



THE FLETCHER
SCHOOL

TUFTS UNIVERSITY

THE FLETCHER CONNECTION





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THE FLETCHER CONNECTION: A MESSAGE FROM THE DEAN

The 21st century has presented the world with profound challenges. From the reconstruction of post-conflict societies and the creation of markets in emerging economies to the analysis of terrorist threats and the promotion of human rights, today's issues transcend borders and disciplines. Common to all of these challenges are the connections between history, politics, and culture that we must understand to respond effectively. The Fletcher School is distinctive among leading professional schools of international affairs for our collaborative, cross-disciplinary approach to identifying and illuminating those connections. In fact, the Fletcher experience can best be understood as a series of connections itself:

Fletcher's philosophy connects theory and practice. We train broadly knowledgeable and curious leaders to develop a thorough and nuanced grounding in the latest political, economic, business, and legal thinking and translate it into practical, successful actions that shape international issues and events.

Fletcher's curriculum connects interests and coursework.

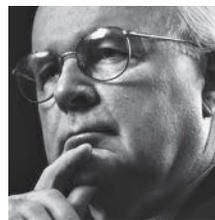
The flexibility of our curriculum allows students to tailor their education to their particular interests in the international arena and encourages them to explore those interests from new perspectives.

Fletcher's community connects students to an academic, professional, and social network that lasts a lifetime. Our professors and alumni are active players on the global stage and are ready and willing to share their experience and contacts in the public, private, and nonprofit sectors with our current students.

Since our founding in 1933, Fletcher graduates have become innovative leaders and problem solvers in business, government, and non-governmental organizations worldwide. If you are fascinated by the connections that drive international affairs and aspire to make meaningful and important contributions to the world, I invite you to explore all that Fletcher has to offer.



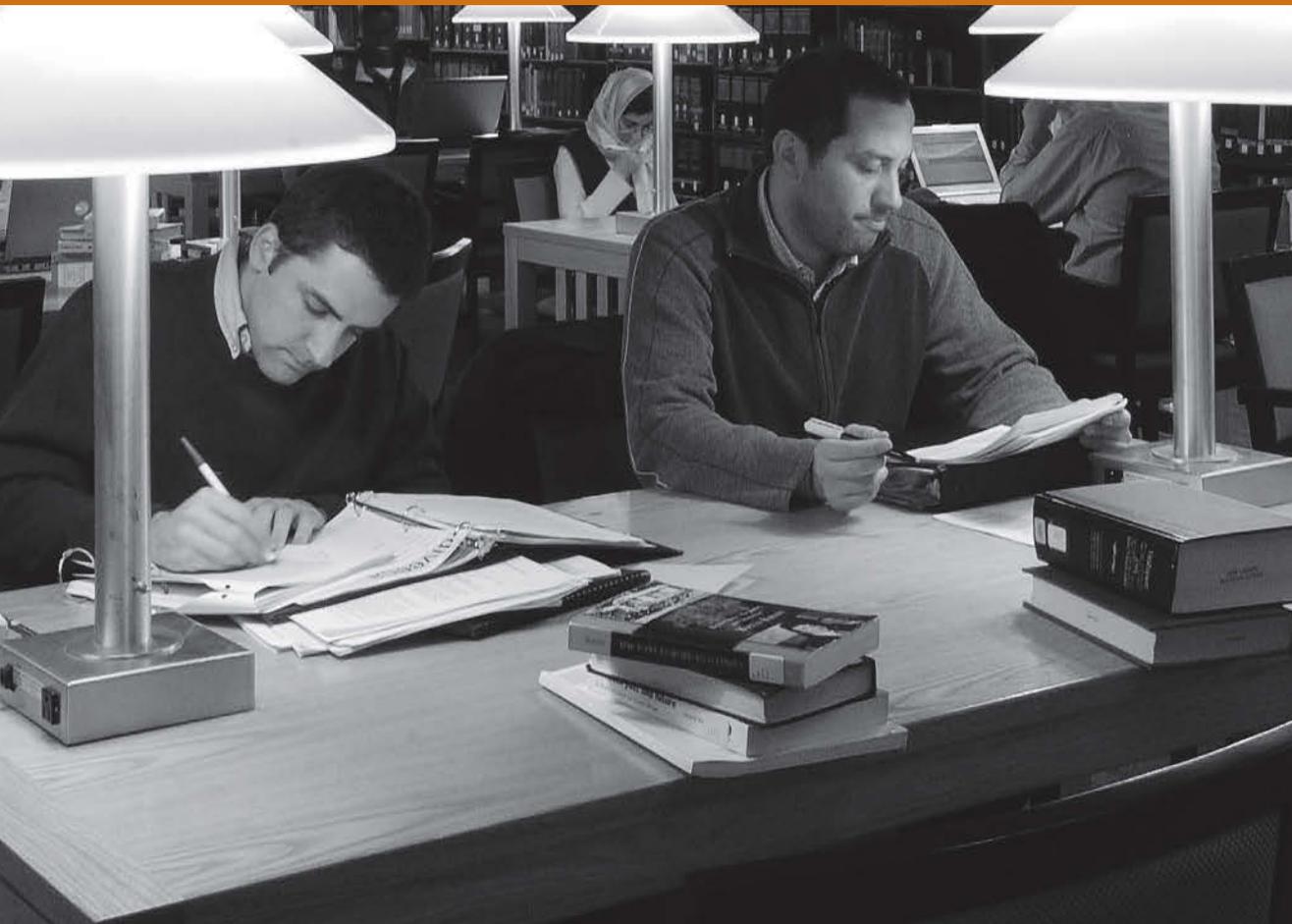
DEAN STEPHEN W. BOSWORTH



Dean Stephen W. Bosworth is the former U.S. Ambassador to the Republic of Korea, the Philippines, and Tunisia; Executive Director of the Korean Peninsula Energy Development Organization; and President of the United States-Japan Foundation. He is an expert in U.S. foreign policy, international finance and trade, U.S.-Asian relations, energy, and arms control and disarmament. Stephen Bosworth served as the U.S. Special Representative for North Korea Policy from March 2009 to October 2011.



CONNECTING YOUR INTERESTS AND EDUCATION



CONNECTING YOUR INTERESTS AND EDUCATION

A Fletcher education is designed to be as flexible as it is rigorous. Each course demands significant reading, writing, analysis, and classroom debate. Yet within this rigor, you are encouraged to explore. A variety of degree programs allow you to tailor your Fletcher education to meet a specific international interest or career goal. For students with a more general interest in international affairs, the curriculum offers a unique opportunity for further exploration and self-definition. Regardless of your motivational starting point, the curriculum demands a nimbleness of mind, a willingness to see beyond personal, social, and intellectual boundaries, and an ability to view particular events and issues in a truly global context. In effect, the primary requirement of a Fletcher education is to be interdisciplinary yourself.

Fletcher's courses are organized in **three divisions: International Law and Organizations; Diplomacy, History, and Politics; and Economics and International Business.** Coursework from across the three divisions ensures breadth and interdisciplinary study. Students build knowledge and competency in a particular area through fields of study, specialized tracks, certificates, and dual-degree programs.

DEGREE PROGRAMS AND REQUIREMENTS

Fletcher offers a variety of degree programs that enable you to tailor your education to meet a specific international interest or career goal. Fletcher courses are available to all students regardless of the degree program. All students are required to pass written and oral comprehension exams in a language other than their native tongue. The master's degrees require the completion of a capstone project. PhD candidates must write and defend a dissertation. In addition, students must complete the requirements detailed below for each degree program. For more information, visit fletcher.tufts.edu/academic/degree-programs.

Master of Arts in Law and Diplomacy (MALD): Two-year, highly flexible, interdisciplinary, professional degree in international affairs.

- Breadth requirement: Choosing from a select list, students take one quantitative reasoning course; one course from the Economics and International Business division; two courses from the Diplomacy, History, and Politics division; and one course from the International Law and Organizations division.
- Sixteen courses
- Option to pursue a certificate
- Two fields of study

Master of International Business (MIB): Two-year hybrid international business/international affairs degree program.

- Eighteen courses, including core courses in international business and international affairs
- One international business field of study
- One international affairs field of study

Master of Arts (MA): One-year degree program designed for mid-career or senior-level professionals with eight or more years of professional experience.

- Eight courses
- Breadth requirement: One course from each division
- Oral examination in the subject area of the MA thesis
- An international affairs field of study is optional
- A certificate in diplomatic studies is optional

Master of Laws (LLM): One-year program in international law for professionals practicing law or for those eligible to practice law.

- Eight courses (minimum of five/maximum of six from the International Law and Organizations division)
- Specialization within one of three law tracks is optional
- Breadth requirement: One course from the Economics and International Business division and one course from the Diplomacy, History, and Politics division

Global Master of Arts Program (GMAP): Twelve-month program designed for mid-career or senior-level professionals with eight or more years of professional experience. Courses are conducted through a combination of Internet-mediated instruction and three, two-week residencies.

- Eight courses from a specially designed international affairs curriculum

Doctor of Philosophy (PhD): Advanced, interdisciplinary study of international affairs.

- Twelve courses for candidates with a prior master's degree
- Four additional courses for candidates with a MALD degree from Fletcher
- Breadth requirement: Two courses from two of the three divisions and one course from the remaining division
- Three international affairs fields of study or two fields in greater depth
- Option to pursue a certificate
- Written and oral comprehensive examinations in the fields of study pursued
- Successful completion and defense of a dissertation

FIELDS OF STUDY, TRACKS, CERTIFICATES, AND CROSS-REGISTRATION

Fields of study are the basic building blocks of your education and they provide you with depth in a particular area. Each field consists of a group of related courses specific to a particular topic or geographic area. Though not required, LLM candidates are able to further specialize by adding an international law track.

Fletcher's certificate programs allow you to complement the MALD, MA, or PhD degree with further specialization in an area of particular interest to you. Each certificate provides a guide to course selection and research and requires a related internship experience and a capstone project. Selecting courses from fields of study, tracks, or certificates allows you to tailor your education to meet personal interests and professional goals.

With faculty approval, you may also create your own specialized field of study by combining courses from Fletcher, and the graduate programs at Tufts University, Harvard University, and other institutions. Recent examples of student-created fields include international human rights, international migration and refugee studies, and private sector development.

