

# Master's Programs Admissions



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



Ask what you can do

*Why*

# HARVARD KENNEDY SCHOOL

Every generation faces an opportunity and a responsibility to meet the great challenges of its era. Today's most compelling global issues — from nuclear proliferation to climate change to entrenched poverty — are complex, interrelated, and urgent. They require bold thinking and passionate leaders with the courage and the spirit to turn ideas into action.

At Harvard Kennedy School, our mission is to educate exceptional public leaders and generate ideas that help solve public problems. Through our rigorous educational programs and cutting-edge research initiatives, we seek to influence and improve governance and the development of smart public policy at all levels.

Harvard Kennedy School brings together from across continents and sectors a unique and diverse group of individuals who are committed to the public interest. Scholars and practitioners, public officials and social entrepreneurs, educators and students, teach and learn from one another in a vibrant atmosphere of intense inquiry and open dialogue.

This unique learning environment provides a stimulating setting in which to develop highly skilled public leaders and innovative solutions that can influence societies and improve lives. At Harvard Kennedy School, we take great pride in the international connections we make, the professional networks we facilitate, and the inspiration we evoke.

If you are prepared to engage and be engaged — if you care deeply about the world and are committed to helping lead the way toward a better future — Harvard Kennedy School presents an opportunity like no other.

We invite you to...

**ASK WHAT  
YOU CAN DO**

Harvard Kennedy School attracts a diverse group of candidates. Below is a snapshot of our degree programs based on a five-year average.

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

Degree Programs	MPP	MPA/ID	MPA	MC/MPA*
Entering Class	221	68	74	207
Average Age	27	29	30	39
Average Years Worked	3	4	5	13
Gender	52% male 48% female	53% male 47% female	62% male 38% female	64% male 36% female
International Students**	28%	74%	54%	55%
U.S. Students of Color***	37%	43%	41%	29%
Joint/Concurrent Program Option	yes	yes	yes	no

\* Includes students in the MC/MPA Mason Program

\*\* Defined as non-resident aliens

\*\*\* Represents the percentage of U.S. citizens and permanent residents who are students of color

## Joint and Concurrent Programs

MPP, MPA/ID, and MPA students may do joint or concurrent programs with other professional schools at Harvard or with selected professional schools outside Harvard.

### HARVARD JOINT DEGREES

**MPP, MPA/ID**

- Harvard Business School
- Harvard Law School

### HARVARD CONCURRENT DEGREES

**MPP, MPA/ID, MPA**

- Harvard Divinity School
- Harvard Graduate School of Design
- Harvard Medical School
- Harvard School of Dental Medicine

### CONCURRENT BUSINESS DEGREES

**MPP, MPA/ID, MPA**

- Dartmouth, Tuck School of Business
- MIT Sloan School of Management
- Stanford Graduate School of Business
- University of Pennsylvania, The Wharton School

### CONCURRENT LAW DEGREES

**MPP, MPA/ID, MPA**

- Columbia University
- Duke University
- Georgetown University
- New York University
- Northwestern University
- Stanford University
- University of California, Berkeley
- University of Michigan
- University of Pennsylvania
- Yale University

### CONCURRENT MEDICAL DEGREES

**MPP, MPA/ID**

- University of California, San Francisco School of Medicine
- Other schools on a case-by-case basis

To learn more about our joint and concurrent programs, visit

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

# MPP

The two-year Master in Public Policy (MPP) is a rigorous program that prepares students to understand complex policy problems and to craft concrete solutions. Through courses, exercises, and fieldwork, students master a conceptual tool kit that draws on the social sciences but is adapted for action. MPP candidates arrive at Harvard Kennedy School committed to improving the world, and they equip themselves to do so by developing broad-spectrum analytic competency. This defining feature of the MPP translates into intellectual honesty, a hunger for evidence, and the capacity to extract answerable questions from the messy clutter of real-world public problems. Students develop familiarity with a wide range of analytic methods and the habit of picking the right tool to fit the task.

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

“Professionally and personally, the MPP experience was transformative. After ten years in the private sector, I felt the two-year MPP would allow time to explore my interests in public service and reset my professional priorities. It led to the Boston mayor’s office and the most rewarding job I’d ever had the privilege to undertake. Personally, I was inspired to find such a civic-minded, passionate, and diverse group of classmates. I continue to marvel that I get to count myself among them.”

Katharine Lusk MPP 2012  
United States  
Executive Director,  
Initiative on Cities at Boston University



*“HKS offered me the chance to find a community, to help improve a community, and therefore to better myself as a public servant.”*

Jonathan McMaster MPP 2013  
United States  
U.S. Diplomat, Department of State

# Curriculum

MPP candidates are arranged in “cohorts” of roughly 55 students for a first-year core curriculum featuring policy analysis, economics, management and leadership, empirical analysis, negotiation, ethics, and politics. The first year culminates in a Spring Exercise, and most students spend the summer in a policy-oriented internship. The Policy Analysis Exercise (PAE) — a client-driven, often team-based practicum — caps the second-year curriculum.

## POLICY AREAS

As a complement to the MPP core curriculum, students are required to specialize in a policy area of concentration (PAC) or a concentration. MPP candidates develop expertise in their areas through required and elective courses and a policy-oriented seminar, which culminates in the generation of the PAE.

*Students choose from the following policy areas:*

- Business and Government Policy
- Democracy, Politics, and Institutions
- International and Global Affairs
- International Trade and Finance
- Political and Economic Development
- Social and Urban Policy

## Spring Exercise

The Spring Exercise is a two-week simulation that challenges students to intellectually integrate and practically apply the disciplines taught in the MPP core. The exercise gives students the opportunity to apply core tools and concepts to a complex policy problem in a setting and at a pace similar to those of a professional environment. It serves as a capstone to the first-year core and a bridge to the second-year PAE and subsequent professional work.

