

# THE FLETCHER BULLETIN



THE FLETCHER SCHOOL

TUFTS UNIVERSITY

This Bulletin contains descriptions for courses offered at The Fletcher School for the 2010–2011 academic year only; however, they are typical of the courses offered every year. Biographies are also provided for our faculty, both those who have full time appointments and those with part-time appointments. These associated faculty are appointed each year to add additional breadth and depth to our curricular offerings. In addition to the courses offered at Fletcher, students are

eligible to cross-register in other graduate schools/departments of Tufts University and Harvard. It should be noted that students may be denied admission to another school's course due to restrictions in class size or other school policy. Enrolled students should contact the Registrar of The Fletcher School for policies and procedures. Prospective students should refer to the Catalog and Application Bulletin for additional information. Course requirements for our Fields of

Study are detailed on pages 22–31. Beginning in the fall 2006 semester, new breadth requirements for all MALD students were established. Information about this new requirement can be found on pages 34–35. The Fletcher School reserves the right to change, at any time, any of the information provided in this Bulletin, including adding and dropping courses. Changes will be announced and posted by the Registrar of The Fletcher School at the beginning of each semester.

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## COURSE DESCRIPTIONS

### **DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS**

#### **ILO L200: THE INTERNATIONAL LEGAL ORDER**

This introductory course deals with structural aspects of the international legal system, including the jurisprudence of international law and differing cultural and philosophical perspectives; the history of the international legal system; customary international law; treaty law; statehood and recognition; the United Nations and international organizations; and the relationship of the international legal system to domestic legal systems, using the United States as a primary example. Fall semester. Michael Glennon

#### **ILO L201: PUBLIC INTERNATIONAL LAW**

This survey course provides an overview of the international legal system's principal sub-regimes, including those relating to international dispute resolution, jurisdiction and immunities, human rights, the use of force and terrorism, the law of war, criminal responsibility, arms control, the environment, and the relationship of these sub-regimes to domestic legal systems, using the United States as a primary example. Open to students who have completed ILO L200 or its equivalent. Spring semester. Michael Glennon

#### **ILO L209: INTERNATIONAL TREATY BEHAVIOR: A PERSPECTIVE ON GLOBALIZATION**

This seminar examines treaty behavior over a broad spectrum of subject areas—including security, environment, trade and human rights. Approaches to international agreements affect economic, security and foreign policy in this interdependent world. The seminar examines IL and IR theories of compliance. It explores exceptionalism in treaty behavior—American and other nations. The seminar offers students the opportunity to do research in depth on

one or more treaties, or the behavior of a given nation or group of nation under several treaties. Prior law courses helpful but not required. Fall semester. Antonia Chayes

#### **ILO L210: INTERNATIONAL HUMAN RIGHTS LAW**

An introductory survey of international human rights law and procedures, including detailed examination of global, regional, and national institutions to protect human rights. The course traces the development of contemporary concepts of human rights, including issues of universality, whether or not certain categories of rights have priority over others, and the means of creating and enforcing human rights law. The role of non-governmental organizations in fact-finding and publicizing human rights violations is also addressed. Not offered 2010–2011. Hurst Hannum

#### **ILO L211: CURRENT ISSUES IN HUMAN RIGHTS**

This seminar analyzes in greater depth a limited number of issues that are of contemporary interest in the field of international human rights law. While specific topics vary, those addressed in recent years have included equality and non-discrimination; democracy; economic and social rights; international criminal law; business and human rights; and humanitarian intervention. Open to students who have completed ILO L210 or equivalent. Not offered 2010–2011. Hurst Hannum

#### **ILO L212: NATIONALISM, SELF-DETERMINATION AND MINORITY RIGHTS**

This seminar explores the evolution of the concepts of self-determination and minority rights from the nineteenth century to the present. The focus is on changing legal norms, including interpretation of the principle of self-determination by the League of Nations

and United Nations; protection of the rights of ethnic, religious, and linguistic minorities; and the articulation of the rights of indigenous peoples. The seminar requires a substantial research paper that analyzes a contemporary situation in which these issues are significant. Prerequisite: ILO L200, L210, or equivalent. Not offered 2010–2011. Hurst Hannum