INTERNATIONAL AFFAIRS FIELDS OF STUDY (FOR MALD, MIB, MA, AND PHD CANDIDATES)

- Development Economics
- Human Security
- Humanitarian Studies
- International Business & Economic Law
- International Business Relations
- International Environment & Resource Policy
- International Information & Communication
- International Monetary Theory & Policy
- International Negotiation & Conflict Resolution
- International Organizations
- International Political Economy
- International Security Studies
- International Trade & Commercial Policies
- Law & Development
- Pacific Asia
- Political Systems & Theories
- Public International Law
- Southwest Asia & Islamic Civilization
- United States

INTERNATIONAL BUSINESS FIELDS OF STUDY (FOR MIB CANDIDATES)

- International Finance & Banking
- Marketing
- Public & NGO Management
- Strategic Management & International Consultancy

INTERNATIONAL LAW TRACKS (OPTIONAL FOR LLM CANDIDATES)

- International Business Law
- International Economic Law
- Public International Law



THE FLETCHER DISTINCTION FRIENDLY AND CHALLENGING

The Fletcher School's stellar reputation in International Relations is known the world over and is the main reason the school is so attractive to such a diverse group of individuals. The leaders of tomorrow meet here and will forge relationships that will continue to bear fruit in the decades to come. Coupled with a demanding academic environment, Fletcher ensures that students learn not only in the classroom setting, but from each other as well.

ADAM BARBORKA '12
UNITED STATES

BS, Physics, Trinity College (Connecticut)



CERTIFICATES (FOR MALD, MA, AND PHD CANDIDATES)

- Diplomatic Studies
- Human Security
- International Development (Political and Social Change; Sustainable Development; Economic Analysis, Trade, and Investment)
- International Finance & Banking
- Strategic Management & International Consultancy

EXCHANGE AND DUAL-DEGREE OPPORTUNITIES

Yet another way Fletcher encourages you to make connections is through the opportunity to pursue dual-degree and exchange programs with some of the world's leading professional schools and graduate programs. Fletcher also maintains special relationships with many graduate schools at Harvard University and other departments at Tufts University that allow students to freely enroll in classes at either institution.

The following sections list Fletcher's formal dual-degree and exchange programs available to degree candidates. By meeting certain criteria, you can also create your own ad hoc dual degree. Contact both Fletcher and the partner institutions directly for additional information.

MIB degree candidates may pursue a dual degree with a law school. LLM degree candidates may pursue a dual degree with the MALD requiring five semesters of study.

DUAL-DEGREE PROGRAMS OPEN TO MALD AND MA STUDENTS

- MALD/JD—Harvard Law School, Harvard University
- MALD/JD—School of Law (Boalt Hall), University of California, Berkeley
- MALD/MBA—Tuck School of Business, Dartmouth College
- MALD/MBA—HEC MBA Program, HEC School of Management (Paris, France)
- MALD/MBA—China Europe International Business School (CEIBS) (Shanghai, China)
- MALD/MBA—IE Business School (Madrid, Spain)
- MALD/MAIS—Diplomatische Akademie Wien—Vienna School of International Studies (Vienna, Austria)
- MALD/MIA—University of St. Gallen (St. Gallen, Switzerland)
- MALD/MA—Department of Urban and Environmental Policy, Tufts University
- MALD/MS—Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, Tufts University
- MALD/BA—Faculty of Arts and Sciences, Tufts University
- MALD/BS—School of Engineering, Tufts University
- MA/MD—School of Medicine, Tufts University
- MA/DVM—Cummings School of Veterinary Medicine, Tufts University

MALD EXCHANGE PROGRAMS

- Tuck School of Business, Dartmouth College
- China Europe International Business School (CEIBS) (Shanghai, China)
- The Graduate Institute of International and Development Studies (Geneva, Switzerland)
- The Graduate School of International Studies, Yonsei University (Seoul, South Korea)
- HEC MBA Program, HEC School of Management (Paris, France)
- Indian School of Business (Hyderabad, India)
- IE Business School (Madrid, Spain)
- Institut d'Etudes Politiques (Sciences Po) (Paris, France)
- Konrad-Adenauer-Stiftung (Germany)

MIB EXCHANGE PROGRAMS

- China Europe International Business School (CEIBS) (Shanghai, China)
- HEC MBA Program, HEC School of Management (Paris, France)
- Indian School of Business (Hyderabad, India)
- IE Business School (Madrid, Spain)

PHD EXCHANGE PROGRAMS

- Institut d'Etudes Politiques (Sciences Po) (Paris, France)
- Konrad-Adenauer-Stiftung (Germany)

CENTERS AND PROGRAMS

Fletcher hosts a number of special programs and centers that serve as a practical complement to coursework. Students do not “enter” these programs. Rather, the Centers enrich the curriculum by offering a range of activities such as research opportunities, internships, and field trips. These programs also bring a wide array of practitioners and scholars to the school to lecture or participate in conferences.

- The Center for Emerging Market Enterprises
- The Center for International Environment & Resource Policy
- The Center for South Asian & Indian Ocean Studies
- The Constantine Karamanlis Chair in Hellenic & Southeastern European Studies
- The Cultural Change Institute
- The Edward R. Murrow Center for Public Diplomacy
- The Fares Center for Eastern Mediterranean Studies
- The Global Development & Environmental Institute
- The Global Issues Seminar Series
- The Hitachi Center for Technology & International Affairs
- The Institute for Human Security
- The Institute for Business in the Global Context
- The International Security Studies Program
- The Maritime Studies Program
- The Program in International Development
- The Program in International Negotiation & Conflict Resolution
- The Program in Southwest Asia & Islamic Civilization
- The Program on Human Rights & Conflict Resolution
- The Sovereign Wealth Fund Initiative
- The World Peace Foundation



FLETCHER FACULTY

Key to Fletcher's "education through connections" is our internationally respected faculty. Our professors are at the forefront of their respective fields. They advise presidents and policymakers, write for scholarly and popular journals, and conduct research to advance the understanding of international issues. Their passion for understanding and influencing global affairs is equaled only by their accessibility and commitment to effective, interactive classroom instruction, and to student mentoring. Faculty biographies can be found at fletcher.tufts.edu/faculty.

Stephen W. Bosworth, AB

(Dartmouth College)
Dean, The Fletcher School
 Former U.S. Ambassador to the Republic of Korea, the Philippines, and Tunisia; former U.S. Special Representative for North Korea policy

Peter Uvin, PhD

(University of Geneva)
Academic Dean and Henry J. Leir Professor of International Humanitarian Studies
 Winner of Guggenheim Fellowship (2006) and of the Herskovitz Award for most outstanding book on Africa (1999)

Cecile Aptel, M. Litt

(Trinity College, Dublin)
Associate Professor of International Law
 Specialist in international criminal law and child rights, co-chair of the War Crimes Committee of the International Bar Association

Jenny Aker, PhD

(University of California, Berkeley)
Assistant Professor of Development Economics
 Specialist in agricultural economics and microeconomics in Africa

Louis Aucoin, JD

(Boston College)
Professor of Practice in Law and Academic Director of the LLM Program
 Research focus on rule of law and judicial and constitutional reform in post-conflict countries

Eileen F. Babbitt, PhD

(Massachusetts Institute of Technology)
Professor of International Conflict Management Practice
 Author, with Hurst Hannum, of *Negotiating Self-Determination* (2006)

Miguel Basáñez, PhD

(London School of Economics)
Research Professor of Culture, Human Values, and Development, and Director, Special Research and Educational Projects
 Research focus on how values affect political, economic, and social development; how they are rooted in religion and law; how they are transmitted; how values relate to public policy and institutions

Amar Bhidé, DBA

(Harvard University)
Thomas Schmidheiny Professor of International Business
 Author of several publications in the areas of entrepreneurship, strategy, financial markets, and firm governance

Steven A. Block, PhD

(Harvard University)
Professor of International Economics
 Consultant to the World Bank and USAID on technical assistance to Sub-Saharan Africa and Southeast Asia

Jonathan Brookfield, PhD

(University of Pennsylvania)
Associate Professor of Strategic Management and International Business
 Research focus on Asian business environments and networks

H. Zeynep Bulutgil, PhD

(University of Chicago)
Assistant Professor of Comparative Politics
 Research focus on political violence, nationalism, ethnic cleavages, and European history

Katrina Burgess, PhD

(Princeton University)
Associate Professor of Political Economy
 Areas of expertise include comparative Latin American politics and migrant remittances

Bhaskar Chakravorti, PhD

(The University of Rochester)
Senior Associate Dean for International Business and Finance and Professor of Practice in International Business
 Research focus on innovation in a global context driven by macro trends and emergence of new markets

Antonia Handler Chayes, JD

(George Washington University)
Professor of Practice in International Politics and Law
 Chair of the Project on International Institutions and Conflict Management at the Program on Negotiation at Harvard Law School

Diana Chigas, JD

(Harvard University)
Professor of Practice in International Negotiation and Conflict Resolution
 Co-Director, Reflecting on Peace Practice Project (RPP), CDA-Collaborative Learning Projects

Alex de Waal, PhD
(Oxford University)
Research Professor and Director of the World Peace Foundation Program at Fletcher
Specialist in conflict, humanitarian issues, HIV/AIDS and African politics

Daniel Drezner, PhD
(Stanford University)
Professor of International Politics
Author of *All Politics is Global: Explaining International Regulatory Regimes* (2007)

Bruce McKenzie Everett, PhD
(The Fletcher School, Tufts University)
Adjunct Professor of International Business
Extensive experience in government and industry related to energy issues

Leila Fawaz, PhD
(Harvard University)
Issam M. Fares Professor of Lebanese and Eastern Mediterranean Studies
Research interests include the social and political history of the modern Middle East, including the Arab provinces of the Ottoman Empire

Kelly Sims Gallagher, PhD
(The Fletcher School, Tufts University)
Associate Professor of Energy and Environmental Policy
International member of the Task Force on Innovation for the China Council for International Cooperation on Environment and Development

Carolyn Gideon, PhD
(Harvard University)
Assistant Professor of International Communications and Technology Policy
Specialist in telecommunications modeling and policy analysis

Michael J. Glennon, JD
(University of Minnesota)
Professor of International Law
Consultant to the U.S. Department of State, the International Atomic Energy Agency, and the Committee on Foreign Relations of the U.S. Senate

