



**HARVARD Kennedy School**  
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

*Office of*  
**CAREER**  
ADVANCEMENT



# 2017

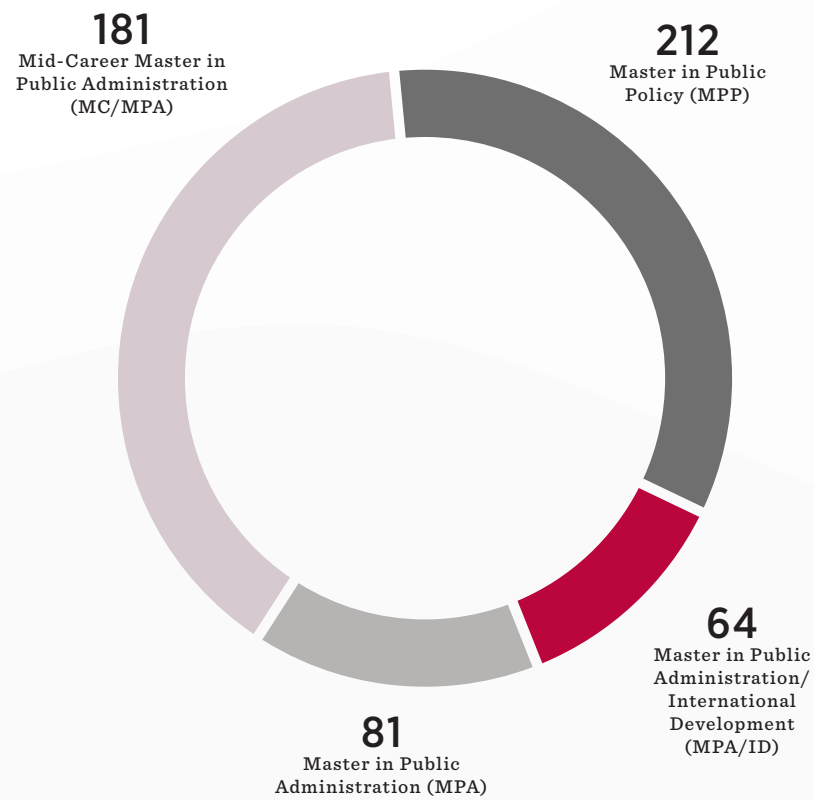
CLASS OF 2017

## EMPLOYMENT SNAPSHOT

# Making an impact

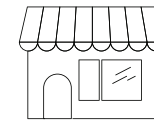
This report provides a window into the unique career paths of Harvard Kennedy School's Class of 2017 and how these graduates are making an impact. This snapshot in time illustrates the diversity of our graduates' skills, interests, professional experiences, and where they work and call home—all while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

