



*“Ask not what your country can do for you—
ask what you can do for your country.”*

John F. Kennedy
Presidential Inauguration, January 1961



HARVARD Kennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT



Ask what you can do

Why
**HARVARD
KENNEDY
SCHOOL**

Every generation faces the opportunity and 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, innovative thinking and passionate, skillful leaders with the courage and the spirit to turn ideas into actions.

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 a unique and diverse group of individuals committed to the public interest from across continents and across sectors. 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**

“Looking back, I can say with certainty that my Harvard experience has served me well throughout my career—the excellence of ideas and insight offered by many distinguished, prominent scholars have graced this campus and really enriched us all.”

Ban Ki-moon MPA, MASON FELLOW 1984
Secretary-General of the United Nations



“The key ingredients for good public policy are innovative ideas and outstanding people to put those ideas into practice. Both parts are needed. The Kennedy School is the best place I know in the world to find the right people and the right ideas.”

Douglas W. Elmendorf, Dean
Don K. Price Professor of Public Policy

A young woman with reddish-brown hair, wearing a green textured blazer, is smiling and looking upwards and to the left. She is sitting in front of a whiteboard covered with colorful sticky notes (pink, yellow, green) and blue handwritten notes. The background is slightly blurred, focusing on the woman.

Transforming **LEADERS**

“For someone interested in implementing practical solutions at home or abroad, Harvard Kennedy School gives you the skills, the confidence, and the network to be able to create positive social change. It’s a vibrant community of imaginative people all committed to tackling some of the world’s most pressing challenges.”

Katharine Wolf MPA/ID 2012

DEGREE PROGRAMS

Our degree programs share a singular purpose: to train exceptional leaders to advance the public interest. From recent college graduates to professionals in the prime of their careers, Harvard Kennedy School attracts highly motivated individuals from all sectors seeking to sharpen their analytic and leadership skills, deepen their knowledge, and join a worldwide network of colleagues committed to making a difference.

Harvard Kennedy School’s academic experience is a rigorous one where world-class faculty and talented students work together to tackle complex challenges and develop new ideas for making the world a better place.

Every day in our classrooms, students engage in a global conversation with preeminent scholars, seasoned practitioners, and fellow leaders from more than 90 countries. The breadth of experience is equally important: government officials, social entrepreneurs, and scholars sit alongside journalists, nonprofit leaders, and business executives.

This dazzling diversity of voices and free exchange of ideas fosters intellectual and personal development and creates

a stimulating environment in which students learn to think deeply and broadly about public problems. They develop the analytic tools uniquely suited to understanding and shaping the impacts of policies, and they learn to lead and manage effectively across sectors and among multiple, diverse stakeholders. Best of all, they leave prepared to create solutions and improve our world.

Master’s Degree Programs

- Master in Public Policy (MPP)
- Master in Public Administration in International Development (MPA/ID)
- Master in Public Administration (MPA2)
- Mid-Career Master in Public Administration (MC/MPA)
 - *Edward S. Mason Program*

Joint & Concurrent Degrees

Students can broaden their credentials and develop specialized depth of knowledge through our joint or concurrent degree programs with several graduate schools at Harvard or selected professional graduate programs at other universities.

Doctoral Degree Programs

- Four Ph.D. programs are administered jointly with Harvard’s Graduate School of Arts and Sciences:
- Public Policy
 - Political Economy and Government
 - Health Policy
 - Social Policy

For more information on our degree programs, visit www.hks.harvard.edu/degrees

“Three decades later, my memory of the Kennedy School remains fresh, not out of nostalgia, but because of its continued relevance to today’s challenges and tomorrow’s opportunities.”

Lee Hsien Loong MPA, MASON FELLOW 1980
Prime Minister of Singapore

Financial Aid

Harvard Kennedy School offers financial aid counseling to all students and encourages applications from those who are unable to fund their studies without assistance. Loan, scholarship, and work-study funds are offered to students who meet eligibility criteria. Fellowship and scholarship funds are also available, but it is strongly recommended that students pursue outside funding as these funds are limited.