John Hammock, PhD
(The Fletcher School, Tufts University)
Alexander McFarlane Associate Professor of Public Policy
Former head of ACCION International and Oxfam America

Hurst Hannum, JD
(University of California, Berkeley)
Professor of International Law and Director of the LLM Program
Legal consultant to the United Nations on East Timor, Afghanistan, and the rights of minorities

Alan K. Henrikson, PhD
(Harvard University)
Lee E. Dirks Professor of Diplomatic History
Research interests include American diplomatic history and foreign policy, American-European relations, and the United Nations system

Andrew C. Hess, PhD
(Harvard University)
Professor of Diplomacy
Director of Fletcher's Program for Southwest Asia and Islamic Civilization. Has conducted specialized training for diplomats from Kuwait, Qatar, and Armenia

Nancy Hite, PhD
(Yale University)
Assistant Professor of Political Economy
Research focus on comparative political economy of development, clientelism and corruption, and political participation in democracies

Karen Jacobsen, PhD
(Massachusetts Institute of Technology)
Associate Professor of Research
Director, Refugees and Forced Migration Program, Feinstein International Center

Laurent L. Jacque, PhD
(University of Pennsylvania)
Walter B. Wriston Professor of International Business
Research interests include financial risk management and emerging capital markets

Ayesha Jalal, PhD
(University of Cambridge)
Mary Richardson Professor of History, Department of History, Tufts University
Research interests include religion and misplaced secularity, South Asia, and South Asian nationalism

Ian Johnstone, LL.M.
(Columbia University)
Professor of International Law
Former aide to UN Secretary General Kofi Annan

Michael W. Klein, PhD
(Columbia University)
William L. Clayton Professor of International Economic Affairs
Author of *Exchange Rate Regimes in the Modern Era* (2009)

Carsten Kowalczyk, PhD
(University of Rochester)
Associate Professor of International Economics
Research interests include trade policy, international economic integration, and structural adjustment

Lawrence Krohn, PhD
(Columbia University)
Professor of Practice of International Economics
Research interests include Latin American financial markets, with a focus on currency and sovereign debt

Nathalie Laidler-Kylander, PhD
(The Fletcher School, Tufts University)
Adjunct Assistant Professor of International Business
Research interests center on nonprofit-private sector partnerships, and multi-sector entrepreneurial marketing

Sung-Yoon Lee, PhD
(The Fletcher School, Tufts University)
Kim Koo and Korea Foundation Assistant Professor of Korean Studies
Research interests include the Korean peninsula, and the Asia-Pacific

THE FLETCHER DISTINCTION THEORY AND PRACTICE

The quality of the faculty is excellent. They are scholars in their respective fields and are professionally involved in their communities outside of academia. Despite having full schedules, professors have time to discuss ideas and questions with their students. The synergy between the faculty and student body is incredible.

**COURTNEY RICHARDSON, PHD STUDENT
AUSTRALIA**

MA, Elliott School of International Affairs, George Washington University;
BSc, London School of Economics



William C. Martel, PhD
(University of Massachusetts)
Associate Professor of International Security Studies
Formerly Professor of National Security Affairs and Chair of Space Technology and Policy Studies at the Naval War College

William R. Moomaw, PhD
(Massachusetts Institute of Technology)
Professor of International Environmental Policy
One of the world's leading experts on climate change

Robert Nakosteen, PhD
(University of Tennessee)
Visiting Professor
Research interests include the microeconomics of labor markets, economic indicator analysis, business and economic forecasting

John Curtis Perry, PhD
(Harvard University)
Henry Willard Denison Professor of Japanese Diplomacy
Expert in oceanic societies and author of *The Flight of the Romanovs: A Family Saga* (1999)

Robert L. Pfaltzgraff, Jr., PhD
(University of Pennsylvania)
Shelby Cullom Davis Professor of International Security Studies
Founder and President of the Institute for Foreign Policy Analysis and an expert on U.S. national security and foreign policy

Michalis Psalidopoulos, PhD
(Panteion University)
Constantine Karamanlis Professor of Hellenic and Southeastern European Studies
Research focus on national traditions in the history of economics and the relation between economic thought, economic policy and good governance, with a particular emphasis on Southeastern Europe

Nadim Rouhana, PhD
(Wayne State University)
Professor of International Negotiation and Conflict Studies
Research and writing focused on the Arab-Israeli conflict and on Israeli and Palestinian societies

William Rugh, PhD
(Columbia University)
The Edward R. Murrow Visiting Professor of Public Diplomacy
Served as a U.S. Foreign Service Officer from 1964–1995, including Ambassador to the Republic of Yemen and to the United Arab Emirates

Jeswald W. Salacuse, JD
(Harvard University)
Henry J. Braker Professor of Law
Author of *The Law of Investment Treaties* (2010)

Julie Anderson Schaffner, PhD
(Yale University)
Visiting Associate Professor of International Economics
Expert on labor markets in developing countries

Richard H. Shultz, PhD
(Miami University)
Professor of International Politics
Director of Fletcher's International Security Studies Program and a frequent consultant on U.S. security

Bernard Simonin, PhD
(University of Michigan)
Professor of Marketing and International Business
Research interests include international marketing and strategy and international market orientation

Shinsuke Tanaka, PhD
(Boston University)
Assistant Professor of Economics
Research focus on global health and environmental economics

G. Richard Thoman, PhD
(The Fletcher School, Tufts University)
Professor of Practice of International Business
Managing partner of Corporate Perspectives, a New York corporate strategy advisory and investing firm

Joel P. Trachtman, JD
(Harvard University)
Professor of International Law
Consultant to the WTO, OECD, and APEC on the relationship between trade and domestic regulation

Christopher R. Tunnard, PhD
(The Fletcher School, Tufts University)
Adjunct Assistant Professor of International Business
International management consultant with focus on social and organizational network analysis and new technologies

Ibrahim Warde, PhD
(University of California, Berkeley)
Adjunct Professor of International Business
Research interests include Islamic banking and finance, Middle Eastern politics, and international political economy

Lawrence Weiss, DBA
(Harvard University)
Professor of Accounting
Research interests include corporate bankruptcy and financial and managerial accounting

Kim Wilson, MBA
(Simmons College)
Lecturer in Human Security
Former Director of Microfinance, Catholic Relief Services

Robert Wilkinson, MS
(Stanford University)
Lecturer in Human Security
Practitioner with 15 years of experience in 12 countries in Africa, Asia and Latin America

The following faculty hold appointments at Tufts University and teach courses at The Fletcher School.

Maria Flytzani-Stephanopoulos, PhD
(University of Minnesota)
Professor, Department of Engineering, School of Engineering
Research interests include fuel processing and fuel cells, nanoscale gold catalysts, and regenerable desulfurization sorbents

Daniel Maxwell, PhD
(University of Wisconsin, Madison)
Associate Professor, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Co-author of *Food Aid After Fifty Years: Recasting Its Role* (2004)

Dyan Mazurana, PhD
(Clark University)
Associate Professor, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Research interests include experiences of armed conflict on youth combatants and civilian populations and the efforts for justice and peace

Ann Rappaport, PhD
(Tufts University)
Lecturer, Department of Urban and Environmental Policy and Planning, Graduate School of Arts and Sciences
Co-author of *Degrees That Matter: Climate Change and the University* (2007)

Elizabeth Remick, PhD
(Cornell University)
Associate Professor, Department of Political Science, School of Arts and Sciences
Research focus on Chinese politics, local state institutions, and corruption and gender in China

Daniel Richards, PhD
(Yale University)
Professor, Department of Economics, School of Arts and Sciences
Research interests include industrial organizations and merger analysis

Kate Sadler, PhD
(University College London)
Assistant Professor, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Research interests include the identification and treatment of severe acute malnutrition, community-based programming, the nutritional support of people living with HIV

James Tillotson, PhD
(Massachusetts Institute of Technology)
Professor of Food Policy and International Business, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Research interests include international and domestic food and agribusiness

Peter Walker, PhD
(Sheffield University)
Irwin H. Rosenberg Professor of Nutrition and Human Security and Director of the Feinstein International Center, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Research interests include climate change and globalization as it effects crisis occurrence

Patrick Webb, PhD
(University of Birmingham)
Professor and Dean for Academic Affairs, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Former Chief of Nutrition, UN World Food Programme

Helen Young, PhD
(Bournemouth University)
Professor, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Research interests include the nutrition situation of refugees and displaced populations worldwide



HO MING SO
DENDUANGRUDEE '12
THAILAND

AB, Asian & Middle Eastern Languages and Cultures, Barnard College, Columbia University

One of the many invaluable things about learning in a classroom full of people who are from, or have worked or lived in, so many different places is the opportunity to observe commonalities in many areas of the world. Whether or not this might lead me to expand geographic areas of focus for my post-Fletcher career, understanding the intricacies of how communities can be linked has been invaluable in and of itself.

