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 Employment Sectors

- **36%** Private
- **26%** Nonprofit/NGO
- **37%** Public & IGO
  - IGO: 8%
  - National/Federal Government: 22%
  - State/Provincial Government: 4%
  - City/Local/Regional Government: 3%
- **1%** Unspecified
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.

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. This report reflects data on 92 percent of the Class of 2017.
Jump in nonprofit/NGO employment among our graduates, most noticeably in the MPP and MPA/ID Programs.

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.

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.

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.

2 Current White House Fellows are HKS graduates

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

10+ reported immediate plans to run for elected office.

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.

96% of our graduates were employed, running for elected office, or continuing their education (with a 92% knowledge rate).
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.
Employment Sector and Citizenship
A comparison over the past five years.
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.

212 Students
72 international
Representing 36 countries/territories

Joint or Concurrent Degrees
23 Business
5 Law
5 Medicine
1 Design

MPP Employment Sector Comparison Over the Past Five Years

2013 2014 2015 2016 2017
Public and IGO Nonprofit/NGO Private Unspecified

Public
27%
National/Federal Government 19%
State/Provincial Government 5%
City/Local/Regional Government 3%

NGO
4%

Nonprofit / NGO
34%

Private
34%

1% UNSPECIFIED
## Employers of 2017 MPP Graduates

### Public and IGO
- Bank of Mongolia
- Chicago Metropolitan Agency for Planning
- City of Boston, MA
- City of New York, NY
- City of Portland, OR
- Commonwealth of Massachusetts
- European Bank for Reconstruction and Development
- Government of Australia
- Government of Canada
- Government of Croatia
- Government of the Republic of Korea
- Government of Singapore
- Inter-American Development Bank
- International Finance Corporation
- Massachusetts Bay Transportation Authority
- People's Daily
- Reserve Bank of Australia
- State of Arizona
- State of Rhode Island
- U.S. Air Force
- U.S. Army
- U.S. Central Intelligence Agency
- U.S. Department of State
- U.S. House of Representatives
- U.S. National Counterterrorism Center
- U.S. National Park Service
- U.S. Office of Management and Budget
- U.S. Secret Service
- U.S. Senate
- United Nations
- United Nations Convention to Combat Desertification
- World Bank
- Massachusetts Bay Transportation Authority
- U.S. Department of Justice

### Nonprofit/NGO
- Accion
- American Enterprise Institute
- Bloomberg Associates
- Brand New Congress
- Cerés
- Children’s Defense Fund
- Combined Jewish Philanthropies
- Commonwealth Fund
- Confederation of British Industry
- Education NC
- Freedom for All Americans
- The Future Project
- Global Insight
- Guttmacher Institute
- Instiglio
- Institute for the Future
- Hhaka Strategy & Research
- J-PAL
- Kaiser Family Foundation
- KIPP NYC
- Laura and John Arnold Foundation
- Lawyers Committee for Civil Rights Under Law
- Mathematica Policy Research
- National Asian Pacific American Women’s Forum
- National Resources Defense Council
- Neuland 21*
- NYC Kids RISE
- Obama Foundation
- The Opposition
- Project 351
- RAND Corporation
- RePublic Schools
- STG International
- TEALS
- Wisconsin Institute for Law and Liberty
- Zazim
- Beth Israel Deaconess Medical Center
- Bridgespan
- Cincinnati Children’s Hospital
- Compromiso Ciudadano
- Fulbright/COMEXUS
- Massachusetts General Hospital
- Tulane Medical Center
- University of California San Francisco Medical Center

### Private
- American International Group
- Analytical Space
- Athenahealth
- Boston Consulting Group
- China Huarong Asset Management
- Dalberg
- DeepRoot Consulting
- Deloitte
- EY
- Facebook
- Froot Included
- Global Impact Advisors
- Google
- KOIS Invest
- McKinsey & Company
- Meister Consultants Group
- Mobilize 2020
- Netflix
- NRG Energy
- One Hundred Percent Sustainability Ltd.
- OpenDataSoft
- PEMANDU Associates
- Promontory Financial Group
- Prudential Financial
- REI Systems

### Colleges/Universities
- Harvard Kennedy School
- Harvard Law School
- Harvard School of Public Health
- Harvard University
- Sattler College

### Key
- *new venture
- MPP graduates who earned joint/concurrent degrees
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.