#### **ILO L214: TRANSITIONAL JUSTICE**

This seminar deals with the choices facing countries attempting to establish accountability for past abuses of human rights in the aftermath of mass atrocities. Students will consider the philosophical and moral issues associated with this subject and analyze the mechanisms available for post conflict justice including international ad hoc criminal tribunals, the International Criminal Court, the hybrid tribunals in Sierra Leone and East Timor, and approaches like Truth and Reconciliation Commissions and mechanisms, including the gacaca process in Rwanda, which incorporate local custom. Students will also study the reconstruction of the justice system, examining non-criminal sanctions and considering the challenge of reconciliation in these contexts. Not offered 2010–2011. Louis Aucoin

#### **ILO L217: HUMAN RIGHTS AND HEALTH**

This class will examine how bringing human rights concepts and strategies to bear might be used to advance social justice in health. We will explore the conceptual and practical implications of implementing a right to health, as well as of adopting rights-based approaches to health policymaking and programming, with their emphases on accountability, participation and non-discrimination. We will also critically examine how human rights discourses are shaped and contested, and how this determines the relevance of human rights-based approaches to addressing

the health needs of different populations and advancing global health. Spring semester. Alicia Yamin

**ILO L220: INTERNATIONAL ORGANIZATIONS**

This course provides an introduction to the theory and practice of international organizations (IOs). Its central theme is the interaction between international law and politics, illustrated through an in-depth examination of the United Nations and a secondary focus on selected regional organizations. After a number of classes on theory and cross-cutting institutional issues, the bulk of the course is devoted to the substantive work of IOs in three principal areas: peace and security, human rights, and sustainable development. It concludes by considering reform of IOs from the perspective of the 'democratic deficit'. The format of the course is primarily lectures and structured discussion. Spring semester. Ian Johnstone

**ILO L221: ACTORS IN GLOBAL GOVERNANCE**

This seminar is designed to explore in a comparative mode various actors in global governance: global organizations, regional organizations, groupings of states, non-governmental organizations, private sector actors and networks. The first part of the course is devoted to theoretical, institutional and legal issues. Each student then develops and presents to the class an outline for a "Reform Report" on an organization of their choice, taking stock of its performance and offering a vision for the future. Based on feedback from the class, constituted as the 'senior management group' of the organization, the report is finalized and submitted as the major assignment for the course. Spring semester. Ian Johnstone

**ILO L223: INTERNATIONAL ENVIRONMENTAL LAW**

This course addresses the nature, content and structure of international environmental law. The course commences with an introduction to international environmental problems, together with basic principles of international law and environmental regulation. Specific topics include global warming, stratospheric ozone depletion, and exports of hazardous substances. Other topics may include

marine pollution, transboundary pollution, trade and environment, and development and environment. The course evaluates the role of international and non-governmental organizations; the interrelationship between international legal process and domestic law; and the negotiation, conclusion, and implementation of international environmental agreements. Fall semester. David Wirth

**ILO L224: PEACE OPERATIONS**

Enthusiasm for peacekeeping has fluctuated in recent years, from exuberance in the early 1990s to disillusion in the mid-90s, back to cautious enthusiasm at the end of the decade, followed by an unprecedented surge in UN and non-UN operations over the past several years. Combining a thematic and case study approach, the course begins with several sessions on the legal framework, functions of peace operations and doctrine. Select contemporary cases are then considered to draw out recurring themes and dilemmas, such as the protection of civilians and peace v. justice. The course concludes with a simulation exercise on a possible new operation. Fall semester. Ian Johnstone