FIELDS OF STUDY

Human Security
Public International Law

BEFORE FLETCHER

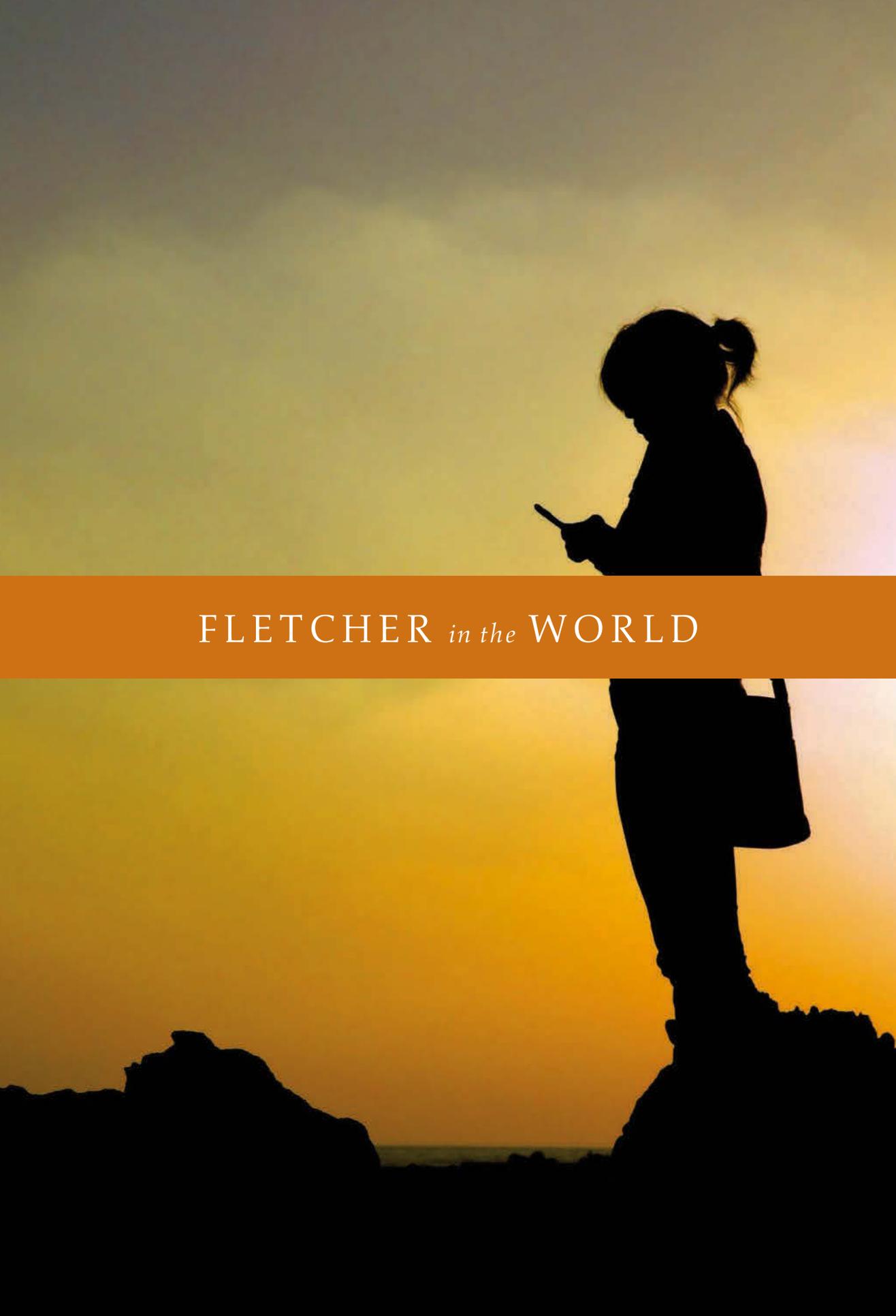
Intern, United Nations Development Programme Asia-Pacific Regional Centre, Bangkok, Thailand
Programme Associate, Asian Forum for Parliamentarians on Population and Development, Bangkok, Thailand
Program Assistant, National Democratic Institute-Nepal, Kathmandu, Nepal

FLETCHER INTERNSHIP

Ethnicity & Democratic Governance Seminar, Queen's University, Guadalajara, Mexico and Mercy Corps; Gaza, West Bank

LANGUAGES

Cantonese, Mandarin, Thai, English

A silhouette of a woman with her hair in a ponytail, standing on a rocky outcrop. She is looking down at a smartphone in her hands. The background is a bright, golden sunset sky. A horizontal orange band is overlaid across the middle of the image, containing the text.

FLETCHER *in the* WORLD



“People talk about trade, they discuss investment, but the third factor of production is often missing from discussion, and that’s labor.”

PROFESSOR KATRINA BURGESS

I’m currently studying remittances, which are the monies that migrants working abroad send to their families back home. My primary focus is on collective remittances—funds raised by groups of migrants to support development projects in their communities such as painting a school, building a road or a clinic, or providing student scholarships.

My research asks the question: *Does this engagement by transnational actors have any effect on local governance?* I look at the “when and why” of this dynamic. Are there things that could be done to facilitate a positive effect?

This is bottom-up international relations and, in many ways, it is reshaping how the international system operates. You have people living in a different country getting together, getting organized, and engaging in transnational activity. And in the case of my research, these are not the elites. While they may become elite, most are, essentially, the lowest tier of workers, who are acting transnationally. We’re talking about billions and billions of dollars that are flowing from the North to the South. It’s a major phenomenon, and as a development issue, it’s not yet clear what influence this is having on the reduction of poverty.

So there is a gap in the discussion, and most specifically within my area of political economy. People talk about trade, they discuss investment, but the third factor of production is often missing from discussion, and that’s labor. These issues are enormously important because they are having an impact on the global economy, and on individual countries, communities, and households.

Associate Professor of Political Economy Katrina Burgess earned her PhD from Princeton University and holds degrees from Swarthmore College and the University of Southern California. She is the author of *Parties and Unions in the New Global Economy* and an upcoming book on collective remittances in Mexico.

“Looking at the future, we see a truly globalized world, with developing markets as the engine of a globalized economy and growth.”

MARIA GORDON F98

I am originally from the Caucasus, near Chechnya. At 17, I went to Moscow University to study journalism, which led to a job as a junior reporter for *The Washington Post's* Moscow bureau. I soon realized that I liked research better than writing, so I decided to study political science. When I was awarded a Fulbright, I enrolled in the University of Wisconsin where I got my BA in political science.

After graduation I returned to *The Washington Post* in Moscow and covered Boris Yeltsin's election in 1996. But education called once more and Fletcher's flexible curriculum appealed to me. Fletcher's approach made it possible to work in different areas, from diplomacy to economics. I had never done that before.

During my first semester at Fletcher I took Professor Laurent Jacque's introductory business course and became interested in finance. When I went to find an internship, Professor Jacque made a call on my behalf to a former student of his who was working at Banco Garantia in São Paulo, Brazil. At the time, they were thinking of launching a Russian Equities Fund and they offered me a four-month internship at the bank doing corporate research. It was fascinating work and it reinforced my interest in emerging markets.

When I graduated from Fletcher, I took a job at Goldman Sachs in London, where I managed the Global Emerging Markets Equity Fund, and I am currently an Executive Vice President at PIMCO, a global investment solutions provider. Looking at the future, I see a truly globalized world, with developing markets as the engine of a globalized economy and growth.

Maria Gordon is an Executive Vice President at PIMCO in London. She received a BA in political science from the University of Wisconsin and a MALD from The Fletcher School. In 2001, she was awarded the Chartered Financial Analyst (CFA) designation.

ERCIAL

肯德基
McDonald's
adidas
PUMA





“Facebook and interactive media are being touted as the next big thing, but what does that mean? How do you separate the hype from what’s really happening? How do you harness what is possible?”

PATRICK MEIER F12

Information communication technology is changing the way we view the world—especially how we view those places in crisis. In my research, I’m exploring how governments, activists, and revolutionaries employ new media and how it has transformed our ability to map conflicts, respond to uprisings, and provide humanitarian response. Sure, Facebook and interactive media are being touted as the next big thing, but what does that mean? How do you separate the hype from what’s really happening? How do you harness what is possible?

In 2010, while earning my PhD at The Fletcher School, I had the occasion to explore these possibilities firsthand when a devastating earthquake hit Haiti. In the immediate aftermath, I put together a Ushahidi map to pinpoint the locations of those in need of services and available resources. With the help of more than one hundred Fletcher students, Tufts undergraduates, and other volunteers, we created what FEMA called “the most comprehensive and up-to-date map available to the humanitarian community.” The project fielded thousands of Tweets and SMS messages and saved hundreds of lives.

The Haiti crisis map marked the beginning of what’s becoming an increasingly imperative and exciting aspect of international relations. Just look at the repressive regimes that have fallen recently—look at the impact that decentralized, distributed, and mobile technologies have had in those revolutions. As one Egyptian activist asserted: “We use Facebook to schedule our protests, Twitter to coordinate, and YouTube to tell the world.”

At the Qatar Foundation Computing Research Institute (QCRI) we are working on the next generation of humanitarian technology solutions. I like to think of it as “Computing for Good”—backed by some serious resources.

Patrick Meier is an internationally recognized leader on the application of new technologies for crisis early warning, humanitarian response, human rights, and civil resistance. He is the Director of Social Innovation at the Qatar Foundation Computing Research Institute (QCRI) and was previously Director of Crisis Mapping at Ushahidi. He holds a PhD from The Fletcher School, a Pre-Doctoral Fellowship from Stanford, and an MIA from Columbia University. He was born in Abidjan and raised in Nairobi.

OUR GLOBAL CONNECTION

Even in their first years after graduation, Fletcher alumni achieve success in careers in every sector and on every continent. Here are just a few recent alumni.



Camilla Blomquist '08
*Public Sector Specialist,
The World Bank*
Harare, Zimbabwe

Carlos St. James '04
*President & Founder,
Argentine Renewable
Energies Chamber*
Buenos Aires, Argentina

Ulrik Ahnfeldt-Mollerup '01
*Officer-in-Charge,
United Nations Office on
Drugs and Crime*
East Jerusalem

Devon Cone '08
*Protection Officer,
Mapendo International*
Nairobi, Kenya

Andrei Tarnea '02
*Executive Director,
Aspen Institute Romania*
Bucharest, Romania

R. Tomas Hannell '02
*President,
Minglewood Ltd.*
Hamilton, Bermuda

Rachel Cherry Hudson '03
*Treasury Director –
Latin America,
Archer Daniels Midland
Company*
São Paulo, Brazil

Tatiana Popa '10
*Business Strategy
Consultant,
Pfizer*
Dubai, United Arab
Emirates

Waidehi Gokhale '05
*Director of Organizational
Development and Volunteer
Engagement,
Soliya*
Toronto, ON, Canada

Lauren Friederichs '05
*Programme Specialist,
HIV Group – Bureau for
Policy Development –
UNDP*
New York, NY

Daniel Ades '03
*Portfolio Manager,
Kawa Capital Management*
Miami, FL

Natalie Parke '08
*Civil Society Development
Manager,
The International Rescue
Committee*
Port-au-Prince, Haiti

Andrus Alber '01
*Chairman of The
Management Board,
NASDAQ OMX Tallinn*
Tallinn, Estonia

Jason Conroy '07
*Foreign Service Officer,
U.S. Department of State*
Brazzaville, Republic of
the Congo

Kazuhiro Numasawa '07
*Agricultural Officer,
African Development Bank*
Tunis, Tunisia