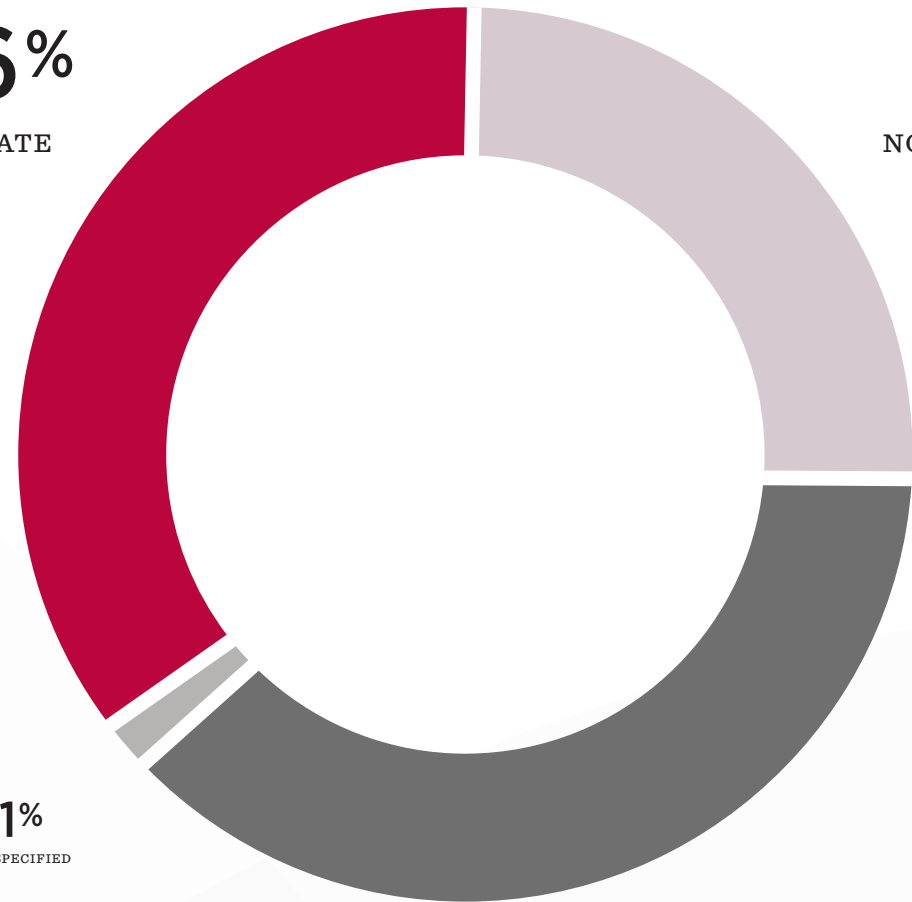
## Class of 2017 Employment Sectors



**36%**  
PRIVATE



**26%**  
NONPROFIT/NGO

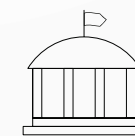


**1%**  
UNSPECIFIED

**37%**  
PUBLIC & IGO



IGO 8%



National/Federal Government 22%  
State/Provincial Government 4%  
City/Local/Regional Government 3%

# 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.

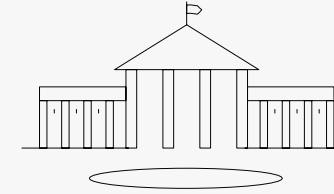
### CONSULTING

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.

# 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 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.

## Jump in nonprofit/NGO employment

among our graduates, most notably in the MPP and MPA/ID Programs.



### 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

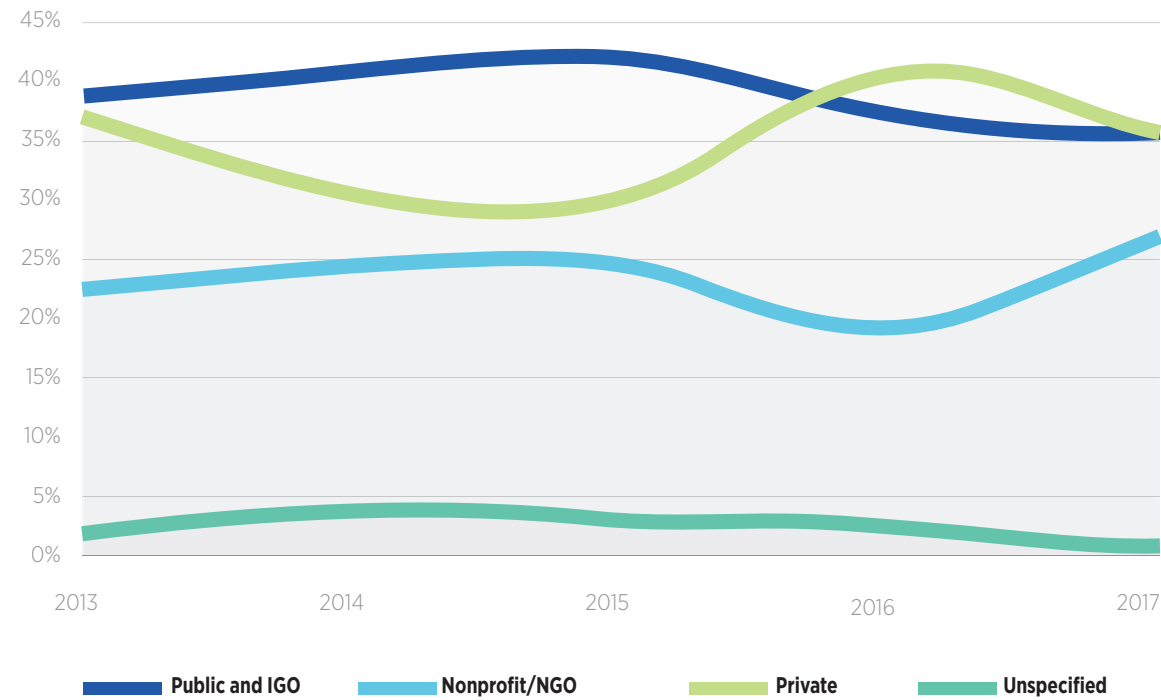
It is an inexact exercise to give an accurate picture of the salaries our graduates earn after attending Harvard Kennedy School. Averages and medians cannot tell the full story. As you will see in the following pages, our graduates are incredibly diverse—from the skills, interests and professional experiences 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.