**ILO L230: INTERNATIONAL BUSINESS TRANSACTIONS**

This course provides an examination of private and public law aspects of international business transactions, including conflicts of law and foreign law issues. It examines the selection of the optimal business format for international operations, including branch, subsidiary, joint venture, technology license and distributorship; international commercial law, including sales contract, and commercial documents; international contracts and dispute resolution issues, including governing law, and choice of forum, force majeure, currency, and treaty issues; and the United States Foreign Corrupt Practices Act. Fall semester. Joel Trachtman

**ILO L232: INTERNATIONAL INVESTMENT LAW**

This seminar examines the laws, policies, and legal institutions influencing cross-border investments, with special emphasis on emerging markets and developing nations. It studies the nature of international investment and

multinational investors, the international legal framework for international investment with particular emphasis on rapidly evolving treaty law, such as bilateral investment treaties (BITs), NAFTA, and the Energy Charter Treaty, as well as arbitration and judicial decisions applying them. It also considers national regulatory frameworks for foreign investment, legal mechanisms for structuring, financing, and protecting projects, portfolio investment in emerging markets, and methods for settling investment disputes. Spring semester. Jeswald Salacuse

**ILO L233: INTERNATIONAL FINANCIAL AND FISCAL LAW**

This course is intended to introduce students to the legal and regulatory context of international finance. It covers selected domestic and international aspects of (i) corporate law relating to finance, (ii) bank financing and regulation, (iii) securities financing and market regulation and (iv) insolvency law. It also addresses the process of innovation in international financial law, with coverage of emerging market debt, swaps and other derivatives, privatizations, and securitization. These topics will be reviewed from the standpoint of domestic law of the United States and other selected jurisdictions, as well as from the standpoint of applicable international law and practice. Spring semester. Joel Trachtman

**ILO L234: INTERNATIONAL INTELLECTUAL PROPERTY LAW AND POLICY**

This course will provide an introduction to basic principles of intellectual property law concepts, specifically patents, trademarks and copyrights. From there, the course will examine the impact of various international conventions and treaties on intellectual property rights. Particular attention will be paid to the protection of intellectual property rights in selected legal regimes; and to the competing interests of intellectual property owners in global commercial transactions. The rapid development and widespread adoption of Digital Technology and the Internet pose serious challenges to long accepted doctrines of copyright and trademark law, and these will also be addressed. Spring semester. Thomas Holt and Tara Clancy

**ILO L236M: SECURITIES REGULATION: AN INTERNATIONAL PROSPECTIVE**

This module will review the evolution of securities regulation regimes in North American and European jurisdictions. We will evaluate differing models relating to the regulation of public offering of debt and equity securities, issues of securities disclosure and enforcement, and the regulation of investment banking and broker/dealer activities across borders. In addition to comparing different substantive approaches, we will review and analyze the increasing convergence in international disclosure and accounting standards and their implications for international markets, as well as continuing challenges relating to the regulation of markets and their participants on a global basis. One-half credit. Fall semester. John Burgess.

**ILO L237M: MERGERS AND ACQUISITIONS: AN INTERNATIONAL PERSPECTIVE**

This module will review the structuring, negotiation and implementation of cross-border merger and acquisition transactions, taking into account applicable issues of international law and national practice. The module will discuss relevant tax, corporate and regulatory considerations underlying alternative forms of transaction structure and their impact on achieving business and economic goals of the parties. We will also analyze different forms of acquisition agreements, review the role and application of key transactional concepts, and analyze how they are implemented in the context of specific transactions, drawing on recent North American, European and Asian precedents. One-half credit. Spring semester. John Burgess

**ILO L239M: CORPORATE GOVERNANCE IN INTERNATIONAL BUSINESS AND FINANCE**

This module seminar explores business, financial and legal issues affecting corporate governance and management of risk, both in industrialized and developing countries. Students will examine the nature of the corporation, management roles and board responsibility, the role of regulatory authorities, as well as corporate culture, corporate social responsibility, and capital market development. The seminar will

focus on policy implications, including wide-spread efforts to effect corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as EIB B239m. One-half credit. Spring semester. S. Donald Gonson