John Davis '06
*Senior Consultant,
Shaldor Strategy Consulting*
Tel Aviv, Israel

Ko Unoki '02
*Head of Strategic Alliance
– Asia,
Bayer Yakuhin, Ltd.*
Fujisawa, Japan

Alison Jarrett '06
*eBusiness Manager –
Western Europe,
MetLife*
Paris, France

Diana Stockwell '07
*Principal,
State Street Global Advisors*
San Jose, Costa Rica

Silvia Paola Mendoza '08
*Agregado Diplomático,
Mexican Ministry of Foreign
Affairs*
Mexico City, Mexico

Deborah Ruiz Verduzco '03
*Senior Programme Officer,
International Law and
Human Rights Programme,
Parliamentarians for
Global Action*
The Hague, Netherlands

Vigen Sargsyan '00
*Deputy Chief of Staff to
the President,
Republic of Armenia*
Yerevan, Armenia

Phillip Cummings '99
*Foreign Service Officer –
Chief Economic Section,
U.S. Department of State*
Johannesburg, South Africa

**Nirmalaguhan
Wigneswaran '06**
*State Counsel,
The Attorney General's
Department*
Colombo, Sri Lanka

Kartika Palar '06
*Doctoral Fellow,
RAND Corporation*
Santa Monica, CA

Franziska Schmid '10
*Santander Executive
Training Program,
Banco Santander*
Madrid, Spain

Rodrigo Ordóñez '06
*Media Manager –
Emergency Response,
Save the Children*
Côte d'Ivoire

David Chalude '10
*Project Manager,
MG Engineering*
Abidjan, Côte d'Ivoire

Disaphol Chansiri '05
Chairperson in Master of Law
in Taxation, Faculty of Law,
Assumption University
Bangkok, Thailand

Hasan Aslan Akpınar '03
Treasury Expert on Bilateral
Investment Treaties,
Republic of Turkey,
Undersecretariat of Treasury
Ankara, Turkey

Maya Ilic '06
Senior Officer,
UNHCR
Geneva, Switzerland

Sarah Bailey '04
Research Officer,
Overseas Development
Institute / Humanitarian
Policy Group
London, United Kingdom

John Moore '02
Deputy Director,
ExxonMobil Iraq Services Ltd.
Dubai, United Arab
Emirates

Sherif Nada '07
Consul,
Egyptian Embassy
in Switzerland
Bern, Switzerland

Bernie Burrola '07
Program Officer for East and
Southeast Asia,
U.S. Department of State
Washington, DC

Jason Taylor '07
Deputy Chief,
Assets Livelihoods and
Transition Office,
USAID
Ethiopia

Michael-John Myette '08
Program Operations
Manager,
Ounce of Prevention Fund
Chicago, IL

Matthew MacGregor '08
Executive Director,
Timmy Global Health
Indianapolis, IN

Brett Freedman '03
Attorney Advisor,
Department of Defense
Washington, DC

**Brandon Edward
Miller '04**
Senior Associate,
WilmerHale
Washington, DC

Tania Belisle-Leclerc '05
Political Affairs Officer,
United Nations, Department
of Political Affairs
New York, NY

Gillian Cull '06
Strategic Planning Officer,
United Nations (DPKO)
New York, NY

Clay Norrbom '01
Co-Founder and
Managing Partner,
Global Infrastructure Asset
Management LLC
Madison, WI

Corey O'Hara '08
Founder,
Via Gusta
New York, NY

Dominic Goh '04
Director,
International Economics
Directorate,
Ministry of Foreign Affairs
Singapore

Stephane Tomagjan '05
Head of Strategy,
SIX Securities Services
Zurich, Switzerland

Alyssa Teach '05
Foreign Service Officer,
U.S. Department of State
Riyadh, Saudi Arabia

Chihwei Chou '02
Assistant Professor,
Department of Global
Politics and Economics,
Tamkang University
Taipei, Taiwan

Barbara Ramos '08
Economist,
African Development Bank
Tunis, Tunisia

Tomoko Shimazu '04
Programme Officer,
United Nations World Food
Programme
Juba, Sudan

Kenneth Hynes '02
Managing Director,
OTF Group, Inc.
Boston, MA

Corinn Onetto '08
Project Director,
AES Solar
San Francisco, CA

**LT Jamie Lynn
De Coster '10**
Strategic Advisor to
Commander of the
International Security
Assistance Force,
U.S. Military
Kabul, Afghanistan

Viviane Chao '02
Country Coordinator,
President's Emergency Plan
for AIDS Relief, U.S. Embassy
Hanoi, Vietnam

Bryan Stewart '07
Director,
Liberty Global Partners
Shanghai, China

Georgi Tsekov '02
Vice President,
HSBC Bank (USA)
New York, NY

Maria Kristensen '02
Country Director,
Danish Refugee Council
Grozny, Chechen Republic,
Russia

Heidi Sumser '08
Middle Manager,
Business Department,
Banco Los Andes ProCredit
Santa Cruz, Bolivia

Alvaro Gimenez-Gil '10
Vice President,
Itau BBA Chile
Santiago, Chile

Daisuke Takato '08
Assistant Vice President,
Credit Suisse
Tokyo, Japan

Erik Dahl '04, '08
Assistant Professor,
Naval Postgraduate School
Monterey, CA

Bridget Canniff '03
Project Director,
Northwest Portland Area
Indian Health Board
Portland, OR

Chama El Bousserghini '04
Freelance Writer,
Economist Intelligence Unit
New Delhi, India

Jordan Fabyanske '10
Associate,
Booz & Company
Dubai, United Arab Emirates

**Fabienne Stassen Fleming
'07**
Senior Editor, Head of Editing,
World Economic Forum
Geneva, Switzerland

Sara Bowers Posada '04
Program Manager,
Nike Foundation
Portland, OR

Amlan Saha '07
Operations Research Analyst,
M.J. Bradley and Associates
Boston, MA

Poomsanti Wairith '10
Deputy Manager,
Renewable Energy Business
Development,
Mitsubishi Corporation/
Thai-MC Co., Ltd.
Bangkok, Thailand

Coleen Gatehouse '01
Independent Consultant,
International Education
Bucharest, Romania

Robert Gatehouse '01
Foreign Service Officer,
U.S. Department of State
Bucharest, Romania

Jeff Walsh '08
Associate,
Goldman Sachs
International
London, United Kingdom

Neeraj Doshi '06
Independent Advisor,
Social and Environmental
Enterprise Sector
New Delhi, India

Melissa Conley Tyler '96
National Executive Director,
Australian Institute of
International Affairs
Canberra, Australia

“To make catastrophic terrorism a less attractive means of modern warfare, we need to work within and across national borders.”

STEPHEN E. FLYNN F91

Starting my studies at Fletcher was both an exhilarating and harrowing experience. One of my memorable courses was on crisis management. A few weeks into my first semester, my professor asked me to prepare an assessment of the 1965 U.S. military intervention into the Dominican Republic. Then he broke the news that left me in a cold sweat: William Tapley Bennett, the U.S. Ambassador to the Dominican Republic during the crisis, would visit our class the next week and had agreed to provide some firsthand insights on my oral presentation. Fletcher opened up new vistas for me—I saw real people making real decisions.

What I learned at Fletcher has had a lasting effect on how I think and write about our post-9/11 world. Homeland security has become the focus of my work, but I start from the premise that we are trying to better secure systems that are linked to global infrastructures and the international community. A narrow focus on protecting the U.S. homeland makes as much sense as telling a computer security manager to install firewalls only for the computers next to his desk.

To make catastrophic terrorism a less attractive means of modern warfare, we need to work within and across national borders and make our societal “immune system”—global civil society and the critical infrastructures that underpin our modern way of life—more resilient. Success at that enterprise will require the kind of leaders that The Fletcher School produces.

Stephen E. Flynn is the President of the Center for National Policy. Prior to being selected to lead the CNP, he was the Ira A. Lipman Senior Fellow for Counterterrorism and National Security Studies, Council on Foreign Relations. A 1982 graduate of the U.S. Coast Guard Academy, Flynn served in the Coast Guard on active duty for twenty years, retiring at the rank of commander. He received the MALD and PhD degrees in international politics from The Fletcher School in 1990 and 1991. His book, *America the Vulnerable* (2004), was a critically acclaimed best-seller. His most recent book is *The Edge of Disaster: Rebuilding a Resilient Nation* (2007).



God Bless
Love
JTBrown

TOP
Muri
LAMENTABLE
TERRORISTAS
NUNCA
TRIUNFARAN
HERAN
ECUADOR

God Bless
Love
JTBrown

Muri
LAMENTABLE
TERRORISTAS
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TRIUNFARAN
HERAN
ECUADOR

STAY

God Bless
Love
JTBrown
9-11

God Bless
Love
JTBrown

God Bless
Love
JTBrown

God Bless
Love
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God Bless
Love
JTBrown



“Policymakers should have at least a rudimentary knowledge of international law themselves because they may not have a lawyer at their side when they need one.”

PROFESSOR MICHAEL J. GLENNON

The most potentially catastrophic problem facing the world today is the proliferation of weapons of mass destruction. There is no close second.

The world as we know it could be transformed overnight by the detonation of a biological or nuclear device in a major city. How to keep the lid on these weapons is the biggest unanswered question for international law. The problem is that yesterday's solutions are not necessarily applicable today, when interstate conflict is less common but potentially even more calamitous.

The Cold War era, particularly the Vietnam War, sparked my interest in politics, which in turn led to my interest in international law. The link between theory and practice became apparent to me during the Carter administration, when I served as legal counsel to the Senate Foreign Relations Committee. The experience offered a glimpse beyond the public personas of the country's elite lawmaking body. It gave me a sense of how essential it is in international law to distinguish between rules that are real and those that are make-believe. Behind closed doors, senators are no-nonsense.

Students need to have that same hard-headedness. I point out to them that understanding the field of international law is a necessity. Policymakers should have at least a rudimentary knowledge of international law themselves because they may not have a lawyer at their side when they need one. International law cannot be understood without a broader interdisciplinary context and Fletcher's curriculum offers a distinct advantage in that regard.

Michael J. Glennon, Professor of International Law, has published numerous articles on international law, terrorism, U.S. hegemony, and the use of force in *Foreign Affairs*, *The New York Times*, *The Washington Post*, the *International Herald Tribune*, the *Financial Times*, the *Woodrow Wilson Quarterly*, and *The Harvard Journal of Law and Public Policy*.