*Past Spring Exercise topics have included:*

- Recovery and Reconstruction in Haiti
- The U.S.–China Relationship
- Global Hunger
- Climate Change
- AIDS in Africa
- Safe Medicine

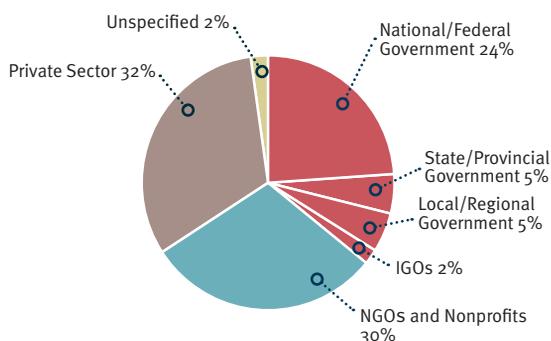
## Policy Analysis Exercise (PAE)

The PAE is an analytic and consultative professional product, typically about 40 pages, in which students examine an existing public or nonprofit policy or management issue presented by a client. An applied thesis, the PAE allows students to integrate and apply the technical skills and specialized knowledge they have gained through their coursework. MPP graduates often point to the PAE as a highlight of their HKS education.

*Past PAE projects have included:*

- Policy recommendations to an international nonprofit organization for promoting human rights best practices in the energy industry
- Social media strategy for a major U.S. city police department
- High-tech growth plan for the president’s office of a developing country
- Analysis for a U.S. federal government agency of the impact of educational technology programs on learning outcomes for migrant students

## MPP CLASS of 2014 Employment Overview



## MPP GRADUATES

MPP graduates apply their core training, policy interests, and functional skills to roles and organizations across employment sectors. The majority of MPPs find positions in the public and nonprofit sectors following graduation. However, each graduating class demonstrates a wide diversity of employment preferences.

*Positions secured by MPPs following graduation include:*

- Policy analyst at a global advocacy organization
- Presidential Management Fellows at USAID, U.S. Department of Energy, and U.S. Department of State, among others
- Program evaluation officer for a public school system
- Project manager at an intergovernmental organization

# MPA/ID

The two-year Master in Public Administration in International Development (MPA/ID) 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. Applicants must demonstrate competence in economics and quantitative analysis as well as leadership potential in international development. Most admitted candidates have at least three years of development-related work experience, typically in developing or transitional economy countries.

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

“The two years at the MPA/ID proved to be the most valuable and stimulating of my life. The program placed me in the middle of a unique and brilliant group of colleagues and professors, opening my mind to new challenges, solutions, and opportunities in the realm of what became my passion: inclusive economic growth.”

Rafael Puyana MPA/ID 2013

Colombia

Assistant Director for Science, Technology, and Innovation at the National Planning Department of Colombia



*“To understand the most pressing international development challenges and, importantly, to thrive as a professional seeking to address these problems, a rigorous understanding of economics is absolutely essential.”*

Molly Kinder MPA/ID 2008

United States

Consultant, Global Development Innovation Ventures

## Curriculum

As part of a multidisciplinary core curriculum, MPA/ID students take microeconomics, macroeconomics, and econometrics sequences. These courses are taught at the level of a first-year course in a top PhD program in economics, but with an emphasis on policy applications to development rather than pure economic theory.

The core courses include:

- Advanced Microeconomics
- Advanced Macroeconomics
- Advanced Statistics and Econometrics
- Economic Development: Theory, Evidence, and Policy Design
- Management in a Development Context
- Institutions in Development
- Good Governance
- Applications and Cases in International Development
- Second Year Policy Analysis (SYPA)

### Summer Internship

MPA/ID students spend the summer between their first and second years working on development projects, usually in developing countries. These internships are hands-on opportunities for students to put the skills they have learned in their first year to the test, and to gain additional real-world experience and guidance as they think about the careers they will pursue after HKS. Students with substantial

previous work experience use their internships to explore new organizations, areas of interest, or regions of the world. Some students choose to build on their internship experience when they write their Second Year Policy Analysis.

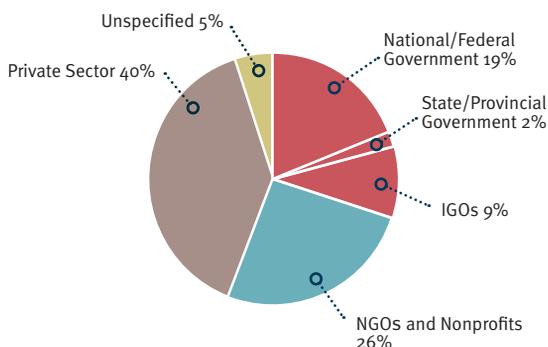
### Second Year Policy Analysis (SYPA)

The Second Year Policy Analysis is an integral part of the MPA/ID program. Designed to serve as a capstone experience, the second year paper offers students an opportunity to deploy the skills they acquired during the program, integrate their coursework, and design and present policy recommendations for a concrete development problem. In the SYPA, students pose a policy question and draw on their economics, management, and institutional analysis training to develop convincing recommendations.

Past SYPA projects have included:

- Examining why women entrepreneurs in Uganda tend to enter low-wage, low value-added sectors
- Promoting manufacturing foreign investment from China to Ethiopia
- Improving targeted outcomes in social programs in Peru
- Assessing potential demand for financial services in remote regions of East Malaysia
- Evaluating a microsavings intervention in rural Mexico

### MPA/ID CLASS of 2014 Employment Overview



### MPA/ID GRADUATES

Through the MPA/ID program, students share a curriculum and training in the field of international development. Although the sector, geography, and focus will vary, there is more predictability in the types of positions MPA/IDs secure compared to other HKS programs.