**ILO L240: LEGAL AND INSTITUTIONAL ASPECTS OF INTERNATIONAL TRADE**

This course examines the law of international trade in goods and services, focusing principally on the law of the World Trade Organization and its General Agreement on Tariffs and Trade, as well as on the foreign trade law of the United States. This sector of international law includes specialized negotiation and dispute settlement processes, as well as particular types of rules, restraining national restrictions on trade. These rules address tariff and non-tariff barriers, discrimination, regionalism, anti-dumping duties, countervailing duties and safeguards measures. This course will pay particular attention to how this legal system manages various facets of globalization. Fall semester. Joel Trachtman

**ILO L243: INTERNATIONAL LEGAL ASPECTS OF GLOBALIZATION**

Globalization has economic, social, political, historical, cultural and legal dimensions. This seminar will focus on legal parameters of, and mechanisms for, globalization. This course will examine the relationship between efforts to promote international markets and the right to regulate, international regulatory competition, efforts to regulate international business at a global or regional level, judicial responses to globalization, and global constitutionalism. Students will have an opportunity to engage in research on legal aspects of globalization and to present their work in the seminar. This course is not suitable as a first course in international law. Spring semester. Joel Trachtman

**ILO L250: LAW AND DEVELOPMENT**

This seminar examines the role of law and legal systems in the economic and social development of developing nations, emerging markets, and countries in transition. It explores how law may both inhibit and foster change and the ways that legal institutions may be

organized to achieve national goals. It first considers the nature of law, the nature of development, and the theoretical relationships of law to the development process. It then explores the links between law and development through case studies on land tenure, foreign investment, the environment, governance, constitutionalism, corruption, judicial reform, and the rule of law. Fall semester. Jeswald Salacuse

**ILO L251: COMPARATIVE LEGAL SYSTEMS**

This course covers the two principal legal traditions in the world—the common law and the civil law traditions with exposure to the Islamic tradition and European Union law as well. It is intended for diplomats, international civil servants, business executives, and lawyers. Students will study the historical evolution of the traditions in comparative perspective with emphasis on France and Germany in the civil law and on the United States and the United Kingdom in the common law. The methodology entails study of the underlying legal philosophies of these traditions through analysis of the sources of law, judicial process and judicial review and through learning constitutional law, contracts, and criminal and civil procedure. Spring semester. Louis Aucoin

**ILO L252 RULE OF LAW IN POST CONFLICT SOCIETIES**

This seminar studies methodologies used by international actors in promoting the rule of law post conflict. It focuses on eight aspects: constitutional development, code reform, legal drafting, judicial reform, accountability for past abuses, fighting corruption, democratic policing, and local custom. These are strategies for building the basic institutional framework strictly necessary for the maintenance of peace and security in the immediate aftermath of conflict. The seminar will therefore deal with the restoration/ reestablishment of the justice sector and only minimally with economic issues. It includes case studies of East Timor, Kosovo, South Africa, Cambodia, Rwanda, Iraq, and Afghanistan. Fall semester. Louis Aucoin

**ILO L260: THE LAW OF THE EUROPEAN UNION**

The seminar offers an overview of the law and institutions of the European Union with historical perspective from the Treaty of Rome of 1957 through to the Treaty of Lisbon currently in negotiation. Also, students will learn the substantive law relating to the famous four freedoms: the freedom of goods, persons, services, and capital as well as selected substantive areas including competition law, trade law, and human rights. Study includes the primary treaty provisions and European norms (regulations, directives, and decisions) and major cases. Students will consider the supranational and intergovernmental aspects of the EU and will learn about the direct effect of the law in Member States. Not offered 2010–2011. Louis Aucoin