“This moment in time is historic. There’s a ‘youth-quake’ of young people who are shaking up the world, being heard, and getting things done. The power of one person to communicate their ideas and effect change is unprecedented.”

FARAH PANDITH F95

This is the first time in American history that our country has a Special Representative to Muslim Communities, and I feel honored to serve in this way. It’s a job that requires intense traveling, meeting with young people all over the world and hearing their ideas, concerns, and dreams, and connecting their ideas to others. It’s the best job in the world.

This moment in time is historic. There’s a “youth-quake” of young people who are shaking up the world, being heard, and getting things done. The power of one person to communicate their ideas and effect change is unprecedented.

Muslims represent one quarter of all the people in the world, and 62 percent of them are under age thirty. So, whether you are talking about economic policy, human rights or international security, it is essential to include that 25 percent in the conversation, so we can work on issues of mutual interest together. Critically, we must engage with mutual respect. The way we build partnerships through dialogue and understanding in a complex, diverse environment will make a difference in the short and long term.

The Fletcher School is like a microcosm of that diverse, interconnected world; nearly half the School’s students come from outside of the U.S., from more than eighty countries. It’s a place where you learn to see things from many perspectives. You are immersed in a community of people viewing the same issues but through different lenses.

In my diplomatic work, when I mention my connection to The Fletcher School, there is an immediate understanding of what that means. It’s a legacy of producing the world’s most current thinkers. It’s a legacy of moving the world forward with innovative ideas and solutions. Those individuals who take the skill sets that they learn at Fletcher and apply them to their passions will shape the future.

Farah Pandith received her MALD from The Fletcher School in 1995 and serves on the Board of Advisors. She worked at the White House as part of the National Security Council and was appointed as Special Representative to Muslim Communities by Secretary of State Hillary Clinton in 2009.

WARSTEDER

LAHMACUN

Türkische Pizza

BÖREK

SCHEN

UVIT





THE FLETCHER SCHOOL
PREPARING THE WORLD'S LEADERS





The Constantine Karamanlis Professor
in Hellenic and Southeastern
European Studies G314-315 ↑
Faculty and Fellows Office G401-404 ↑
The Consortium on Gender, Security,
and Human Rights G405 ↑
Restroom ↑

CONNECTING YOU TO OUR COMMUNITY



CONNECTING YOU TO OUR COMMUNITY

OUR STUDENTS

The most intellectually stimulating, personally rewarding, and professionally profitable connections you will make at Fletcher will be those you forge with your classmates. More than 40 percent of Fletcher's student body comes from outside the U.S., representing more than eighty countries, and a quarter of those who are U.S. citizens are persons of color. Students come from professional backgrounds as varied as investment banking, public service, the military, and international development. The kaleidoscope of religious beliefs, political opinions, and personal experiences our students bring to the classroom will help you see your culture through the eyes of another—an invaluable tool in any facet of international affairs.

Fletcher's many student organizations provide ample opportunity for academic and personal interaction outside the classroom. For example, through conferences and workshops, as well as its annual Fiesta Latina cultural show, the Latin America Group provides a forum for students to critically analyze unique aspects of Latin American politics, economics, and culture. Members of the International Business Club bring guest speakers from the international business world to Fletcher and organize networking and internship opportunities. The Ralph Bunche Society, named for the African-American diplomat and Nobel Peace Prize-winner, encourages the interests and presence of people of color in careers in international affairs. The Community Action Group promotes volunteerism through community service projects, food and clothing drives, and the annual "Faculty and Staff Wait on You" dinner. Fletcher's *a cappella* group, the Ambassachords, performs throughout the year and sponsors an annual Spring Concert in conjunction with other area vocal groups to raise funds for a local charity.



JASON GELBORT '13
UNITED STATES
 BA, Brown University
 JD, Harvard Law School (dual degree)

Fletcher is special because the academic selection offered allows you to cover a wide variety of areas as well as dig deep into those that interest you most. At Fletcher, I am glad to be able to choose all of my classes this year. I am taking great law classes that are focused on my fields, and I am also able to complement my legal studies with economics and policy courses that will provide me with a well-rounded education that supports my career aspirations.

FIELDS OF STUDY

Human Security
 Law and Development

BEFORE FLETCHER

Summer Associate, Public International Law and Policy Group; Washington, DC
 Senior Consultant, Simon-Kucher & Partners; Cambridge, MA

FLETCHER INTERNSHIP

International Partnership for Sierra Leone/
 Sierra Leone Law Reform Commission;
 Freetown, Sierra Leone

LANGUAGES

Spanish, English

Much of the thinking, debate, and discovery Fletcher students engage in finds its way into print. The *Fletcher Forum of World Affairs*, published twice a year, is the official foreign policy journal at The Fletcher School and explores issues of international law, politics, diplomacy, business, and economics. Founded by students in the early 1970s to provide a venue for student scholarship, the *Forum* soon began attracting contributions from such luminaries as Henry Kissinger and the late Daniel Patrick Moynihan, a Fletcher alumnus. The day-to-day exchange of ideas that make up the intellectual and social life at Fletcher is chronicled online in the *Fletcher Ledger*. Another student publication, *PRAXIS: The Fletcher School Journal of Developmental Studies*, is committed to the exchange of ideas and theories related to international development. Recent issues have focused on the links between trade, law, and the environment. *Fletcher's Perspectives* highlights student creative work, particularly travel writing and photography, and Fletcher's online publication, *Al Nakhlah*, focuses on Southwest Asia and Islamic civilization with articles and editorials by Fletcher students and alumni.

OUR ALUMNI

Few things demonstrate the continued relevance, applicability, and importance of a Fletcher education more than the wide-ranging success of our alumni. And few things demonstrate the exceptional vitality and cohesiveness of the Fletcher community more than the commitment of those alumni to the success of our current students. Fletcher graduates are uniquely positioned to shape the course of international affairs through their careers as diplomats, civil servants, industry executives, military officers, journalists, scholars, lawyers, researchers, and consultants. That opportunity might not have been there were it not for the doors opened by Fletcher alumni before them. They are eager to provide the same opportunity to the Fletcher graduates who follow.

Fletcher alumni in government and international organizations have included:

- under-secretary-general for communications and public information at the UN
- special advisor to the secretary-general of the UN
- prime minister of Greece
- foreign minister and deputy prime minister of Thailand
- U.S. career ambassadors
- foreign ministers of Armenia, Indonesia, Nigeria, France and Argentina
- finance minister of Liberia
- commander, United States Southern Command



Fletcher alumni in the private sector have included:

- president of Arab Banking Corporation
- senior vice president for international relations at The Boeing Company
- chairman of Citicorp/Citibank
- president of Exxon Corporation
- vice chairman of Goldman Sachs International
- managing director of Middle East Division, Lazard
- vice chairman of Mercer Oliver Wyman
- chairman of The Shell Group of Companies in India
- chairman and chief executive officer of Xerox Corporation
- executive director, global emerging market equities, Goldman Sachs
- chief financial officer, Campbell Soup, Co.

Fletcher alumni in the nonprofit sector have included:

- executive director of the Arthur Vining Davis Foundation
- director of the Institute for International Economics
- president of The Juilliard School
- president and CEO of the American Red Cross
- president of the National Peace Corps Association
- president of Oxfam America
- dean of the School of International and Political Affairs at Columbia University

Around the world, Fletcher alumni are renowned teachers and researchers, lawyers, media professionals, and journalists. Fletcher thought-leadership permeates the most esteemed academic institutions and contributes to the world's most-read publications.

OUR BOSTON ADVANTAGE

The Fletcher School is located a few miles northwest of Boston in the heart of the Tufts University campus. Its unique location provides the best of both worlds with the friendliness and tranquility of a classic college town and the urban influence of nearby Boston. A short walk in one direction, Somerville's Davis Square offers everything from groceries and bookstores to clubs, cafes, and restaurants. Less than a mile away in the opposite direction are the hiking, biking, and cross-country paths of the 2,000-acre Middlesex Fells nature reservation.

The city of Boston is a spectacular Fletcher resource. From Fidelity Investments to Oxfam America to more than thirty-five consular offices, Boston offers a wealth of professional opportunities. Many of the world's leading private, public, and nonprofit organizations maintain their headquarters in Boston, providing Fletcher students with invaluable resources to find internships and employment and to establish networks of professional contacts.



THE FLETCHER DISTINCTION ACTIVE AND ENGAGED

The Fletcher School is recognized around the world as an institution that prepares leaders. The moment I discovered the MIB, I knew I had found the best program to meet my interests of social responsibility and business. Through the MIB, I can work on business fundamentals and also explore the many disciplines within the world of international affairs. All this gives me access to a broad range of career opportunities and allows me to play a more active role in Africa's development.

VIOLET MIDZI '12
ZIMBABWE

BBusSc, University of Cape Town



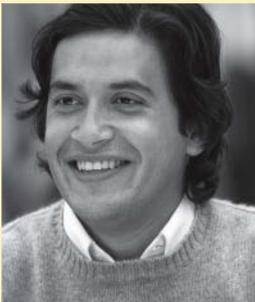
Much like Fletcher's own community, Boston is thoroughly multicultural. Second only to New York as an eastern port of entry to the United States, Boston is home to many vibrant communities—some new, others with deep roots in the city. An intellectual hub known as the "Athens of America," Boston is home to more than sixty distinguished colleges and universities, and boasts the largest concentration of international students in the world, providing an unparalleled environment for study and research.

Recreational activities are abundant in Boston. On a given day, you could walk Boston's historic Freedom Trail or the Black Heritage Trail; tour Boston's harbor islands by boat; attend a Boston Symphony Orchestra concert; take in a Boston Red Sox game; see the street performers at Faneuil Hall; shop the boutiques on Newbury Street; jog along the Charles River; or stroll the galleries of the Museum of Fine Arts. You'll have just as many choices in the evening. There are hundreds of fabulous restaurants to try, from waterside seafood joints to upscale French fusion bistros. After dinner, take in a movie, catch some theatre, see some dance, or track Boston's alternative music scene.

Those wishing to stray a little farther afield will find themselves well within striking distance of the skiing, hiking, and fishing of Vermont and New Hampshire and the magnificent beaches and coastline of Massachusetts.