Positions secured by MPA/IDs following graduation include:

- Associate Investment Officer, Global Transaction Team, International Finance Corporation
- Country Economist for Somalia, World Bank
- Economist, AUSAID
- Founding Partner, IDInsight
- Secretary, Planning and Development, Guwahati, Assam, India
- Senior Associate, McKinsey & Co.
- Senior Policy Analyst, Center for Global Development
- Young Professional, World Bank

# MPA

The two-year Master in Public Administration (MPA) prepares established professionals and concurrent degree students for positions of significant responsibility in the public, private, and nonprofit sectors. The program is designed for students with a record of high academic distinction and exceptional professional accomplishment and promise. Applicants are expected to have prior graduate-level training in a relevant field and at least three years of substantial work experience. MPA students have significant latitude in selecting courses and designing their field of study. They may choose courses from a range of disciplines and study under virtually any HKS faculty member. The program fosters a strong sense of community through student-organized seminars, informal weekly gatherings with classmates, small-group dinners, and other social events. Students also work closely with the faculty on developing leadership skills and networks to prepare for their post-HKS careers.

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

“After spending five years practicing law in England and Australia, I came to HKS looking to transition careers. It was the combination of classroom learning and interactions with classmates/colleagues from a wide variety of backgrounds that led me to a new career consulting for private and public sector clients across the continent.”

Farayi Chipungu MPA 2013  
Zimbabwe  
Associate, McKinsey & Company  
in Lagos, Nigeria



## Curriculum

The MPA curriculum offers extraordinary flexibility. Students are invited, in consultation with their advisors and mentors, to design an individual 16-credit study plan over four semesters. However, they are required to take two elective courses in one of the HKS policy areas — Business and Government Policy; Democracy, Politics, and Institutions; International and Global Affairs; International Trade and Finance; Political and Economic Development; or Social and Urban Policy. Students are also required to earn one credit in each of the following areas:

- Economics and Quantitative Analysis
- Management and Leadership
- Political Thought and Institutions

Students select their remaining 13 (or more) credits to support their unique intellectual and professional skills and objectives.

### MPA Students Pursuing Concurrent Degrees

A significant number of MPA students pursue concurrent degrees with one of our partner institutions (see page 1) by completing a reduced 12-credit study plan over three semesters. These students do not need to focus their study on an HKS policy area listed above; their only requirement is to earn one credit in each of the following areas:

- Economics and Quantitative Analysis
- Management and Leadership
- Political Thought and Institutions

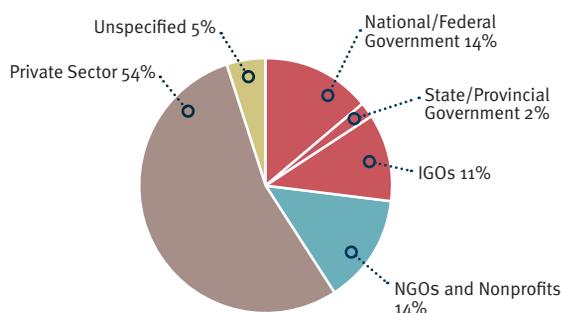
The remaining nine (or more) credits may be selected from the breadth of the HKS curriculum.



*“HKS provided the cross-sector competency that has made it possible for me to pursue new social ventures.”*

**Felipe Valdez** MPA/MBA 2013  
United States  
Social Entrepreneur

### MPA CLASS of 2014 Employment Overview



### MPA GRADUATES

MPA students often come to HKS with existing advanced degrees and solid professional experience or as students in a concurrent MBA or JD program. They benefit from a flexible curriculum that they can tailor to their unique interests.

The number of private sector jobs secured at graduation is, in large part, a reflection of our many concurrent degree graduates. Anecdotal evidence suggests that these graduates will move between sectors throughout their careers.

*Positions secured by MPAs following graduation include:*

- Business development and marketing officer at an alternative energy firm
- Investment manager at a global development bank
- Planning and program development officer at an international NGO
- Political risk analyst for a leading financial institution
- Strategic consultant at a top-tier firm

# MC/MPA

The Mid-Career Master in Public Administration (MC/MPA) is the longest-running program at Harvard Kennedy School. This intensive one-year program offers a flexible curriculum to allow highly accomplished mid-career leaders and professionals to hone their skills, redefine their career goals, or pursue specialized interests through coursework at HKS and at other graduate schools at Harvard and in the Boston area. MC/MPA students represent a range of professions from the public, private, and nonprofit sectors and come from more than 60 countries to study innovative ways to tackle the world's most complex public challenges. Graduates have gone on to become heads of state, cabinet ministers, military officers, diplomats, journalists, chief executives, and non-governmental organization directors.

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

“As a Navy SEAL Officer with 13 years of service, I relished the opportunity to envelop myself in the Harvard Kennedy School experience, to learn from an extremely diverse and accomplished group of classmates, and to spend time thinking and developing new strategies to lead our country on a path towards global security.”

Richard Witt MC/MPA 2013  
United States  
Lieutenant Commander,  
Current Operations Planner,  
Special Operations Command Central  
(SOCCENT) in Tampa, Florida



## Curriculum

The MC/MPA program begins with the required Mid-Career Summer Program, an intensive five-week course for students to study applied economics, quantitative analysis, political institutions, and globalization in preparation for the academic year. During the fall and spring semesters, students are responsible for choosing courses that align with their individual goals. Their only requirement is to complete at least one credit in three fundamental skill areas:

- Economics and Quantitative Analysis
- Management and Leadership
- Political Thought and Institutions

Students select their remaining five (or more) credits to support their unique intellectual and professional talents and objectives.