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.

# 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.

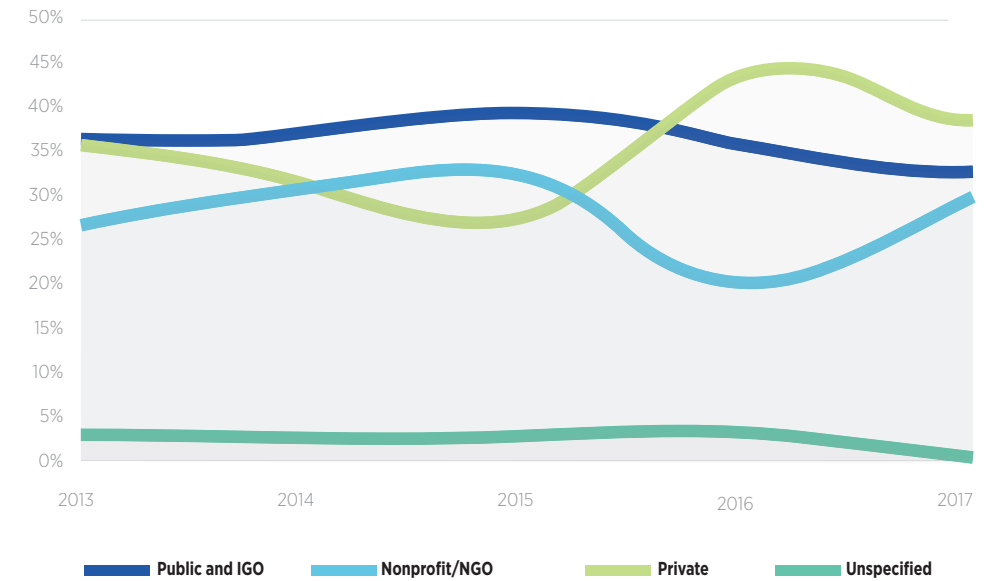
Employment Sector Comparison Over the Past Five Years