CAREER SERVICES

Each year Fletcher students accept challenging positions in the public, private, and nonprofit sectors, as well as with international organizations, that allow them to participate in events and decisions that shape our world. The Office of Career Services (OCS) supports students by providing skills and information to fuel their career exploration and job search. In the fall semester, OCS presents an in-depth Professional Development Program (PDP) to ensure students understand how to maximize their opportunities with employers around the globe. The PDP focuses on teaching students to market themselves effectively to a diverse range of employers who each value different and distinctive attributes in candidates they



SEBASTIAN MOLANO '12
COLOMBIA

BA, Finance and International Relations,
Universidad Externado de Colombia

I wasn't sure what to think about the comments made around the "Fletcher community." I suspected it was a clear strategy to market the program; however, it is true and quite impressive. The qualities of the students, faculty, and staff are outstanding. The openness of faculty to share ideas in a classroom or over coffee exceeded my expectations.

FIELDS OF STUDY

Human Security
Humanitarian Studies
International Organizations

BEFORE FLETCHER

Program Coordinator, Pan American Development Foundation (PADF); Santo Domingo, Dominican Republic
International Observer, Organization of American States (OAS) Electoral Observation Missions; Latin America

FLETCHER INTERNSHIP

Catholic Relief Services; El Salvador, Guatemala, Honduras, Nicaragua

LANGUAGES

Spanish, French, English

pursue. The mandatory program includes skills development in written and oral communications, networking, and interviewing to ensure all students integrate these critical skills and knowledge into their overall academic learning while here at Fletcher.

In addition to the PDP, OCS provides sector- and industry-specific programs to deepen students' understanding of different career options. The sessions include panel discussions, workshops, and informal luncheons, often in collaboration with alumni who offer skills development as experts in their fields. OCS sponsors annual Career Information Trips to Washington, DC, and New York, NY. The DC trip focuses on careers in the federal government, major research institutions, development agencies, and nonprofit organizations. The NY trip examines opportunities at the UN. The Fletcher Business Club also plans a NY trip to visit private sector employers in finance, public relations, and communications/media.

Representatives from an array of institutions engage in on-campus recruiting at Fletcher. Recent interviews and information sessions have been conducted by Booz Allen Hamilton, Catholic Relief Services, the U.S. Central Intelligence Agency, Bridgewater Associates, the Federal Reserve Bank, the U.S. Treasury Department, State Street, and the UNDP, among others. Most students also pursue summer internships, more than half of which are outside the U.S.

OCS provides a robust career management application through which students can review and apply to posted job, internship, and fellowship opportunities; search for fellow students with specific career interests or backgrounds; and research employers and contacts. The office also provides a content-rich intranet site with information only available to Fletcher students. The site includes over thirty industry guides, each detailing an overview of the sector, career paths, hiring trends, salaries and suggested Fletcher courses. The site also provides access to a post-internship database with internship reviews allowing students to see where Fletcher students have interned in previous years.

RESEARCH FACILITIES

The Fletcher School's Edwin Ginn Library is one of the nation's largest specialized libraries in the field of international affairs. Ginn Library's collection covers international law and organizations, human rights, humanitarian studies, economic and political development, international energy and the environment, international security and peacekeeping, conflict negotiation, international business and finance, and the uses of the sea and outer space. The Ginn Library holds an extensive collection of treaties, League of Nations and United Nations documents, and publications from numerous international organizations.

The collection has been developed with attention to Fletcher's curriculum and the research interests of students and faculty, and continues to change as the curriculum expands. Students have access to thousands of databases and electronic

journals. The Library staff work closely with students on their individual projects and offer workshops on effective research techniques. Fletcher students have library privileges at all the Tufts University Libraries, at many Harvard University Libraries, and at the sixteen other New England academic libraries that make up the Boston Library Consortium.

ATHLETIC FACILITIES

Recognizing the connection between a keen mind and a healthy body, Fletcher encourages physical fitness among its students, all of whom have access to Tufts University's athletic facilities. Personal fitness programs as well as group exercise classes are available to the entire Tufts community, as are personal athletic trainers for individualized instruction. The campus also features numerous tennis courts and playing fields for soccer and other sports.

ON- AND OFF-CAMPUS HOUSING

The suites of Blakeley Hall—conveniently located next door to Fletcher—can accommodate eighty-three Fletcher students. Each suite contains two or three private bedrooms and a shared bathroom. Blakeley also has a communal kitchen, laundry facilities, and a lounge. Housing preference is given to international and first-year students. For more information, visit fletcher.tufts.edu/blakeley.

Students wishing to live off campus typically find housing in the communities of Medford, Somerville, Arlington, and Cambridge. Those seeking off-campus housing should visit the area at least one to two months before classes begin to make living arrangements. Students with children should, as early as possible, contact school systems in the communities in which they may live to ensure a smooth transition for their children.



VERONICA JUBERA '13
FRANCE, PERU, AND SPAIN
 MS, Management, Grenoble Graduate
 School of Business

At Fletcher, I have learned as much from my peers as I have inside the classroom. The incredible diversity of students, from work experiences to cultural backgrounds, makes Fletcher the ideal place to hear new perspectives and broaden horizons. The amount of information learned and shared through classmates is incredible.

FIELDS OF STUDY
 Development Economics
 International Business Relations

BEFORE FLETCHER
 Area Manager South America, Essence
 Corp (Clarins Group); Miami, FL

FLETCHER INTERNSHIP
 Overseas Private Investment Corporation
 (OPIC); Washington, DC

LANGUAGES
 Spanish, French, English

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Teri Volpert, BA

Gloria E. White-Hammond, BA, MD, MDiv

James Wong, BA

Note: Bold print indicates a Tufts University degree.



SHIKHAR BHATTARAI '12
NEPAL
BA, Economics, Moravian College

I chose Fletcher for its exceptionally welcoming community of extremely talented individuals with eclectic professional backgrounds. Fletcher's community reaches far-flung global territories in terms of impact, ideas and learning. The multidisciplinary curriculum makes it possible to combine a wide range of topics, enabling me to understand the world from a different perspective.

FIELDS OF STUDY

International Trade & Commercial Policies
Strategic Management & International
Consultancy

BEFORE FLETCHER

Associate Consultant, Deloitte Consulting;
Harrisburg, PA

FLETCHER INTERNSHIP

United Nations Development Programme,
Business Call to Action; New York, NY

LANGUAGES

Nepali, Hindi, English

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Retired Partner, Sullivan &
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Rapperswil-Jona, Switzerland

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Retired Partner & Of Counsel,
Debevoise & Plimpton LLP
New York, NY

Dorothy Meadow Sobol, F66, F79
Coordinator of Emerging Markets
Specialization, Senior Adjunct
Professor of International Economics
and Emerging Markets, The Paul
H. Nitze School of Advanced
International Studies, Johns
Hopkins University
Washington, DC

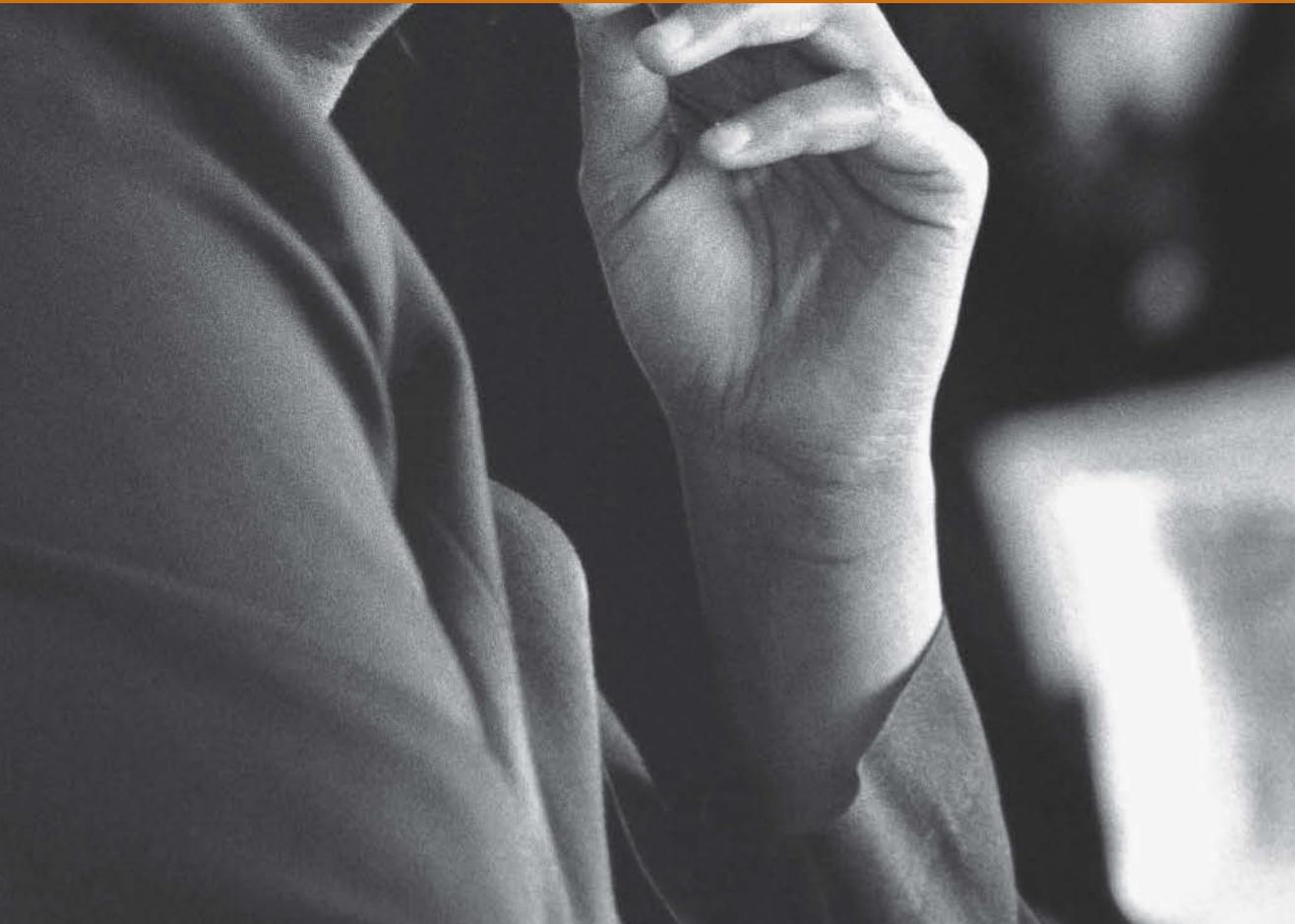
Lisbeth Tarlow, F84, F97
Director of the Project on the
Russian-Speaking Jewish Diaspora,
Davis Center for Russian &
Eurasian Studies, Harvard
University
Cambridge, MA

Ziwan Xu, F88
Managing Director,
CXC Capital, Inc.
Shanghai, People's Republic
of China

Mian Zaheen, F73
Senior Advisor, Lazard and Co., Ltd.
London, UK



CONNECTING YOU TO FLETCHER



CONNECTING YOU TO FLETCHER

ADMISSIONS

Fletcher actively seeks students who have demonstrated academic excellence, significant personal and professional experience, and a commitment to a career in international affairs. Applicants must demonstrate research ability and a strong familiarity with a second language. All students must have proven English language proficiency. With the exception of the Global Master of Arts Program (GMAP), all programs require full-time study on campus.

