulting continued to be a draw, with 27 graduates choosing to work with McKinsey & Company and Boston Consulting Group in nine countries.

4 White House Fellows

Four HKS alumni joined the WHF 2015–2016 class.

13 U.S. Presidential Management Fellows Program finalists

Five accepted PMF positions.

4 MPA/ID alumni joined the 2015 World Bank Young Professionals Programme

24 MPA/IDs have been offered positions in the YPP since 2002.

2/3 serving in government and nonprofit/NGO sector positions

96% settled

Graduates reported they were employed, running for elected office, or continuing their education by the end of October.*

85% Employers engaged one graduate

This highlights the diverse interests and career trajectories of HKS graduates.

* 89% of 2015 graduates responded to the graduation survey.
2006–2015 Employment Sector Comparison

Over the past 10 years, the breakdown of employment sectors among our graduates has remained fairly consistent — two-thirds take on positions in the public or nonprofit sectors immediately following graduation. The adjacent bar graph illustrates a noticeable increase in 2009 in the NGO and public sector, following the financial crisis and the 2008 U.S. presidential election.

Employment Sector Comparison

* Data collected annually by October.

Employment Sector and Citizenship

Employment sector comparison between U.S. citizens/Permanent Residents and international students over the past five years.
Class of 2015

Of the some 50 industry or policy areas reported by the Class of 2015, our survey reflected that graduates’ top job focus areas were in policy research/analysis, international development, public administration, health, education, finance, and international affairs/diplomacy. Across years, oca has identified the following policy areas as broadly reflecting the career interests of HKS graduates:
— Energy and Environment
— Finance: Developing and Managing Resources
— Human Rights
— International Development
— International Security
— Social Policy
— Urban Economic Development

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-five percent of 2015 graduates in our two-year programs pursued a joint or concurrent degree. Alumni surveys show our combined degree graduates (particularly those pursuing an MBA) tend to enter the private sector immediately following HKS and later move between sectors over the course of their careers.

Salaries post-HKS

We restrict our analysis to U.S.-based salaries as salary reporting and comparison across countries is challenging, particularly with many graduates employed in the developing world. Of those reporting employment in the U.S., 65 percent of respondents indicated a salary. Within the U.S., location has a significant impact on salary, particularly at the local and state government levels. Salary reporting among our joint and concurrent graduates includes corporate positions as well as clerkships and medical residencies — again reflecting a wide range.

Employment Sector

Reported Salaries

Annual median salary for U.S.-based employment

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>MPP</th>
<th>MPA/ID</th>
<th>MPA</th>
<th>MC/MPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public/National</td>
<td>$60,000</td>
<td>n/a</td>
<td>$88,000*</td>
<td>$107,325</td>
</tr>
<tr>
<td>Public/State</td>
<td>$54,750</td>
<td>n/a</td>
<td>n/a</td>
<td>$93,000*</td>
</tr>
<tr>
<td>Public/Local</td>
<td>$65,788</td>
<td>n/a</td>
<td>n/a</td>
<td>$100,000*</td>
</tr>
<tr>
<td>Public/NGO</td>
<td>n/a</td>
<td>$78,000*</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Nonprofit/NGO</td>
<td>$70,000</td>
<td>$73,000*</td>
<td>$107,750</td>
<td>$80,000</td>
</tr>
<tr>
<td>Private</td>
<td>$125,000</td>
<td>$135,000</td>
<td>$138,000</td>
<td>$120,000*</td>
</tr>
</tbody>
</table>

Based on 176 reports (including concurrent/joint degree graduates)
n/a: fewer than three reports
*Five reports or fewer
Master in Public Policy

The two-year MPP Program prepares students to understand complex policy problems and craft concrete solutions. The core curriculum is the defining feature of the program, where students study policy analysis, economics, management and leadership, empirical analysis, negotiation, ethics, and politics. Through courses, exercises, and fieldwork, students master a conceptual tool kit that draws on the social sciences but is adapted for action.