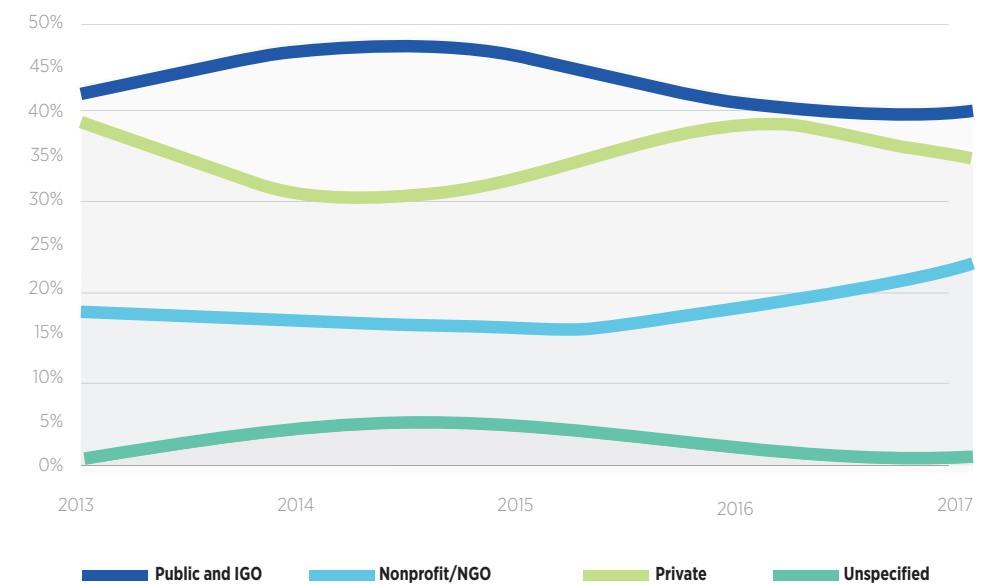
Employment Sector and Citizenship  
A comparison over the past five years.



U.S. and Permanent Resident Students



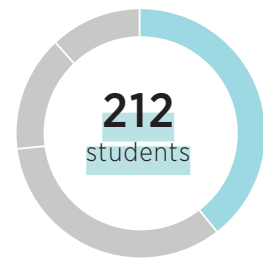
International Students



# MPP

## Master in Public Policy

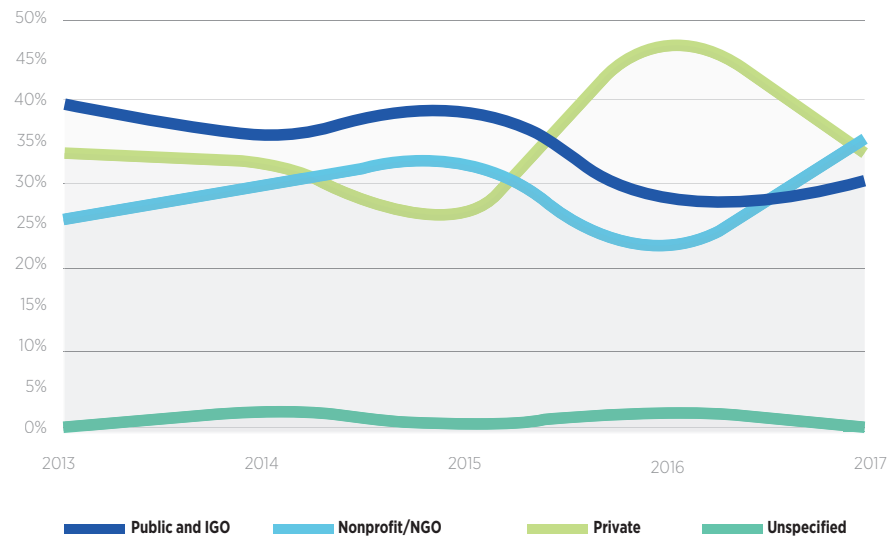
The rigorous two-year MPP Program prepares our students to understand complex global and local policy problems and construct concrete solutions. Through courses, exercises, and fieldwork, MPPs master a conceptual tool kit that draws on the social sciences but is adapted for action. They arrive at HKS 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

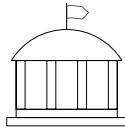
**Joint or Concurrent Degrees**  
23 Business  
5 Law  
5 Medicine  
1 Design

MPP Employment Sector Comparison Over the Past Five Years



### Employment Sector Breakdown

PUBLIC



**27%**

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

IGO



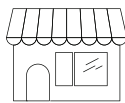
**4%**

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
- Ceres
- 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
- Ithaka 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
- Natural 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
- Frost 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

- Strategy&
- SystemIQ
- TAL Education Group
- Weedmaps
- Winrock International
- Allen & Company
- Bain & Company
- Bain Capital
- Blue Origin
- Boston Consulting Group
- Bridgewater Associates
- Chan Zuckerberg Initiative
- Cubico Sustainable Investments
- CVS Health
- Deloitte
- Karl Waheed Avocats
- McKinsey & Company
- Onex Partners
- Optum
- Related
- Sheppard Mullin
- WPP