Applicants must hold a bachelor's degree or its equivalent. In addition, LLM candidates must hold one of the following qualifications: a JD degree from an ABA-approved law school in the United States; or have completed the academic legal education required to take the bar examination in a foreign country; or be qualified to practice law in a foreign country. PhD candidates must have a master's degree in a field that is relevant to international affairs and directly related to the applicant's proposed PhD studies. The PhD applicant's master's degree must be from a program which required at least one-and-a-half years of full-time study and 12–16 semester-long courses in international affairs or a related field.

STANDARDIZED TESTS

All MALD, MA, MIB, and PhD candidates are required to submit the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT). Subject tests of the GRE are not required. The GRE or GMAT is not an application requirement for the LLM program.

If your native language is not English and you have not earned a university degree (undergraduate degree, or graduate degree lasting two or more years) where English was the language of instruction, in addition to the GRE or GMAT, you are required to submit the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS), or the Pearson Test of English (PTE). Fletcher requires a minimum score of 100 (with sub-scores of 25 on each section) on the Internet-based TOEFL, 7 on the IELTS (with sub-scores of 7 on each section), or 68 on the PTE for admission.

VISITING FLETCHER

An on-campus admissions interview is strongly encouraged but not required. Campus tours, information sessions, and informal meetings with students and faculty will provide you with better insight into Fletcher. The interview, generally

conducted by a current student, will give you the opportunity to describe your motivation and interests more fully than the application alone might allow.

DEADLINES

To enter in September and be considered for scholarship aid, MALD, MIB, MA, and LLM candidates are required to submit completed admissions and financial aid applications by January 10. The final deadlines for September enrollment are February 10 (for MALD and MA without scholarship aid consideration) and March 1 (for MIB and LLM). The application deadline for January enrollment (MALD candidates only) is October 15. PhD candidates may enter in September only and are required to submit completed admissions and financial aid applications by December 20.

EARLY NOTIFICATION

The Early Notification process allows you to receive an admissions decision by January 1 for enrollment the following September, giving you additional time to plan for graduate study. The application deadline for Early Notification is November 15. Through the Early Notification process, the Committee on Admissions will make an offer of admission, deny admission, or defer the application for further review with Regular Deadline applicants. If deferred, the applicant will be notified of an admission decision in late March. Early Notification applicants who are denied admission will not be eligible to reapply for the Regular or Final Deadline of the same year.

If you are admitted through the Early Notification process and have submitted a Fletcher Financial Aid Application by January 10, you will be notified about your financial aid award in late March. Early Notification is not binding and you may apply to other graduate programs. Early notification is not available for PhD candidates.

MAP YOUR FUTURE PROGRAM

Students who are in their final year of undergraduate study have the option of applying to Fletcher's Map Your Future program. The Map Your Future program guarantees admitted applicants a place in the MALD or MIB program after completing two to three years of professional work experience in a Fletcher-approved position. This highly selective program is intended for those with excellent academic preparation, a clear professional focus, and a demonstrated track record of success. The program allows for professional development and career exploration while guaranteeing a position in a future class. Application deadlines are December 20 and May 15. Please visit fletcher.tufts.edu/myf for more details.



THE FLETCHER DISTINCTION
RESPECTED AND RIGOROUS

After implementing agriculture and gender programs in West Africa for five years, I wanted a program that would challenge my understanding of international development work and expose me to influential scholars in a broad range of disciplines. Since arriving on campus, I am amazed at how much I am constantly learning at Fletcher and how this is influencing how I view the world. From conversations with renowned professors to study sessions with students who have lived and worked all over the world, Fletcher fosters a deeply academic and collaborative environment.

JOCELYN BRADDOCK '12
UNITED STATES
BA, Art History, Swarthmore College



DEFERRAL AND REAPPLICATION POLICIES

Candidates should apply for admission in the year that they plan to enroll. However, under certain circumstances, admitted applicants may need to defer enrollment and may do so for a maximum of one year. Deferral requests should be submitted in writing to the Committee on Admissions. Admitted applicants who are unable to accept offers of admission and applicants who are not admitted are encouraged to reapply.

APPLICATIONS

Applications for admission and financial aid are available online at fletcher.tufts.edu/admissions. We strongly encourage all applicants to use the online application system. Contact the Office of Admissions if you are unable to apply online.

FINANCIAL AID

Fletcher offers students a variety of financial aid resources including scholarships, loans, work-study, and on-campus employment, including teaching and research assistantships.

FLETCHER SCHOLARSHIPS

Each year, Fletcher awards over \$6 million in scholarship aid, based on both merit and need. To be considered for scholarship assistance, you must complete a Fletcher Scholarship Application. All applicants who complete the Fletcher Scholarship Application by January 10 are eligible for scholarship aid consideration. No distinction is made between domestic and international students in awarding scholarship funds. Most scholarship awards are renewable for the second year of study.

TEACHING AND RESEARCH ASSISTANTSHIPS

Fletcher students may serve as teaching assistants at Tufts University in the Political Science, Economics, History, and Modern Languages departments or in the International Relations program. Students interested in teaching assistantships should make inquiries directly to the individual departments as early as possible.

A limited number of teaching and research assistantships are also available at Fletcher. These positions are open to select second-year and doctoral students and provide compensation of up to \$2,000 per academic year. Professors choose their own assistants based on the particular position requirements.



U.S. FEDERAL LOANS

U.S. citizens and permanent residents may be eligible for Federal Direct Loans and GradPLUS Loans. Eligibility is determined through review of your FAFSA (Free Application for Federal Student Aid), which is available at www.fafsa.ed.gov or from the Federal Student Aid Information Center. Fletcher’s code number is 002219.

We recommend that you submit the FAFSA by February 15. Estimated income and tax information is allowable. Additional information can be obtained from the Tufts University Student Financial Services Office at uss.tufts.edu/finaid/gradaid.

STUDENT EMPLOYMENT AND WORK-STUDY

Many part-time jobs are available at both The Fletcher School and other departments of Tufts University under regular student employment budgets or, for U.S. citizens and permanent residents, through the Federal Work-Study Program. Additional information can be obtained from the Tufts University Student Financial Services Office at uss.tufts.edu/finaid/gradaid.

FINANCIAL AID FOR INTERNATIONAL STUDENTS

In addition to applying to Fletcher for scholarship aid, international students should apply for awards offered by their own governments. Additional assistance may be provided by U.S. governmental and private agencies. Consult the United States Embassy in your home country for more information.

TUITION AND FEES FOR 2012–2013

The cost of a Fletcher education is similar to comparable institutions, especially in light of the available financial aid resources. Tuition and fees normally increase by 3–5 percent each year.

MALD, MA, and PhD Tuition	\$38,464
MIB Tuition	\$45,020
LLM Tuition	\$43,928
Room and Board (on-campus), estimated	\$9,000
Room and Board (off-campus), estimated	\$12,000-14,500
Books and Supplies (estimated)	\$1,000
Health Services Fee	\$690
Health Insurance Fee*	\$1,878
Personal expenses (estimated)	\$2,250

*May be waived if proof of outside coverage is submitted

IMPORTANT ADDRESSES AND PHONE NUMBERS

Office of Admissions and Financial Aid
The Fletcher School
160 Packard Avenue
Tufts University
Medford, MA 02155 USA
Phone: +1.617.627.3040
Fax: +1.617.627.2929
E-mail: fletcheradmissions@tufts.edu
Web Site: fletcher.tufts.edu

Tufts University Student Financial Services
Dowling Hall Student Services Center
419 Boston Avenue
Tufts University
Medford, MA 02155 USA
Phone: +1.617.627.2000
Fax: +1.617.627.4691
E-mail: studentservices@ase.tufts.edu
Web Site: uss.tufts.edu/finaid/gradaid

Free Application for Federal Student Aid
(FAFSA)
Institutional Code Number: 002219
Phone: +1.800.433.3243
Web Site: www.fafsa.ed.gov

Graduate Record Examination (GRE)
Institutional Code Number: 3399
Phone: +1.609.771.7670
E-mail: gre-info@ets.org
Web Site: www.ets.org

Graduate Management Admissions Test
(GMAT)
Institutional Code Number: 7JB-L3-70
Phone: +1.800.717.4628
E-mail: gmata@ets.org
Web Site: www.mba.com

Test of English as a Foreign Language (TOEFL)
Institutional Code Number: 3399
Phone: +1.609.771.7100
Web Site: www.ets.org

International English Language
Testing System (IELTS)
E-mail: ielts@ieltsintl.org
Web Site: www.ielts.org

Tufts University policies can be found at fletcher.tufts.edu/policies.

Photos on pages 15 and 19 appeared in the *Fletcher Perspectives* exhibit. *Fletcher Perspectives* is an annual, student-produced gallery that celebrates global diversity through art created by members of the Fletcher community.

Page 15
"Nozomi at Fukura"
2005
Luke Schoen, F10

Page 19
"Brand-New Shopping Plaza"
2002
Melissa Tritter, F05



THE FLETCHER
SCHOOL

TUFTS UNIVERSITY

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