### MC/MPA Mason Program Fellows

The Edward S. Mason Fellows are a cohort of approximately 85 students within the MC/MPA program who are from developing, newly industrialized, and transitional economy countries.

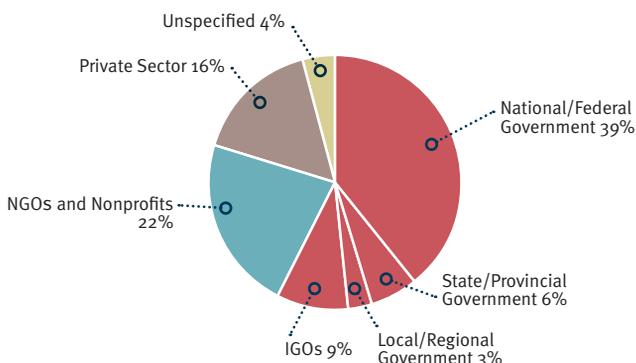
Fellows are required to attend a two-week Mason Fellows Summer Seminar ahead of the Mid-Career Summer Program. During the seminar, they draw from international development cases created by HKS faculty members along with those from their own professional experience to explore questions of leadership, strategic management, communication, and policy decision making. In addition to fulfilling the MC/MPA program requirements, Mason Fellows attend required co-curricular seminars throughout the year that feature topics in international development and global leadership.



*“HKS sharpened my managerial skills, provided global perspectives, and updated my understanding of technology and social media trends. These are invaluable in leading two Philippine nonprofits I cofounded.”*

**Gianna Montinola MC/MPA 2013 Mason Fellow**  
**Philippines**  
**Cofounder and Director,**  
**Hands On Manila Foundation, Inc. and**  
**Cofounder and President,**  
**PeaceTech Foundation, Inc.**

### MC/MPA CLASS of 2014 Employment Overview



### MC/MPA GRADUATES

MC/MPA graduates build on their proven professional experience with a flexible curriculum that they can tailor to their interests and goals. Whether transitioning to new careers or deepening knowledge and skills in their existing ones, MC/MPAs gain a rich education from both the classroom and their mid-career colleagues.

*Positions secured by MC/MPAs following graduation include:*

- Commissioner for a state-level government agency
- Communications and public affairs specialist at a media outlet
- Counterterrorism expert at a government agency
- Executive leadership in human rights, global poverty alleviation, or advocacy NGOs
- Policy officer at an intergovernmental organization

# FINANCIAL Assistance

## *Paying for Graduate School— A Partnership*

Financial assistance at Harvard Kennedy School is a partnership. As a partner, we assist as many students as we can with our limited scholarship and fellowship resources. The students' role in the partnership is to eliminate consumer debt, maintain realistic expectations for standard of living, investigate all possible sources of outside funding, and save as much as possible. Nevertheless, attending HKS may require significant borrowing. Advance planning is a crucial part of making enrollment possible, and applicants are encouraged to search for other funding opportunities.

### *Types of Financial Assistance*

A range of financial assistance is available for domestic and international students:

#### **Fellowships and Scholarships**

HKS offers competitive merit-based fellowships and scholarships. Completing the financial aid application (available online shortly after the admission application deadline) allows applicants to be considered for scholarships and fellowships. Applicants must apply for financial assistance before learning whether they have been admitted. Student Financial Services at HKS communicates with applicants often; however, applicants are responsible for being aware of instructions and deadlines. Opportunities to apply for funding (other than loans) after admission are minimal.

#### **Student Loans**

##### *— Federal Loans*

U.S. citizens and permanent residents who have completed a Free Application for Federal Student Aid (FAFSA) are eligible for federal loans (i.e., Stafford, Perkins, and Graduate PLUS).

##### *— Supplemental Loans*

Supplemental loans are also available to bridge the gap between a student's cost of attendance and other aid received. Terms of these loans vary. Although international students are not eligible for federal student loans, they may apply for private educational loans, typically with a co-signer who is a U.S. citizen.

##### *— Loan Repayment Assistance and Forgiveness Programs*

The HKS Loan Repayment Assistance Program (LRAP) assists graduates working with modest salaries in the nonprofit and public sectors by providing assistance with educational loan repayment. Applicants must be employed in qualified public service positions and have a household income within the LRAP income scale. Funding is limited and eligibility is restricted to no more than five years of participation.

Through the Federal Public Service Loan Forgiveness Program (FPSLF), federal loan borrowers going into public service may qualify to have 100 percent of their remaining federal loans forgiven after 10 years. To qualify, they must be employed by a federal, state, local, or tribal government — or by a 501(c)(3) nonprofit — and be repaying their loans on an income-based repayment plan. For further information on the FPSLF, please visit [studentaid.ed.gov/repay-loans/forgiveness-cancellation/charts/public-service](http://studentaid.ed.gov/repay-loans/forgiveness-cancellation/charts/public-service).