#### COLLEGES/ UNIVERSITIES

- Harvard Kennedy School
- Harvard Law School
- Harvard School of Public Health
- Harvard University
- Sattler College

**KEY**

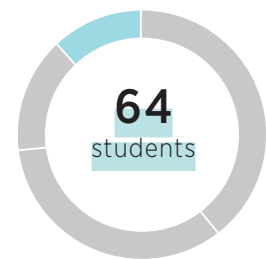
\*new venture

MPP graduates who earned joint/concurrent degrees

# MPA/ID

## Master in Public Administration/ International Development

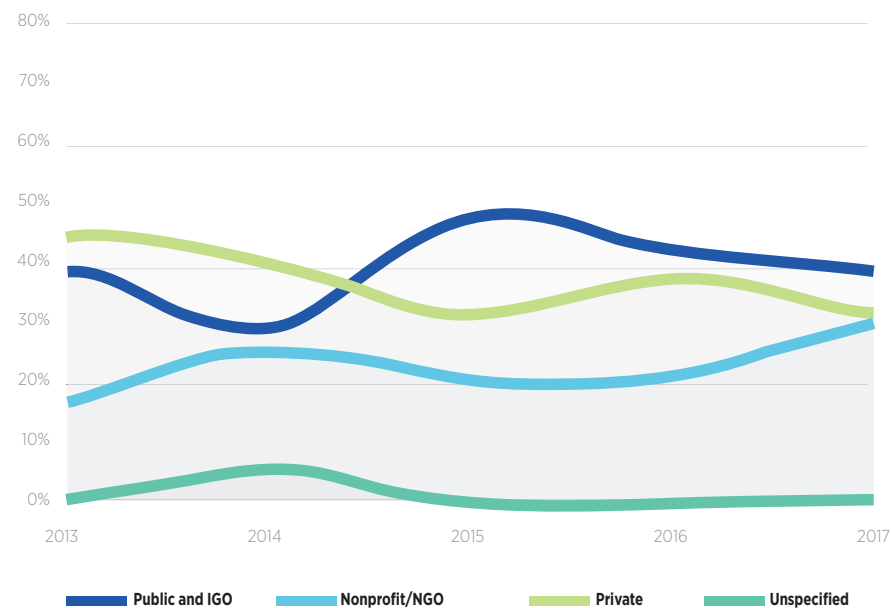
The two-year MPA/ID Program trains the next generation of leaders in international development. This economics-centered multidisciplinary program provides our students with meticulous training in analytic and quantitative methods with an emphasis on policy and practice. MPA/IDs demonstrate talent in 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

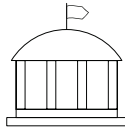
**Joint or Concurrent  
Degrees**  
7 Business  
1 Medicine

MPA/ID Employment Sector Comparison Over the Past Five Years



### Employment Sector Breakdown

PUBLIC



**19%**

National/Federal Government 14%  
State/Provincial Government 3%  
City/Local/Regional Government 2%