**ILO L262: FOREIGN RELATIONS AND NATIONAL SECURITY LAW**

This seminar deals with the intersection of international law and United States constitutional law, focusing upon the separation of powers doctrine and the allocation of decision-making authority, international law as part of United States law, treaties and other international agreements, the war power and terrorism, the appropriations power, federalism, the role of the courts, and current national security issues. Open to students who have completed ILO L200 or its equivalent, or with permission of the instructor. Enrollment limited to 18 students. Spring semester. Michael Glennon

**ILO 300–399: INDEPENDENT STUDY**

Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of International Law and Organizations under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition.

**ILO 400: READING AND RESEARCH**

Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

**DIVISION OF DIPLOMACY, HISTORY, AND POLITICS****DHP D200: DIPLOMACY: HISTORY, THEORY, AND PRACTICE**

Diplomacy is one of the very constitutive “orders” of the international system, a mainstay of civilization itself. This seminar examines classical diplomacy, diplomatic concepts and forms that evolved in the West, the “integration” of different traditions through the League of Nations and United Nations, the establishment of foreign ministries and bilateral embassies, the professionalization of diplomatic services, the rise of “summit” diplomacy and use of special envoys, diplomatic language and its nuances, official ceremony and protocol, media and the new public diplomacy, educational and cultural exchanges, the organization of intercultural “dialogues,” and the issue of the future of diplomacy—state as well as non-state—in an age of globalization. Not offered 2010–2011. Alan Henrikson

**DHP D202: ETHICAL REASONING IN INTERNATIONAL POLITICS**

Is the state an effective ethical actor in international relations? That question will animate the seminar, which is intended to cultivate a capacity to think critically about policy options involving ethical choices. This is not a comprehensive “how to” course, nor one that imparts a particular code of behavior. Students will review classical discourses drawn from different cultural traditions about the role(s) of the state, consider contemporary treatises concerning ethics in international relations, and examine cases selected from disparate moments and places so as to appreciate the universality of difficulties faced by political leaders who must reconcile ethical and other interests. Spring semester. Alan Wachman

**DHP D204 UNITED STATES PUBLIC DIPLOMACY**

This seminar will be a study in depth of the theory and practice of public diplomacy by United States. By means of lectures, readings and a term paper, students will explore issues of current relevance, including: public diplomacy’s challenges in dealing with foreign criticism of the United States; terrorism and radicalism issues; structural and management issues; the role of the private sector; and creative uses of modern information technology. Special attention will be given to

understanding the challenges facing public diplomacy professionals doing their jobs at embassies abroad. Fall semester. William A. Rugh

**DHP D210: THE ART AND SCIENCE OF STATECRAFT**

It is easy to develop explanations for foreign policy; it is quite another thing to act as a policymaker. What are the available tools of influence that an international actor can use to influence other actors in the world? When are these tools work? The goal of this course is to offer an introduction into the world of policymaking and statecraft. Topics include using coercion and inducement; intervening in the domestic politics of another country; the nature of public and private diplomacy; and case studies of notable policy successes and failures from the past. Not offered 2010–2011. Daniel Drezner

**DHP D211: THE POLITICS OF STATECRAFT**

Foreign policy is not immune from public debate, political gridlock, or human frailties. Building on The Art and Science of Statecraft, this course examines the political environment in which foreign policy is crafted and implemented. Topics include the role of public opinion, interest groups, bureaucracies, think tanks, and experts in the formulation of policy. Case studies of notable successes and failures of the policy process will be discussed. There will also be frequent in-class exercises in the various arts associated with the promotion of policy. The Art and Science of Statecraft is a prerequisite for taking this class. Not offered 2010–2011. Daniel Drezner