We encourage prospective applicants to review our financial assistance information at: www.hks.harvard.edu/degrees/sfs

BRINGING THE CLASSROOM TO LIFE Kennedy School students travelled to Chile in January 2012 to help residents in three towns (Cobquecura, Perales, and Dichato) hard hit by the February 2010, 8.8 magnitude earthquake devise economic recovery plans. The students, whose backgrounds included international affairs, community development, economics, education, and urban planning, worked alongside local citizens, business leaders, and politicians. “In a short amount of time we listened and learned from the residents,” says Parvathi Santhosh-Kumar MPP 2012, a volunteer, “and now have relentless pride in the three communities. It’s exhilarating to know that our efforts helped bring much needed funding and resources to the residents, and that the Kennedy School’s relationship with the communities will continue for years to come.”

IN THE FIELD: *Chile*



Students meet with residents. Left to right, Angela Wyse MPP 2012; Fernando Donoso, a student at the Universidad del Bío Bío in Concepción, Chile; a resident of Dichato; and Floyd Nelson Haynes MPA 2012.

EXECUTIVE EDUCATION

Leaders everywhere recognize that lifelong learning is no longer an option — it's a necessity. In the public, private, and nonprofit sectors alike, leading effectively requires a continuous commitment to building new skills, networking, and keeping up with innovative ideas and the latest research.

Building on EXPERIENCE



Harvard Kennedy School offers the most comprehensive range of Executive Education programs in public leadership available anywhere in the world. We bring together experienced professionals, a world-class faculty, and a dynamic curriculum in a setting where the common denominator is a shared commitment to public value.

A LEARNING ENVIRONMENT FOR EXECUTIVES

Executive Education programs are designed specifically for public, private, and nonprofit sector executives who want to expand their skills in a highly collaborative, academically rigorous environment. Classroom sessions draw extensively on participants' experience and offer opportunities to address current leadership challenges.

Participants build skills through group interaction in case study discussions, simulations, and team exercises. The personal relationships forged during these highly interactive programs enable lifelong professional opportunities and friendships. For many participants, these lasting networks become the most valuable legacy of their Harvard Kennedy School executive education experience.

All Executive Education programs are led by full-time Harvard faculty members who design courses that engage and challenge participants in every aspect of public leadership, from strategic management and performance measurement to communication and negotiation.

For more information, visit www.hks.harvard.edu/execed

Executive Education offers more than 30 open enrollment programs in six areas:

- Federal Portfolio
- National Security Portfolio
- Global Portfolio
- State and Local Portfolio
- Executive Skill Development Portfolio
- Nonprofit/NGO Portfolio

Executive Education Online

Executive Education offers a suite of online programs for nonprofit executives and non-governmental organization leaders. Participants are able to apply concepts, techniques, and faculty feedback to their work as they progress through the programs, allowing for immediate impact within their organizations.

For more information, visit www.hks.harvard.edu/ee/online

Leaders everywhere recognize that lifelong learning is no longer an option — it's a necessity.

CREATING A GLOBAL FORCE FOR PROGRESS The vision behind the World Economic Forum's Young Global Leaders program is as simple as it is ambitious: take several hundred exceptional leaders from around the world and form a community dedicated to working for a better future. At Harvard Kennedy School, this work is supported through a specially designed Executive Education program. Jointly created by Harvard Kennedy School's Iris Bohnet, Professor of Public Policy, David Gergen, Professor of Public Service, and Joseph Nye, University Distinguished Service Professor, the program helps build the advanced skills and knowledge necessary to serve as a powerful force for progress. "We need a larger group of people who are confident and committed to acting as global leaders, as global citizens, with a deep understanding of the challenges and opportunities ahead of us," says Gergen.

Participants in the Young Global Leaders program debate frameworks for global leadership and public policy.