Twenty-eight percent of the Class of 2015 was international, representing 24 countries, and 20 percent pursued either joint or concurrent degrees in business, law, and medicine. Graduates reported top job focus areas in policy research/analysis, health, education, finance, public administration, and national/international security.
Employers of 2015 MPP Graduates

See a five-year sampling of employment

IGOs and Public Sector

Adams County, Colorado
City of Boston
City of Denver
City of Fort Wayne, Indiana
City of New York
Commonwealth of Massachusetts
Cook County, Illinois
Government of Australia
Government of Brazil
Government of China
Government of Germany
Government of Mexico
Government of Singapore
Government of the Republic of Korea
Government of the United Kingdom
Government of Turkey
Government of Vietnam
New York City Economic Development Corporation
Palm Beach County, Florida
Portland State University
State of Colorado
State of Pennsylvania
U.S. Air Force
U.S. Army
U.S. Department of Defense
U.S. Department of Health and Human Services
U.S. Department of State
U.S. Government Accountability Office
U.S. House of Representatives
U.S. Navy
U.S. Office of Management and Budget (OMB)
U.S. Small Business Administration
U.S. White House
The World Bank

NGOs and Nonprofits

100Kin10
AEL International Center on Housing Risk
Asian Community Development Corporation
Borderplex Alliance
Bridgescan Group
California Endowment
Columbia University
Council on Foreign Relations
FSG
Global Development Incubator
Harvard University
Heinrich Bibli Foundation
North America
iDinsight
Last Mile Health
Libraries Without Borders
LIFT, Inc.
Los Angeles Area Chamber of Commerce
National Democratic Institute
New Media Advocacy Project
OpenGov Hub
Partnership for a New American Economy
Rockefeller Foundation
Smart Chicago Collaborative
Texas Public Policy Foundation, Right on Crime Initiative
Third Sector Capital Partners
U.S. Climate Action Network
Year Up

Goldman Sachs
Gratpay
i4 Group*
Inthaca Environmental
Khazanah Nasional
Mathematica
McKinsey & Company
MediaTank Production*
Merck
Oliver Wyman
Palantir Technologies
Penta Investments
Transist Impact Labs
Waze
WirtschaftsWoche

MPP GRADUATES WHO EARNED JOINT/ CONCURRENT DEGREES

IGOs and Public Sector

City of Oakland
Government of Brazil
Penn Medicine, University of Pennsylvania
State of Maryland
U.S. Court of Appeals Eleventh Circuit
U.S. District Court, District of Massachusetts
U.S. Navy

Private Sector

Abt Associates
August Associates LLC
Boston Consulting Group
Dominus Investment
eSpark Learning
Falconi Consultants for Results
FMA (Fiscal Management Associates, LLC)

Kresge Foundation
Massachusetts General Hospital
McGaw Medical Center of Northwestern University
Partners Healthcare
Technoserve
World Wildlife Fund

NGOs and Nonprofits

American Civil Liberties Union
Boston Medical Center
Brigham and Women’s Hospital
Draper Richards Kaplan Foundation
Education Law Center
Emory University
Harvard University
Insidel L*
Johns Hopkins Bloomberg School of Public Health

Private Sector

Aledade, Inc.
Amazon
Boston Consulting Group
Cevian Capital
Cleary Gottlieb Steen & Hamilton LLP
Dalberg Global Development Advisors
Dataminr
FTS International
Lending Club
Morgan Stanley
OutcomeHealth
Parthenon Group
Pearson
Uber Technologies

* New venture
Master in Public Administration/International Development

The two-year MPA/ID Program is designed to prepare the next generation of leaders in international development. It is an economics-centered, multidisciplinary program that combines rigorous training in analytic and quantitative methods with an emphasis on policy and practice. As part of the multidisciplinary core curriculum, MPA/IDs take microeconomics, macroeconomics, and econometrics sequences.

Seventy-nine percent of the Class of 2015 was international, representing 29 countries, and 14 percent pursued joint or concurrent degrees in business. Graduates reported top job focus areas — within the context of international development — in policy research/analysis, finance, and community/economic development.
## Employers of 2015 MPA/ID Graduates