*Information on application procedures and funding opportunities is available in the Student Financial Services section of the HKS website.*

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

**Tuition + Fees**

Academic Year Tuition	\$45,697
Course Materials Fee	\$428
HKS Activity Fee	\$175
Mid-Career Summer Program Fee (All Mid-Career & Mason)	\$ 8,040
MC/MPA Mason Program Seminar Fee	\$3,500

**Mandatory Health Insurance**

HUHS Student Health Fee	\$1,042
Student Health Insurance Plan Fee*	\$2,390

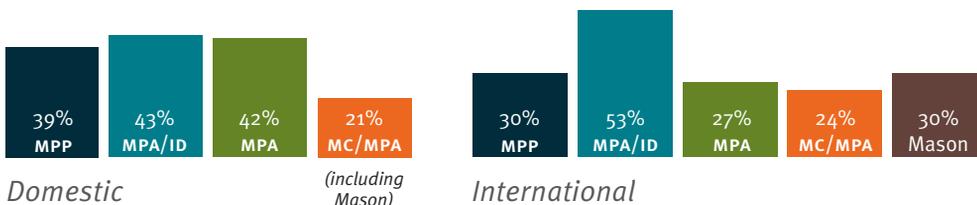
\* May be waived if student is enrolled in a comparable health insurance plan.

**Other Expenses**

Estimated living expenses per month	\$2,300
Estimated cost of books and supplies for the year	\$1,500–\$2,000
Estimated cost of personal expenses/domestic travel for the year	\$5,000–\$5,600

**Scholarship/Fellowship Assistance Awarded**

Percentage of admitted students who receive assistance by degree type (three-year average)



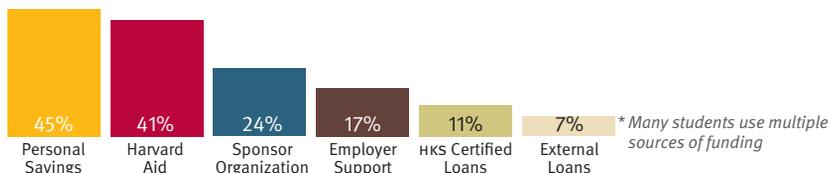
**Harvard Scholarship/Fellowship Assistance in Dollars**

Annual amount of assistance received by degree type (three-year average)



**Funding for International Students**

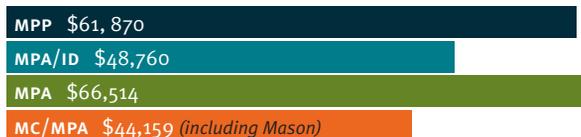
How international students fund their HKS education (three-year average)\*



**Debt**

Debt at graduation by degree type (three-year average)

**Domestic Borrowers**



# FREQUENTLY Asked QUESTIONS

## How do I apply?

### How do I apply?

We accept all necessary documents through our website at [www.hks.harvard.edu/apply](http://www.hks.harvard.edu/apply).

### What is the application deadline, and when are decisions released?

The application deadline typically falls in early December, and decisions are released in late March. Please refer to our website for specific dates. There is no spring admission.

### May I apply to more than one master's degree program at HKS?

You may apply to only one master's degree program at a time.

### Does HKS accept transfer students?

HKS does not accept transfer students.

### Who should write my letters of recommendation?

HKS requires three recommendation letters for all applications. Please do not submit more than three. We prefer to receive letters that are addressed specifically to HKS rather than generic letters. They should be written and submitted by academic or professional references; we discourage letters from friends, co-workers, etc. Please avoid submitting all three letters from academic references.

### Is an interview required to be considered for admission?

Interviews are not a required part of the admission process. The admissions committee may contact applicants on a case-by-case basis.

### Must I be fluent in a foreign language in order to apply?

We have no foreign language requirement.

### Do I need a certain kind of academic major or work experience?

HKS students come from a variety of academic and professional backgrounds. We do not look for a particular major or type of work experience. Rather, we evaluate each applicant's potential to work for the public good. If your academic and/or professional background varies from the proposed course of study at HKS, you should ensure that your application addresses how an HKS education will allow you to make a transition.

### May I submit additional materials to supplement my application?

You should submit only the required documents. Additional writing samples, compact discs, and newspaper or magazine articles will not be considered and will be discarded.

### I've taken undergraduate and graduate courses at a number of schools.

### Which transcripts must I submit?

You are required to submit transcripts from any college or university you attended, even if the coursework was not part of a degree program. Credits, grades, courses, and the grading scale must be included in the transcript. Unofficial transcript copies may be uploaded through our admissions website for consideration. Official copies are required for individuals who are admitted and accept our offer.

HKS requires you to submit transcripts from schools from which you transferred, took summer courses, or studied abroad unless those credits, grades, and courses are included in the transcript from the school where you graduated.

If you are currently enrolled in a degree program, we do not need to wait for fall grades. We require proof of enrollment from the registrar's office that lists the courses you are currently taking. Do not send transcripts from high school, lycée, etc.

### May I reapply if I was not admitted previously or if I declined my admission offer?

We keep application materials for all programs on file for three years, after which they are destroyed. To reapply, you must submit a new application; however, you may reuse test scores, transcripts, and letters of recommendation. Instructions regarding the reapplication process are on our website.

### What do you look for in an applicant?

HKS is a school of leadership and public service. Successful candidates typically demonstrate leadership experience and commitment to the public good. These characteristics are often displayed through professional experience and volunteer work during and after college.

Our curriculum is demanding, and we look for applicants with the skills needed to manage rigorous coursework. Course requirements vary by program. However, quantitative coursework is part of the curriculum for all programs. Previous coursework in micro- and macroeconomics and multivariable calculus is required for the MPA/ID program. Coursework related to quantitative methods (e.g. economics, statistics, and mathematics) is recommended for the other degree programs. Applicants lacking previous quantitative coursework are strongly encouraged to take such courses prior to applying.

Successful candidates also demonstrate strong writing and communication skills. Work experience is preferred, and some programs have specific work experience requirements. See the degree program descriptions in this brochure for more information.

### How do I apply for financial assistance to attend HKS?

You will receive an email after submitting your application with instructions on how to use our online system to apply for financial assistance.