IN THE FIELD: *Young Global Leaders*



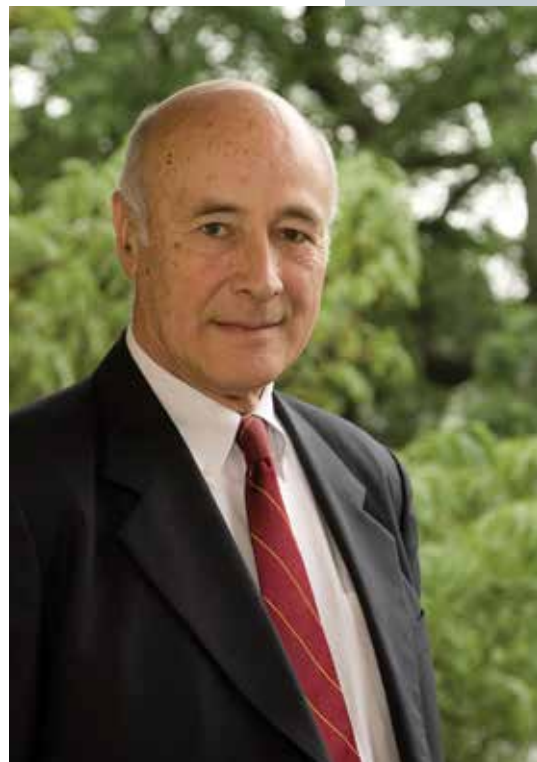
“HKS offered fresh perspectives that continue to fuel my approach to strategic leadership. The diverse group of senior leaders produced invaluable discussions and the faculty pushed us to think broadly about issues we often can’t consider in our everyday work.”

C. Robert Kehler
General, U.S. Air Force
Senior Executives in National and International
Security program, 2006

“The exercises that took place in the classroom at Harvard Kennedy School felt like an extension of my work. The exposure to faculty and colleagues with such varied professional experience was enriching and encouraged me to challenge my own assumptions and think differently.”

Margaret Drain
Vice President for National Programming
WGBH Educational Foundation
Women & Power program, 2005

Creating Innovative
SOLUTIONS



www.hks.harvard.edu/about/faculty
www.hks.harvard.edu/centers-programs

FACULTY & RESEARCH

The world’s most pressing public problems demand effective and timely action. Harvard Kennedy School is committed to answering that call. We provide a unique, multidisciplinary forum for innovation where ideas become practical solutions that achieve results.

Harvard Kennedy School attracts prominent scholars and leading practitioners from around the globe who are committed to exceptional teaching and ground-breaking research. Our faculty and researchers include leaders in their academic disciplines, as well as practitioners from every sector who play active roles in shaping public policy, advising governments and nonprofit organizations, and devising new entrepreneurial approaches to public problems. They have helped reduce nuclear stockpiles, led efforts to address climate change, drawn attention to human rights abuses, helped countries emerge from poverty, and so much more. Faculty work directly with students—conducting research, facilitating dialogue, and developing innovative policy options.

The case method pioneered at Harvard is a vital part of the school’s approach to learning. Harvard Kennedy School has developed the world’s largest collection of case studies designed for teaching how government works, how public policy is shaped, and how nonprofit organizations operate. Faculty and researchers continually develop and teach new cases that reflect the latest developments in their fields.

“Innovative and socially important research is carried out at the Harvard Kennedy School on virtually all of the major problems the world faces. Based in a diverse set of disciplines, our faculty recognize the broader context of their work, which informs and improves the quality and relevance of their contributions. No matter what the topic or the perspective, the fundamental objective of all our research is to help make the world a better place.”

Robert Stavins

**Albert Pratt Professor of Business and Government
 Director, Harvard Project on International Climate Agreements
 Director, Graduate Studies for the Doctoral Programs in Public Policy
 and in Political Economy and Government**

Harvard Kennedy School is home to many world-class research centers, programs, and initiatives, including:

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

For more information and a complete list of our research centers and programs, visit www.hks.harvard.edu/centers-programs

clockwise, from top left:
 Meghan O’Sullivan, Professor of the Practice of International Affairs;
 Joseph Nye, Distinguished Service Professor;
 Archon Fung, Academic Dean and Professor of Democracy and Citizenship;
 Rohini Pande, Professor of Public Policy;
 David Gergen, Professor of Public Leadership;
 William Julius Wilson, University Professor

Promoting Critical DIALOGUE

“We call it ‘the sixth course’ — the incredible opportunities outside the classroom. The Forum events, the lunchtime talks, the seminars at the research centers. I’ve heard every kind of leader speak here. I don’t think you get that at any school but Harvard Kennedy School.”