*See a five-year sampling of employment*

<table>
<thead>
<tr>
<th>IGOs and Public Sector</th>
<th>NGOs and Nonprofits</th>
<th>MPA/ID GRADUATES WHO EARNED JOINT/CONCURRENT DEGREES</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Bank for Reconstruction and Development (EBRD)</td>
<td>Center for Economic Research in Pakistan</td>
<td>IGOs and Public Sector</td>
</tr>
<tr>
<td>Government of Colombia</td>
<td>Center for Global Development</td>
<td>Federal Reserve Bank of Boston</td>
</tr>
<tr>
<td>Government of Costa Rica</td>
<td>Centro de Estudios Económicos y Sociales</td>
<td>Summit (California) Public Schools</td>
</tr>
<tr>
<td>Government of India</td>
<td>Clinton Health Access Initiative (CHAI)</td>
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</tr>
<tr>
<td>Government of Indonesia</td>
<td>Education Resource Strategies</td>
<td></td>
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<tr>
<td>Government of Malaysia</td>
<td>Harvard University</td>
<td></td>
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<tr>
<td>Government of Mexico</td>
<td>IDinsight</td>
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<tr>
<td>Government of Peru</td>
<td>Innovations for Poverty Action (IPA)</td>
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<tr>
<td>Government of the Republic of Korea</td>
<td>Oxford Poverty and Human Development Initiative, University of Oxford</td>
<td></td>
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<tr>
<td>Government of Seychelles</td>
<td>Social Progress Imperative</td>
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<tr>
<td>Government of Timor-Leste</td>
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<tr>
<td>Government of Turkey</td>
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<tr>
<td>Inter-American Development Bank</td>
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<tr>
<td>International Finance Corporation (IFC)</td>
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<tr>
<td>International Growth Centre</td>
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<tr>
<td>New Development Bank</td>
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<tr>
<td>Organisation for Economic Co-operation and Development (OECD)</td>
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<tr>
<td>U.S. Department of State</td>
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<tr>
<td>UNICEF</td>
<td></td>
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<tr>
<td>The World Bank</td>
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<tr>
<td><strong>Private Sector</strong></td>
<td></td>
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<tr>
<td>Bain and Company</td>
<td></td>
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<tr>
<td>Barclays Capital</td>
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<tr>
<td><strong>BKB</strong></td>
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<tr>
<td>Boston Consulting Group</td>
<td></td>
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<td>Castalia</td>
<td></td>
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<tr>
<td>C230 Consultores</td>
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<tr>
<td>Deloitte Consulting</td>
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<td>Fundación Idea</td>
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<td>JENO R.D.</td>
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<td>JP Morgan Chase</td>
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<tr>
<td>McKinsey &amp; Company</td>
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<td>Roland Berger</td>
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<tr>
<td>Santander</td>
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<tr>
<td>Tiket.com</td>
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</tbody>
</table>

* New venture
Master in Public Administration

The two-year MPA Program equips students who have prior work experience and have taken graduate-level courses with the skills, perspectives, and nuanced understanding they need to be effective leaders in solving public problems. The curriculum is designed to be flexible, allowing students to create study plans that reflect their academic interests, and their personal and professional aspirations.

Fifty-six percent of the Class of 2015 was international, representing 30 countries, and 47 percent pursued concurrent degrees in business or law. Graduates reported top job focus areas in finance, policy research/analysis, energy, and regulatory relations.

Employment Sector for MPA Class of 2015

- National/Federal Government: 13%
- NGOs and Nonprofits: 23%
- Private Sector: 53%
- IGOs: 5%
- Unspecified: 7%

MPA Employment Sector Comparison

* Data collected annually by October.
Employers of 2015 MPA Graduates

See a five-year sampling of employment

<table>
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<th>MPA GRADUATES WHO EARNED CONCURRENT DEGREES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government of Chile</td>
<td>Corporation for Enterprise Development</td>
<td>IGOs and Public Sector</td>
</tr>
<tr>
<td>Government of Mexico</td>
<td>Harvard University</td>
<td>U.S. Department of Energy</td>
</tr>
<tr>
<td>Government of the Republic of Korea</td>
<td>Human Rights Watch</td>
<td>U.S. Department of State</td>
</tr>
<tr>
<td>Government of Turkey</td>
<td>Max Planck Society</td>
<td>U.S. District Court for the District of Columbia</td>
</tr>
<tr>
<td>Inter-American Development Bank</td>
<td>Open Society Foundations</td>
<td></td>
</tr>
<tr>
<td>OSCE: Organization for Security and Co-operation in Europe</td>
<td>World Economic Forum</td>
<td></td>
</tr>
<tr>
<td>The World Bank</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Private Sector

AZ Medien
BCG Henderson Institute
Boston Consulting Group
Greentech Media
McKinsey & Company
Mori Hamada & Matsumoto
State Street Global Advisors
Uber Technologies