### What other resources are available to help fund my HKS education?

We encourage you to closely review the Student Financial Services section of the HKS website to learn about external funding opportunities.

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

**What is the minimum or average GPA or GRE/GMAT score for successful applicants?**

The admissions committee takes a holistic approach when evaluating applications. Many factors are considered, including essays, prior educational performance, letters of recommendation, and standardized test scores. We are looking for a solid academic record and evidence of quantitative ability. However, we do not have a cutoff grade point average (GPA) or cutoff scores for the Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT).

**Which standardized tests are required?**

The GRE or GMAT is required of all applicants to HKS master's degree programs except those who are applying to the Mid-Career Master in Public Administration Edward S. Mason Program or to the Wexner Israel Fellowship.

Either the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) is required of all applicants to both two-year and mid-career programs whose native language is not English or whose four-year *undergraduate* degree program was not conducted entirely in English. The minimum TOEFL scores to be considered for admission are: IBT – 100, CBT – 250, or PBT – 600. The minimum IELTS overall band score is 7.

**I have been out of school for a long time. How important are my GRE or GMAT scores?**

Although standardized test scores are an important measure of academic ability, if an applicant has extensive professional experience, the admissions committee pays close attention to the quality and depth of his or her past professional experience and potential.

**Do you look at all my GRE scores if I take the test more than once?**

The admissions committee will look at all your scores.

Test Score Info

**Do you have an online or distance-learning program?**

HKS does not offer such programs.

**May I take classes at other schools or departments at Harvard?**

You may cross-register at the other Harvard schools, or at the Fletcher School at Tufts University or select departments at MIT. Typically, students are permitted to take one course per semester at another school.

**Is student housing available?**

Harvard University Housing is an option for students. For more information, visit [www.huhousing.harvard.edu](http://www.huhousing.harvard.edu).

**May I study part-time or in the evening only?**

HKS does not offer part-time programs. Classes may not be taken only at night.

**May I visit the campus?**

We hold information sessions throughout the year and host several open houses in the fall. You are encouraged to visit our website to register for an information session or an open house. For more information, visit [www.hks.harvard.edu/degrees/admissions/learn](http://www.hks.harvard.edu/degrees/admissions/learn).

Other Info

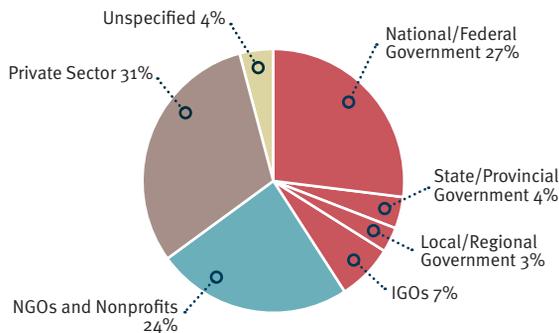
Admissions Blog

To learn more about HKS admissions, visit [hksadmissionblog.tumblr.com](http://hksadmissionblog.tumblr.com)

# HARVARD KENNEDY SCHOOL and *Your CAREER*

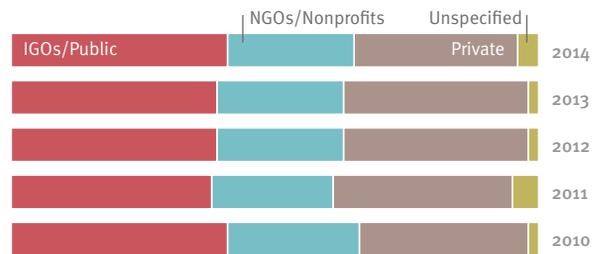
Pursuing a degree at Harvard Kennedy School is about professional development. While engaged in a unique academic and personal experience, students begin early — in partnership with faculty and program staff members, research center affiliates, fellow students, alumni, and the Office of Career Advancement (OCA) team — the process of clarifying their professional paths after HKS. Below is a general employment overview of our recent graduates. For more information, visit the OCA website.

## CLASS OF 2014



## A Five-Year View

Approximately two-thirds of our graduates choose public or nonprofit employment immediately after HKS.



## CLASS OF 2014 HIGHLIGHTS

**554**  
total graduates

The class reported employment in 56 countries, and in 26 U.S. states and Washington, DC.

**55 hired by 24 U.S. departments and agencies**

The U.S. federal government remained the top employer of HKS graduates. The World Bank Group was the top employer in international development, engaging 17 graduates. Strategy consulting continued to be a draw for graduates, with McKinsey & Company and Boston Consulting Group hiring 28 graduates for positions in seven countries.

**1 White House Fellow**

An MPA graduate is one of six HKS alumni currently serving as White House Fellows.

**8**

**U.S. Presidential Management Fellows Program finalists**

Six accepted PMF positions.

**2% Rise in Public Sector and NGO/Nonprofit Employment**

There was an additional 2 percent jump in “unspecific sector” employment, including graduates launching new ventures not yet associated with a sector.

**94%**  
settled

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

**83%**

Employers engaged just one graduate

This highlights HKS graduates’ diverse interests and career trajectories.

\* 88% of 2014 graduates responded to the OCA survey.

### What can I expect when it comes to professional development at HKS?

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All you do at HKS will support your professional development, from time spent in the classroom and at events to conversations over lunch. Given the diversity of interests and experience among HKS students, the process of taking your next career step will be a unique journey. Your HKS network of faculty members, research center and program staff, alumni, and classmates will be a priceless resource. The OCA team, made up of nine professionals, provides career development resources in the form of individual coaching, access to potential employers, job search skill development, and guidance on building a strong network to support your career interests.