IGO



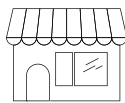
**19%**

NONPROFIT / NGO



**31%**

PRIVATE



**31%**

### 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

#### COLLEGES/ UNIVERSITIES

- Harvard Kennedy School
- Harvard University

#### 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

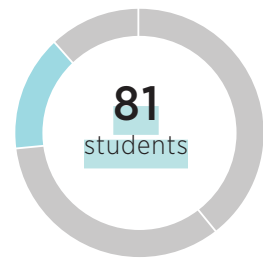
**KEY**

\*new venture  
MPA/ID graduates who earned joint/concurrent degrees

# MPA

## Master in Public Administration

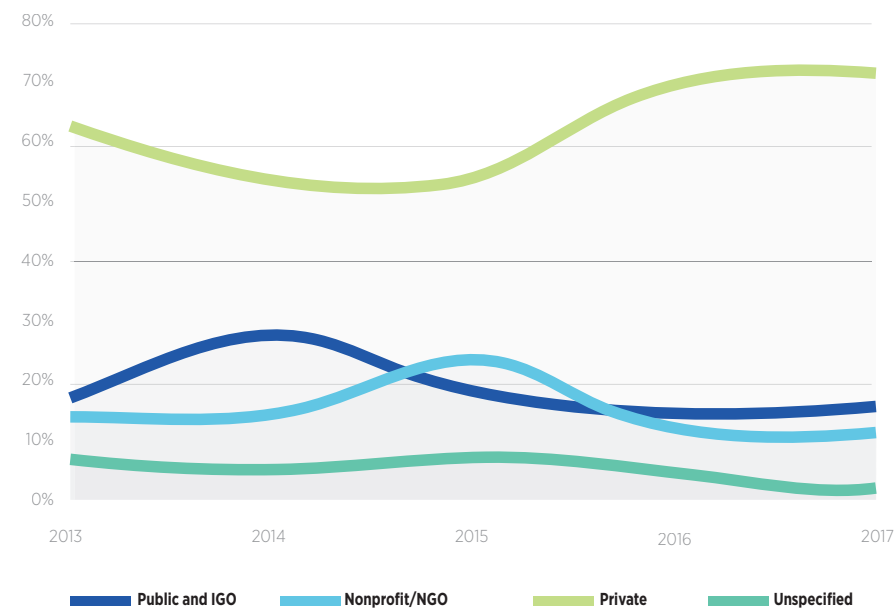
The two-year MPA Program equips seasoned professionals for positions of significant responsibility in the public, private, and nonprofit sectors. Before coming to HKS, our students demonstrate academic distinction, professional accomplishment and promise, graduate-level training, and at least three years 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

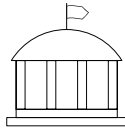
**Concurrent Degrees**  
54 Business  
4 Law  
2 Medicine

MPA Employment Sector Comparison Over the Past Five Years



### Employment Sector Breakdown

PUBLIC



**10%**

National/Federal Government 9%  
State/Provincial Government 1%

IGO



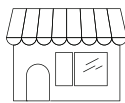
**6%**

NONPROFIT / NGO



**11%**

PRIVATE



**72%**

1% UNSPECIFIED

### 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

#### NONPROFIT/NGO

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

#### 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

#### COLLEGES/ UNIVERSITIES

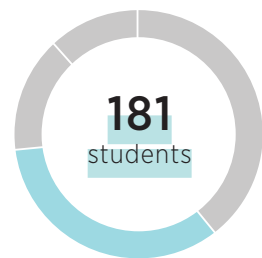
Yale University School of Medicine
Massachusetts Institute of Technology

**KEY**  
\*new venture  
MPA graduates who earned concurrent degrees

# MC/MPA

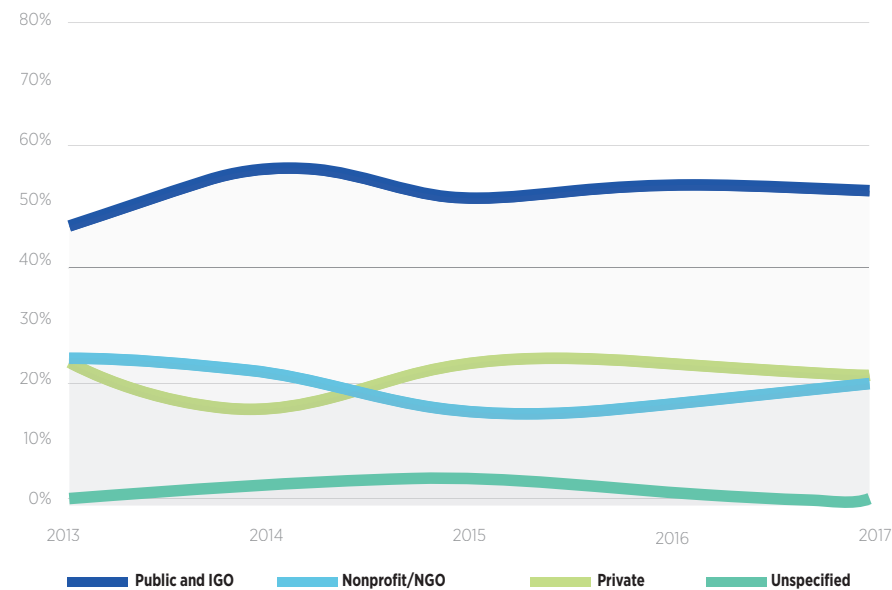
## Mid-Career Master in Public Administration