**DHP D213: HUMANITARIAN STUDIES IN THE FIELD**

This course, run jointly with Harvard and MIT, offers a practical training in the complex issues and skills needed to engage in humanitarian work. Students will gain familiarity with the concepts and standards for humanitarian work and will focus on practical skills, such as rapid public health assessments, field cluster sampling and operational approaches to relations with the military in humanitarian settings. The course includes a separate three day intensive field simulation of a humanitarian crisis, in late April. Early January 2011. Peter Walker and Jennifer Leaning

**DHP D214M: THESIS RESEARCH AND WRITING MODULE**

This module provides guidance in the researching and writing of the thesis. Topics include: choosing and working with a thesis adviser, how to frame a research question, identifying the data and methods needed to answer the question, and common problems in conceptualization and writing. The product of the course is a four-page thesis proposal, which must be signed off by the student's thesis adviser. One-half credit. Pass/Fail grading. Fall semester—Alan Wachman; Spring semester—Karen Jacobsen.

**DHP D220: PROCESSES OF INTERNATIONAL NEGOTIATION**

This course explores the processes, rather than specific substantive issues, of international negotiation. Using exercises and simulations, it examines the nature of conflict in the international arena; the special characteristics of negotiation in the international setting; negotiation dynamics; the roles of culture, power, and psychological processes; and the strategy and tactics of international negotiation. Special problems of multilateral negotiation, and the follow-up and implementation of negotiated agreements are also examined. Fall semester, five sections with a maximum of 30 students each: Eileen Babbitt, Diana Chigas, Nadim Rouhana and Jeswald Salacuse.

**DHP D221M: INTERNATIONAL MEDIATION**

This seminar focuses on the roles and functions provided by mediators in the international arena. Mediation is located within the broader family of international intervention approaches, as practiced by individuals, international and transnational organizations, small and large states, and in bilateral or multilateral contexts. Topics to be covered include: understanding the perspective of a mediator as opposed to other parties in a dispute; analyzing the strengths and weaknesses of different kinds of international mediators; understanding the strategies and tactics that have been adopted in previous mediation efforts; and exploring how mediation might be used in current conflicts. Open to students who have taken D220. One-half credit. Spring semester. Eileen Babbitt

**DHP D223: CONFLICT RESOLUTION THEORY**

International conflict resolution is a field of practice and of theoretical study. The primary goal of international conflict resolution is to use means other than violence to settle both interstate and intra-state disputes, and to transform the relationships of disputing parties such that violence is not likely in the future. The theory is drawn from many disciplines, including law and many of the social sciences. This course will provide an in-depth look at the theories of conflict and the theories of conflict resolution that address such conflicts. It will also explore some of the major theoretical debates in the field. Fall semester. Eileen Babbitt and Nadim Rouhana

**DHP D225: CONFLICT RESOLUTION PRACTICE**

In this course we survey methods of unofficial intervention in international and social conflicts and examine their applicability to different types of conflict. The methods will include facilitation, dialogue, consensus building, public conversation, dealing with post conflict traumatic effects, narrative analyses, multi-track diplomacy, and problem solving approaches. The course will emphasize the applied aspect and will use demonstrations, films, and guest lecturers. It will culminate with a detailed examination of the problem-solving methodologies and with organizing a problem-solving workshop. The workshop will be held at Fletcher and students will help organize it and conduct it under the leadership of the instructors. Spring semester. Eileen Babbitt and Nadim Rouhana

**DHP D228: PROTRACTED SOCIAL CONFLICT: DYNAMICS, MAJOR ISSUES AND POSSIBLE CONSEQUENCES**

This course gives an overview of the dynamics and consequences of protracted social conflict. It is divided into four sections. The first part reviews contending and complimentary frameworks of protracted conflict and its societal and psychological dynamics. The second critically reviews the role of culture, religion, and historical narratives, as well as the role of power asymmetries in the dynamics of conflict. The third focuses on the dynamics of escalation and entrapment and reviews

models of explaining stalemate, deterrence, and escalation. The fourth part focuses on de-escalation and ways of breaking stalemates and on various processes of dealing with protracted social conflict. Spring semester. Nadim Rouhana