### What is career coaching?

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Students will find informal career coaches throughout HKS. In OCA, the career coaching team is available for individual meetings. Each coach has focus areas that align with the specific professional interests of HKS students. Students are encouraged to meet with a career coach early in their program to design a career development strategy. Alumni also consult with OCA coaches as their careers progress.

### How are graduates faring in this economy?

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The HKS degree has shown great resilience. By October of the graduating year, 90 percent of our surveyed graduates report being settled — they are either employed, running for office, or continuing their education.

### What resources are available for finding jobs and internships?

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The OCA team provides individual and small-group support to help polish job search skills. The online job bank and career management system JACK (Jobs and Careers for the Kennedy School) is a powerful tool for identifying unique opportunities and potential employers. In 2014, OCA screened and posted more than 4,000 targeted jobs and internships. The HKS Alumni Directory and LinkedIn Group (open to students, alumni, faculty and staff members, and Executive Education participants) represent our dynamic professional network and avenues to internships, Policy Analysis Exercise (PAE) clients, and employment.

### Do employers come to campus?

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OCA brings nearly 100 employers to campus for career fairs and information sessions each year. In addition, valuable connections develop with alumni who return to HKS to share their expertise or who attend our regional networking events off-campus. Students also benefit from the many practitioners and alumni speaking at research center seminars every day, who are eager to share career advice.

### Is funding available for internships?

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Harvard Kennedy School, through both a general summer internship fund and the generous support of its research centers, provides funding for unpaid or minimally paid internships, primarily in the public or nonprofit sector. Funding is competitive and requires an application.

# LIFE at HARVARD KENNEDY SCHOOL

Harvard Kennedy School offers a stimulating, challenging, and positive learning environment where student-driven initiatives play a large role. Our students are deeply engaged in activities beyond the classroom, participating in more than 70 clubs that range from the Student Public Service Collaborative to the Soccer Club. They lead conferences and caucuses, write and edit for journals, and are committed to serving in their community. More than 80 percent of students participate in the annual HKS public service day at the start of the fall semester.

## Student Government

The Kennedy School Student Government (KSSG) is an autonomous body that works to coordinate school-wide functions and to recognize, fund, and support student groups. KSSG works continually to convey student concerns to the school's faculty and administration, and its members serve as consulted stakeholders in important school-wide decisions.

## Diversity Committee

Officially established in 2005, the Diversity Committee is a joint faculty-staff-student body that addresses issues pertaining to diversity to fulfill the HKS mission. As described in the HKS Diversity Statement, the mission requires not only attracting faculty, staff members, and students who are diverse in race, ethnicity, gender, sexual orientation, nationality, religion, and political philosophy, but also fostering and maintaining an atmosphere that encourages an active exchange of views in an environment of mutual respect.

## Student Public Service Collaborative

SPSC is a student-led office dedicated to promoting the ideals of public service throughout and beyond the Harvard Kennedy School community.

## Clubs and Organizations

*HKS is home to more than 70 student organizations, including:*

- Africa Caucus
- Arab Caucus
- Armed Forces Committee
- Asian Pacific American Caucus
- Black Student Union
- City+Local Professional Interest Council (PIC)
- Community Development Project Group
- Crisis Management PIC
- Diplomacy
- Electoral Politics PIC
- Energy and Environment PIC
- Human Rights PIC
- International Security PIC
- Jewish Caucus
- Latino/Hispanic Caucus
- LGBTQ Caucus
- Muslim Caucus
- Soccer Club
- Tech4Change

## Student Journals

- Africa Policy Journal
- Asian American Policy Review
- Journal of African American Public Policy
- Journal of Hispanic Policy
- Journal of Middle Eastern Politics and Policy
- Kennedy School Review
- Latin America Policy Journal
- LGBTQ Policy Journal
- Singapore Policy Journal

## Student Conferences

- Black Policy
- European
- German
- India
- International Development
- Latin American
- Social Enterprise

## Centers & Programs

*HKS is home to world-class research centers, programs, and initiatives, including the:*

- Ash Center for Democratic Governance and Innovation
- Belfer Center for Science and International Affairs
- Carr Center for Human Rights Policy
- Center for International Development at Harvard University
- Center for Public Leadership
- Hauser Institute for Civil Society
- Institute of Politics
- Joint Center for Housing Studies
- Malcolm Wiener Center for Social Policy
- Mossavar-Rahmani Center for Business and Government
- Rappaport Institute for Greater Boston
- Shorenstein Center on Media, Politics and Public Policy
- Taubman Center for State and Local Government
- Women and Public Policy Program

For a complete list of our research centers and programs, visit [www.hks.harvard.edu/centers-programs](http://www.hks.harvard.edu/centers-programs).

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

# A GLOBAL LOOK

From 2011 to 2015, students have come to Harvard Kennedy School from:

