

Examples of Executive Summaries

These examples highlight excellent formats, ranging from short findings to extensive international policy recommendations.

- Prize-winning PAE: Erica Han and Lymari Morales (2007), [Understanding Muslim Populations: What Leaders Need to Know](http://www.hks.harvard.edu/var/ezp_site/storage/fckeditor/file/pdfs/degree-programs/oca/pae-han-morales-understanding-muslim-populations.pdf),
http://www.hks.harvard.edu/var/ezp_site/storage/fckeditor/file/pdfs/degree-programs/oca/pae-han-morales-understanding-muslim-populations.pdf
 - This policy analysis paper synthesizes and prioritizes its findings, offering recommendations as subsets. Many clients are more fascinated by a PAE-writer's survey of the problem than they are interested in the writer's conclusions and recommendations. This paper offers a way of meeting the client's immediate interests without losing sight of recommendations.
- Prize-winning PAE: Mamie Marcus (2007), *Immigrant Voters in Massachusetts: Implications for Political Parties*,
 - http://www.hks.harvard.edu/var/ezp_site/storage/fckeditor/file/pdfs/degree-programs/oca/pae-marcuss-immigrant-voters-in-massachusetts.pdf
 - This policy analysis paper first highlights the findings, building on them for the subsequent recommendations.
- Lengthy professional white paper: Pew Center, Asia Society. January 2009. "A Roadmap for U.S.-China Cooperation on Energy and Climate Change,"
<http://www.pewclimate.org/US-China>

This report presents a vision and a concrete roadmap for U.S.-China collaboration focused on reducing greenhouse gas emissions to mitigate the effects of climate change. The report begins with a "Forward" that highlights the importance of a collaboration between the U.S. and China as key leaders in negotiating climate change policy. The Forward also names key goals and describes underlying motivations.

- The Executive Summary explicitly names basic assumptions for the rationale supporting the methodology, findings, and recommendations. Without those assumptions, readers will not be persuaded of the report's ultimate recommendations. The Executive Summary then advocates its major recommendations before moving on to explicit findings with second-level, more specific recommendations. The conclusion to the Executive Summary underscores the urgency of following its recommendations both in a negative sense—what will happen if China and the U.S. do *not* act on these recommendations—and in a positive sense—what will happen if China and the U.S. *do* act on the recommendations. While conclusions are not mandatory for executive summaries, they do allow you to return to the big picture or the motive of your policy recommendations.

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