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.



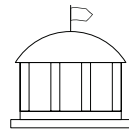
**181 students**  
100 International  
Representing 70 countries/territories  
69 MC/MPA Edward S. Mason Fellows from developing, newly industrialized, and transitional economy countries

MC/MPA Employment Sector Comparison Over the Past Five Years



### Employment Sector Breakdown

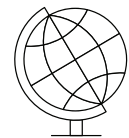
PUBLIC



**46%**

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

IGO



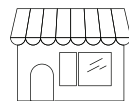
**8%**

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 the 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

- United Nations
- Voice of America
- World Bank

#### NONPROFIT/NGO

- Ifor3.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\*
- Plus1
- SaveLIFE Foundation
- Service Employees International Union
- Sulabh International Social Service Organization

#### PRIVATE

- Alphastic LLC
- Ametros
- AnXin Trust
- AVID Development
- bgC3
- Chan Zuckerberg Initiative
- Committee to Elect Quentin Palfrey
- Dalberg
- Dataminr
- Dongwha Timbers
- Eastport\*
- Frontier Strategy Group

- Innovative Directions
- Insera Therapeutics, Inc.
- KazMunaiGas Exploration Production JSC
- KPMG
- Kreators, Inc.\*
- Liger Capital Partners\*
- Merchant & Sovereign\*
- Nanhu Financial Service Corporation\*
- PEMANDU Associates
- PwC
- SKDKnickerbocker
- Terranum Inversion
- TRACCS
- Veritas Global Advisors LLC
- Weston & Sampson
- Words Liive