Rebecca Hummel MPP 2007

Senior Advisor

State Department, Office of the Special Representative
for Afghanistan/Pakistan

DISCUSSION & DEBATE

At the heart of Harvard Kennedy School is the Institute of Politics’ John F. Kennedy Jr. Forum, where heads of state, politicians, and policy experts gather to discuss the most challenging problems facing our communities and our world today. Leaders from around the globe converge on Harvard Kennedy School almost daily to engage with faculty and students in the critical process of open dialogue and lively debate.

clockwise from top left:

Chilean Minister of Public Works Laurence Golborne;
former U.S. Secretary of State Condoleezza Rice;
Chairman of the Joint Chiefs of Staff General Martin Dempsey;
Harvard Law Professor Ronald Sullivan,
actor Cuba Gooding, Jr., and producer Rick McCallum;
Brazilian President Dilma Rousseff;
and HKS Professor David Ellwood,
Ambassador Gianna Angelopoulos,
and President Bill Clinton.

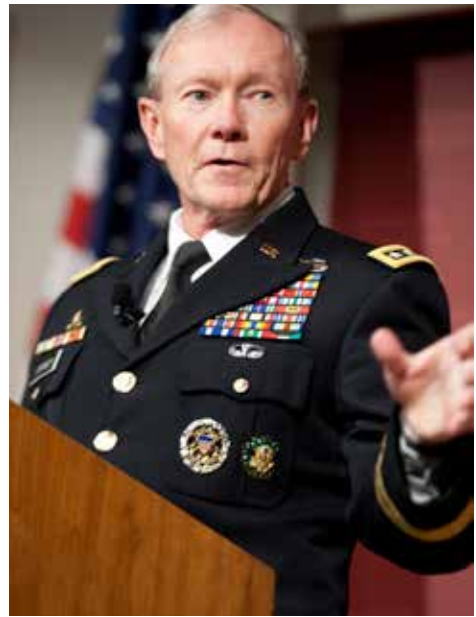
MAKING A WORLD OF DIFFERENCE Finding sustainable solutions for improving the lives of the poor has been social entrepreneur Illac Diaz’s mission throughout his career. Founder and executive director of MyShelter, Diaz MPA 2012 is currently working on the Liter of Light project to bring light to one million homes in the Philippines. Adopting an innovation designed at MIT, Diaz is installing on roofs in his home country the Solar Bottle Bulb—a plastic container filled with purified water and bleach—that gives off 55-watts worth of indoor light. “Cumulatively, many people can benefit from this,” says Diaz, a 2008 Young Global Leader. “It will change a whole new generation. They can read and they don’t have to spend money where it’s not necessary. That’s the gift of the solar bulb.”

Illac Diaz MPA 2012 attaches the solar bottle bulb to the roof of a house in the Philippines.

IN THE FIELD: *Philippines*



www.hks.harvard.edu/news-events/events



A man in a dark suit, light blue shirt, and striped tie is sitting in a wooden chair with a gold cushion. He is in a library or study, with bookshelves filled with books in the background. The lighting is warm and focused on him. The text 'Turning Ideas Into ACTION' is overlaid on the left side of the image.

Turning Ideas Into
ACTION

“The Kennedy School reinforced for me the value of evaluating complex social problems rigorously and carefully before forming conclusions or making judgments. As the director of the Equal Justice Initiative, I think much more critically about institutional values, goals, and operations as a result of my time at HKS.”

Bryan Stevenson MPP/JD 1985



Brigadier General Charles Hooper MPA 1989 (right) arrives in Chengdu, China, May 2008.

“I think the Harvard Kennedy School is the best public service educational institution in the world. It literally changed the way I view the world and my place in it. It made me a better scholar, a better soldier, a better citizen and a better person. West Point was my Sparta. The Kennedy School was my Athens.”