Afghanistan	Denmark	Jordan	Niger	Sweden
Albania	Dominican Republic	Kazakstan	Nigeria	Switzerland
Algeria	Ecuador	Kenya	Norway	Syrian Arab Republic
Argentina	Egypt	Korea, Republic of	Oman	Taiwan
Armenia	El Salvador	Kosovo	Pakistan	Tajikistan
Australia	Ethiopia	Kuwait	Palestine, State of	Tanzania, United Republic of
Austria	Fiji	Kyrgyzstan	Panama	Thailand
Azerbaijan	Finland	Lebanon	Peru	Timor-Leste
Bahrain	France	Liberia	Philippines	Trinidad and Tobago
Bangladesh	Gambia	Lithuania	Poland	Tunisia
Barbados	Georgia	Macedonia, The former Yugoslav Republic of	Portugal	Turkey
Belgium	Germany	Madagascar	Qatar	Uganda
Benin	Ghana	Malawi	Romania	Ukraine
Bhutan	Greece	Malaysia	Russian Federation	United Arab Emirates
Bosnia and Herzegovina	Guernsey	Maldives	Rwanda	United Kingdom
Brazil	Haiti	Mauritius	Saudi Arabia	United States
Bulgaria	Honduras	Mexico	Senegal	Uruguay
Cambodia	Hong Kong SAR, China	Moldova, Republic of	Serbia	Uzbekistan
Cameroon	Hungary	Mongolia	Seychelles	Vanuatu
Canada	India	Montenegro	Sierra Leone	Venezuela, Bolivarian Republic of
Chile	Indonesia	Morocco	Singapore	Viet Nam
China	Iran, Islamic Republic of	Myanmar	Slovakia	Yemen
Colombia	Iraq	Nepal	Somalia	Zambia
Congo, The Democratic Republic of the	Ireland	Netherlands	South Africa	Zimbabwe
Costa Rica	Israel	New Zealand	South Sudan	
Côte d'Ivoire	Italy	Nicaragua	Spain	
Croatia	Jamaica		Sri Lanka	
Cyprus	Japan		Sudan	

Sources: UNTERM, United Nations Multilingual Terminology Database and Ash Center for Democratic Governance and Innovation at Harvard Kennedy School

## THE POWER of the ALUMNI NETWORK

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

Our alumni can be found in more than 200 countries and territories.

Harvard Kennedy School students agree that the connections they make with their classmates are among the most important parts of their education. After graduation, our alumni become part of an active global community of individuals who generate positive change in the world — a robust network that alumni use to further their careers, gain professional advice, and continue to experience the power of a Harvard Kennedy School education.

**ASK WHAT YOU CAN DO**

19,406



As of June 2015

43,300



As of September 2015



## MASTER'S PROGRAMS

All questions regarding admission and application requirements should be directed to the Office of Admissions. Questions related to the curriculum and academic program requirements and options may be directed to the degree program offices.

### OFFICE OF ADMISSIONS

617-495-1155  
[admissions@hks.harvard.edu](mailto:admissions@hks.harvard.edu)  
[hksadmissionblog.tumblr.com](http://hksadmissionblog.tumblr.com)

### STUDENT FINANCIAL SERVICES

617-495-1155  
[financial\\_aid@hks.harvard.edu](mailto:financial_aid@hks.harvard.edu)

### MASTER'S DEGREE PROGRAMS

MPP [mpp\\_program@hks.harvard.edu](mailto:mpp_program@hks.harvard.edu)  
MPA/ID [mpaid\\_program@hks.harvard.edu](mailto:mpaid_program@hks.harvard.edu)  
MPA [mpa\\_program@hks.harvard.edu](mailto:mpa_program@hks.harvard.edu)  
MC/MPA [mpa\\_program@hks.harvard.edu](mailto:mpa_program@hks.harvard.edu)  
MC/MPA Mason Program  
[mason\\_program@hks.harvard.edu](mailto:mason_program@hks.harvard.edu)

### JOINT AND CONCURRENT PROGRAMS

[jointconcurrentdegrees@hks.harvard.edu](mailto:jointconcurrentdegrees@hks.harvard.edu)

## DOCTORAL PROGRAMS

### PhD ADMISSIONS

Four PhD programs are administered jointly with Harvard's Graduate School of Arts and Sciences (GSAS). It is important to note that GSAS, not HKS, administers the admission application and deadline. Questions regarding the PhD program may be directed to the Doctoral Degree Programs office.

### DOCTORAL DEGREE PROGRAMS

Academic questions:  
[phd@hks.harvard.edu](mailto:phd@hks.harvard.edu)

Admissions questions:  
[admiss@fas.harvard.edu](mailto:admiss@fas.harvard.edu)

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

### PhD IN PUBLIC POLICY

The PhD in Public Policy prepares qualified candidates to shape the direction of public policy research and to train the next generation of leaders, teachers, and researchers for programs in public policy and the social sciences. It qualifies individuals to perform high-level policy analysis and to lead in the public sector.

### PhD IN POLITICAL ECONOMY AND GOVERNMENT

The PhD in Political Economy and Government is intended for students interested in academic or policymaking careers that require an advanced knowledge of economics and political science. It is designed for the small number of students whose needs are not met by studying economics, political science, or public policy alone.

### PhD IN HEALTH POLICY

The PhD in Health Policy is designed for students seeking teaching careers in institutions of higher learning and/or research careers in health policy. It is a collaborative program offered by HKS, Faculty of Arts and Sciences (FAS), Harvard School of Public Health, Harvard Medical School, and Harvard Business School.

### PhD IN SOCIAL POLICY

The PhD programs in Social Policy award a PhD in either Government and Social Policy or in Sociology and Social Policy. This is a joint PhD program for students who wish to combine the disciplinary depth of a doctoral degree in political science or sociology with a multidisciplinary study of social policy issues.

## EXECUTIVE EDUCATION

Executive Education at HKS can transform your capabilities in just a few extraordinary days. Experienced professionals, a world-class faculty, and a dynamic curriculum are brought together in a setting where the common denominator is a commitment to public service. With more than 35 programs — addressing critical subjects

from economic development and decision making to infrastructure and national security — HKS offers the most comprehensive range of executive education programs in public leadership available anywhere in the world. Learn more at [exed.hks.harvard.edu](http://exed.hks.harvard.edu).

### EXECUTIVE EDUCATION ADMISSIONS

617-496-9000  
[exed@hks.harvard.edu](mailto:exed@hks.harvard.edu)

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*Martha Stewart, Kent Dayton*

*This brochure was printed in September 2015. Information, policies, dates, and fees are subject to change.*