NGOs and Nonprofits

Bridgespan
Deans for Impact
Excel Academy Charter Schools
Global Innovation Fund
Imagine H2O
New America
Leadership Counsel for Justice and Accountability
Mercy Corps

Private Sector

Amazon
Booz Allen Hamilton
Boston Consulting Group
Credit Suisse
FOCUS Foods Inc.*
Goldman Sachs
IBM Watson
Love Grain*
Lyft
MasterCard Worldwide
McKinsey & Company
Morgan Stanley
PTT Public Company Limited
SunEdison Frontier Power
Viacom

* New venture
Mid-Career Master in Public Administration

The one-year MC/MPA is an intensive program that enhances the knowledge and skills of established, high-performing professionals who are looking to move up in their public service careers or transition from the private sector to leadership positions in the public or nonprofit sectors.

Fifty-four percent of the Class of 2015 was international, representing 57 countries, and included Edward S. Mason Program Fellows from developing, newly industrialized, and transitional economy countries. Fifty-three percent of MC/MPAs reporting returned to their pre-HKS employers, 75 percent of whom were public servants primarily at the national or federal level. Graduates reported top job focus areas in public administration, communications/government relations, international affairs/diplomacy, international development, and national/international security.

* Data collected annually by October.
Employers of 2015 MC/MPA Graduates

See a five-year sampling of employment

IGOs and Public Sector

Abu Dhabi Systems and Information Centre
City of Cambridge
City of Detroit
City of New York
Commonwealth of Massachusetts
Ghana Institute of Journalism
Global Water Partnership
Government of Armenia
Government of Azerbaijan
Government of Bangladesh
Government of Brazil
Government of Chile
Government of Hong Kong
Government of India
Government of Israel
Government of Jamaica
Government of Japan
Government of Kazakhstan
Government of Kuwait
Government of Mexico
Government of Norway
Government of Poland
Government of Saudi Arabia
Government of Sindh
Government of Singapore
Government of Thailand
Government of the Philippines
Government of the Republic of China (Taiwan)
Government of Turkey

Hastings District Council
Medical University of South Carolina
New York City Police Department
Organization of American States
Port Authority of New York and New Jersey
State of Michigan
U.S. Air Force
U.S. Army
U.S. Centers for Disease Control and Prevention
U.S. Coast Guard
U.S. Department of Commerce
U.S. Department of Health and Human Services
U.S. Department of Labor
U.S. Department of State
U.S. Embassy in Tokyo
U.S. National Ground Intelligence Center
U.S. National Oceanic and Atmospheric Administration
U.S. Navy
U.S. Southern Command
United Nations Development Programme
United Nations
The World Bank

NGOs and Nonprofits

American Chamber of Commerce
Casa Fluminense
Cornell University
DRUM - South Asian Organizing Center
East-West Management Institute
Fund for Our Economic Future
Harvard University
Human Rights Watch
JobsOhio
Johns Hopkins University
Kav Mashve
Link to Land*
Massachusetts General Hospital
Movement for Freedom of Information
Myanmar Centre for Responsible Business
National Low Income Housing Coalition
Sewa Bharat
Text, Talk, Vote

Private Sector

38 North LLC*
Abu Dhabi Securities Exchange
BD Imports
Booz Allen Hamilton
China Guangdong Revenco Group
China International Capital Corporation (CICC)
City Neonindo Indah Murni, PT
CNN
Dalberg Global Development Advisors
Development Transformations
DoneGood*
Duga & Company
Ekuiti Nasional Berhad
EnerNOC
Etihad Airways
Goldman Sachs
Industrial Growth Platform Inc.
KING 5 Seattle
Kopint-Tárki Institute for Economic Research
Leidos
McKinsey & Company
Melito Adolfson
Profitas S.A.
Public Consulting Group, Inc.
PYXERA Global
Qualled Performance*
Ranger Ranch Partners
Saharan Link*
Shinex Technologies*
State Street
Tech Qualled*
Thomson Reuters
Uber Technologies
Zodiak Broadcasting Station

* New venture
Employment Location

Where Class of 2015 graduates are working around the world*

* 159 graduates reported their employment location.
Employment Within the U.S.

Where Class of 2015 graduates are working in the United States*

*264 graduates reported their U.S. employment location.