Charles Hooper MPA 1989
Brigadier General, Department of Defense
United States Army

ALUMNI IMPACT

In foreign ministries and local governments, in emerging nonprofits and established NGOs, in Fortune 500 companies and through public-private partnerships, nearly 50,000 Harvard Kennedy School alumni work around the globe, embodying leadership for a better world.

Some are in positions of prominent authority, such as Liberian President Ellen Johnson Sirleaf MPA, Mason Fellow 1971, who received the Nobel Peace Prize in 2011, Mexican President Felipe Calderon MPA, Mason Fellow 2000, U.S. Senator Jack Reed MPP 1973, and New York City Police Commissioner Raymond Kelly MPA 1984.

Others work without fanfare, tackling urgent and challenging issues on every continent. Harvard Kennedy School has alumni in 203 countries and territories, creating a powerful global network of knowledge and experience.

The strength and diversity of our alumni community increase with each graduating class, making the network an invaluable resource for connections and opportunities. Alumni around the world form and maintain lasting relationships built on the common bond of their commitment to making a difference.

“Knowing that I can call upon my classmates from any continent in the world and speak the same language of excellence in public service is the best gift of all from the Kennedy School.”

Obiageli Ezekwesili MPA, MASON FELLOW 2000
Minister of Solid Mineral Development, Nigeria

IMPROVING THE ELECTORAL PROCESS By the time Seth Flaxman MPP 2011 entered the Kennedy School, he already knew how he wanted to make a difference. Moved to action by the low number of citizens who turn out to vote in elections, he decided to find ways to increase voter turn out. With fellow students Katy Peters MPP 2011 and Amanda Cassel Kraft MPP 2011, he created TurboVote, a service that allows people to both register and vote from the comfort of their homes. “A lot of problems result from people not participating in the voting process,” says Flaxman. “I don’t think there’s anything more important than a functioning democracy. Government needs to be by all the people if it’s going to be for all the people.”

IN THE FIELD: *TurboVote*



A student signs up online using the TurboVote website.

We invite you to

ASK WHAT YOU CAN DO

*“When we ask what we can do, we should really be thinking
‘what can I do for the world as a global citizen?’*

*Whether we go on to become leaders of countries, corporations,
or organizations, that really is the dream here: any individual’s
role can be viewed as a positive force for social change.”*

Asim Ijaz Khwaja

Sumitomo-Foundation for Advanced Studies on
International Development Professor of International Finance and Development
Codirector of Evidence for Policy Design

*“In my research, teaching, and outreach,
I ask what I can do to help people, organizations,
and society make better decisions, overcome their biases,
and create a world of equal opportunity for all.
Closing opportunity gaps, whether due to gender, race, nationality,
or any other demographic characteristic is central to
Harvard Kennedy School’s mission to make
the world a better place.”*

Iris Bohnet

Professor of Public Policy
Director, Women and Public Policy Program





“Nothing is more stirring than the recognition of great public purpose. Every great age is marked by innovation and daring — by the ability to meet unprecedented problems with intelligent solutions...”

John F. Kennedy, March 1962



OFFICE OF ADMISSIONS

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admissions@hks.harvard.edu

STUDENT FINANCIAL SERVICES

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financial_aid@hks.harvard.edu

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MPA2 MPA_Program@hks.harvard.edu
MC/MPA MPA_Program@hks.harvard.edu
Mason Program Mason_Program@hks.harvard.edu

JOINT AND CONCURRENT PROGRAMS

jointconcurrentdegrees@hks.harvard.edu

DOCTORAL DEGREE PROGRAMS

PhD@hks.harvard.edu

“An education from the Kennedy School is a unique and remarkable gift. Even as it opens you to new thoughts, ideas, and experiences, it also brings with it an obligation to serve your fellow citizens. That is the most important lesson of the Kennedy School—to leave the world a little better off than when you found it.”

Anthony Williams MPP 1987

Lecturer in Public Management, Harvard Kennedy School
Mayor, Washington, DC 1999–2007

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