#### 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

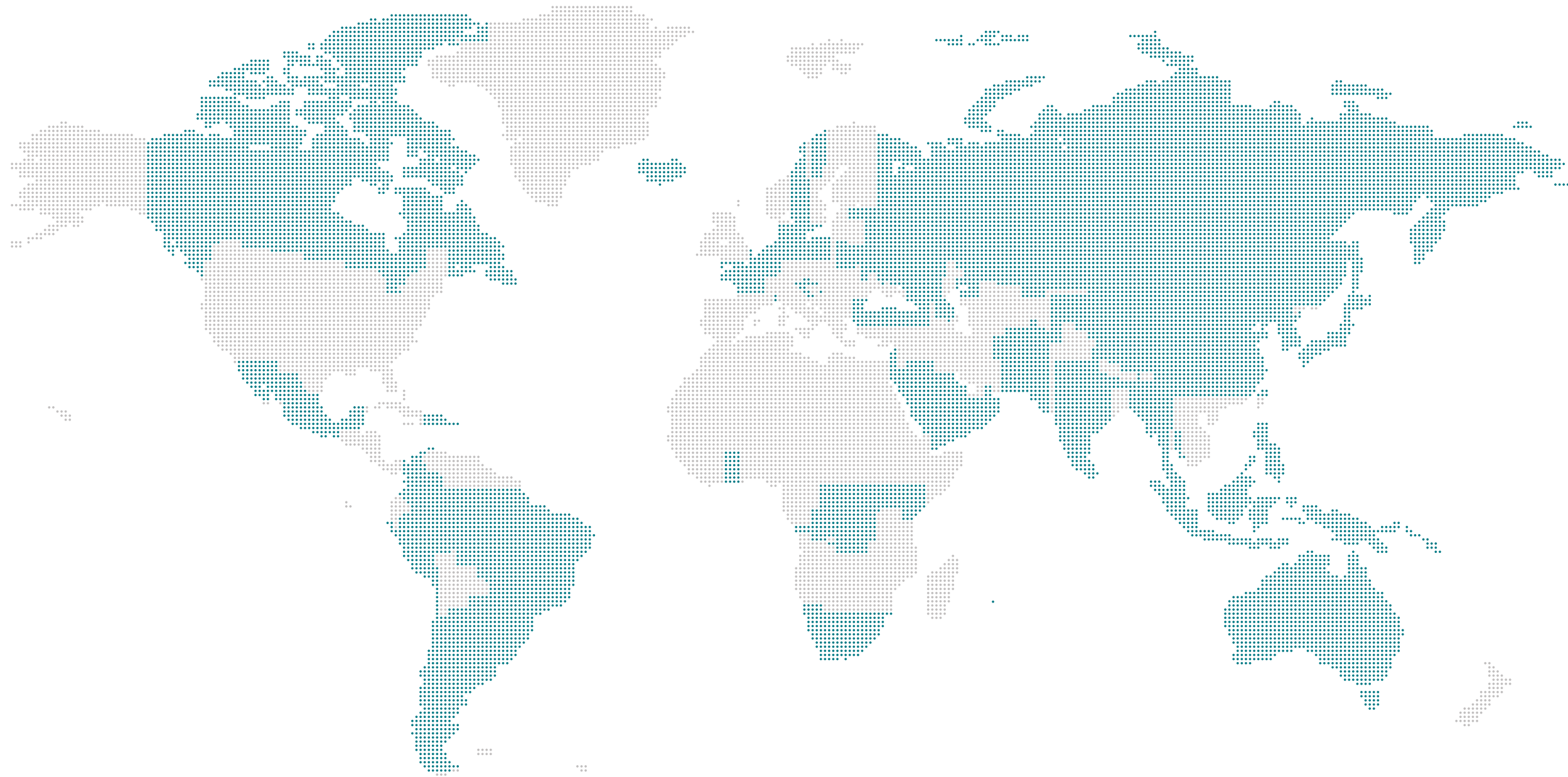
\*new venture



# Employment Outside the U.S.

Where Class of 2017 graduates reported employment \*

Afghanistan	2
Argentina	1
Australia	5
Azerbaijan	1
Belgium	1
Brazil	3
Canada	6
Chile	2
China	10
Colombia	7
Congo, Democratic Republic of the	2
Croatia	2
Czech Republic	1
Dominican Republic	1
Ethiopia	1
France	3
Germany	4
Ghana	1
Hong Kong SAR	3
Iceland	1
India	9
Indonesia	2
Israel	10
Japan	4
Kazakhstan	1
Kenya	4
Korea, Republic of	4
Malaysia	5
Mauritius	1
Mexico	9
Mongolia	1
Myanmar	1
Netherlands	1
Oman	1
Pakistan	3
Paraguay	1
Peru	5
Philippines	1
Poland	1
Russian Federation	1
Saudi Arabia	1
Singapore	4
South Africa	1
Sweden	1
Switzerland	1
Turkey	3
Uganda	2
Ukraine	1
United Arab Emirates	3
United Kingdom	8
Uruguay	1
Yemen	1



**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 \*



Alabama	1
Arizona	2
California	27
Colorado	1
Connecticut	5
Washington, DC	62
Florida	2
Idaho	1
Illinois	4
Kansas	1
Louisiana	1
Massachusetts	87
Maryland	2
Michigan	1
Missouri	1
North Carolina	1
New Jersey	2
New York	46
Ohio	4
Oregon	1
Pennsylvania	2
Rhode Island	7
South Dakota	1
Tennessee	3
Texas	3
Utah	1
Virginia	13
Vermont	1
Washington	6
Wisconsin	1
West Virginia	1

KEY

● Class of 2017 HKS Employment Presence

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



**HARVARD Kennedy School**

JOHN F. KENNEDY SCHOOL OF GOVERNMENT



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[www.hks.harvard.edu](http://www.hks.harvard.edu)