64 students
49 international
Representing 29 countries/territories

Joint or Concurrent Degrees
7 Business
1 Medicine

MPA/ID Employment Sector Comparison Over the Past Five Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Public and IGO</th>
<th>Nonprofit/NGO</th>
<th>Private</th>
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<td>2016</td>
<td>19%</td>
<td>31%</td>
<td>31%</td>
<td>19%</td>
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<tr>
<td>2017</td>
<td>19%</td>
<td>31%</td>
<td>31%</td>
<td>19%</td>
</tr>
</tbody>
</table>
## 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
- Deloitte
- Edison International
- McKinsey & Company
- Nomura Securities
- tras100d
- LGAM Advisers
- McKinsey & Company
- NISK Capital*
- Riverstone Holdings LLC

### NONPROFIT/NGO
- ASER Centre
- Behavioural Insights Team
- Civic Consulting Alliance
- IDinsight
- Instiglio
- Mavuno
- Peterson Institute for International Economics
- Precision Agriculture for Development
- Root Capital
- Bill and Melinda Gates Foundation
- University of California Los Angeles Medical Center

### COLLEGES/UNIVERSITIES
- Harvard Kennedy School
- Harvard University

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**KEY**

*new venture

MPA/ID graduates who earned joint/concurrent degrees
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.

81 students
36 international
Representing 31 countries/territories

Concurrent Degrees
54 Business
4 Law
2 Medicine

MPA Employment Sector Comparison Over the Past Five Years
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
- Anheuser Busch InBev
- Bain & Company
- Bank of America Merrill Lynch
- Boston Consulting Group
- Bridgewater Associates
- C3 IoT
- ClimaCell*
- Davis Polk
- Deloitte
- Facebook
- Goldman Sachs
- Gree Ventures
- IBM
- Innosight
- JumpYield*
- Lenovo
- LVMKR*
- McKinsey & Company
- Microsoft Corporation

NONPROFIT/NGO

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

COLLEGES/UNIVERSITIES

- Yale University School of Medicine
- Massachusetts Institute of Technology

KEY
*new venture
MPA graduates who earned concurrent degrees
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.

181 students
100 International
Representing 70 countries/territories
69 MC/MPA Edward S. Mason Fellows from developing, newly industrialized, and transitional economy countries

MC/MPA Employment Sector Comparison Over the Past Five Years

PUBLIC
46%
National/Federal Government 35%
State/Provincial Government 6%
City/Local/Regional Government 5%

IGO
8%

NONPROFIT / NGO
21%

PRIVATE
23%

2% UNSPECIFIED
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 Colombia
Government of France
Government of Hong Kong SAR
Government of India
Government of Israel
Government of Japan
Government of Odisha, India
Government of the Philippines
Government of Sweden
Government of Turkey
Government of Uganda
Government of the UAE
Government of Uruguay
Inter-American Development Bank
Islamic Development Bank
Khazanah Nasional Berhad
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

1for3.org
American Organization for the Advancement for Science
Analyst Institute
Brigham & Women’s Hospital
Broad Residency Program
Clalit
The Collective
GOAL
Inter-Agency Network for Education in Emergencies
International Committee of the Red Cross
Kingdom Bliss / World Arise Initiative

PRIVATE

Alphlastic LLC
Ametros
AnXin Trust
AVID Development
bgC3
Chan Zuckerberg Initiative
Committee to Elect Quentin Palfrey
Dalberg
Dataminr
Dongwha Timbers
Eastport

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 University
Massachusetts Institute of Technology
Technical University of Madrid
University of Vern

KEY

* new venture
Employment Outside the U.S.
Where Class of 2017 graduates reported employment *

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<td>Belgium</td>
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<td>Chile</td>
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<td>China</td>
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<td>Croatia</td>
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<td>Dominican Republic</td>
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<td>Ethiopia</td>
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<tr>
<td>France</td>
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<td>Germany</td>
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<td>Ghana</td>
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<td>Israel</td>
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<td>Kenya</td>
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<td>Korea, Republic of</td>
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<td>Malaysia</td>
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<td>Mauritius</td>
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<td>Mexico</td>
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<td>Pakistan</td>
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<td>Uruguay</td>
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<tr>
<td>Yemen</td>
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</tbody>
</table>

KEY

- Class of 2017 HKS Employment Presence
149 GRADUATES REPORTED EMPLOYMENT OUTSIDE THE U.S.
Employment Within the U.S.

Where Class of 2017 graduates reported employment *

KEY

- Class of 2017 HKS Employment Presence
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<th>State</th>
<th>Count</th>
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*297 GRADUATES REPORTED EMPLOYMENT WITHIN THE U.S.; 291 REPORTED THEIR SPECIFIC U.S. LOCATION.