**DHP D229: THE POLITICS AND PROCESSES OF RECONCILIATION: TRANSITIONAL JUSTICE AND MULTICULTURAL CITIZENSHIPS**

This course examines the processes of reconciliation as distinguished from political settlements and conflict resolution. It covers major issues that have been emerging in the context of transition to democratic order. These issues include transitional justice, historic responsibility, historical narratives, apology, recognition of past evil, and eliminating forms of discrimination. The course examines the importance of these issues in democratic and multiethnic contexts and therefore will focus on reconciliation and multicultural citizenship. The course reviews mechanisms that were developed and employed to deal with these issues and their applicability in various contexts and how these mechanisms contribute to processes of reconciliation. Not offered 2010–2011. Nadim Rouhana

**DHP D230: HUMANITARIAN ACTION IN COMPLEX EMERGENCIES**

This multi-disciplinary course covers a broad range of subjects, including the evolution of the international humanitarian system, the political economy of conflicts and humanitarian aid, analytical and normative frameworks for humanitarian action, and a variety of programmatic topics. By the end of this course you will be aware of the historical, legal, social, political and moral context of both the causes and responses to complex humanitarian emergencies and have a working knowledge of the principles and standards for performing humanitarian response to complex humanitarian emergencies. This course is cross listed with The Friedman School of Nutrition Science and Policy. Fall semester. Daniel Maxwell

**DHP D232: GENDER, CULTURE AND CONFLICT IN COMPLEX HUMANITARIAN EMERGENCIES**

This course examines situations of armed conflict and the international and national humanitarian and military responses to these situations from a gender perspective and highlights the policy and program implications that this perspective presents. Topics covered include gender analyses of current trends in armed conflict and terrorism; gender analyses of the links among war economies, globalization and armed conflict; the manipulation of gender roles to fuel war and violence; sexual and gender-based violations; women's rights in international humanitarian and human rights law during armed conflict; peacekeeping operations; peacebuilding; and reconstruction. Case studies are drawn from recent and current armed conflicts worldwide. This course is cross-listed with The Friedman School of Nutrition Science and Policy. Spring semester. Dyan Mazurana

**DHP D233: DAILY RISKS AND CRISIS EVENTS**

This course bridges classes on development and those on complex emergencies. Survival risks of individuals are related to household security, which in turn relates to the economic, cultural and political backdrop to household behaviors. Conditions that determine food and nutritional stresses persist in countries undergoing economic transformation and political unrest, but also in those struggling with globalization, increasing poverty, and declining public sector responsibility. International careers involve assessing potential risks and returns of alternative intervention strategies. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Spring semester. Patrick Webb

**DHP D235M FIELD RESEARCH METHODS IN HUMANITARIAN SETTINGS**

This module partners with the Thesis Research and Writing module (D214m), which is a pre-requisite unless you have taken other research methods courses. The Field Methods module addresses primary data collection in field settings, especially those characterized by conflict and forced displacement where data collection methods confront logistical and ethical challenges. The course is 'hands-on' and includes a simulated field study. The objective is to prepare

students to conduct their own fieldwork, and to assess the value of other field research. One-half credit. Spring semester. Karen Jacobsen

**DHP D236: GLOBAL MIGRATION AND DISPLACEMENT**

The course explores international and internal migration arising from conflict, climate/environmental change, economic/ labor migration, global criminal networks (trafficking, smuggling), natural disasters, and poverty/ livelihood breakdown. We begin by examining causes and patterns (scale and scope), then explore the problems that migrants confront, including security and rights violations, and the economic, social and security impact on host countries and communities. We then investigate policy responses – how states, international organizations and local communities have responded to these problems, and implications for future migration. Not offered 2010–2011. Karen Jacobsen

**DHP D237: NUTRITION IN COMPLEX EMERGENCIES: POLICIES, PRACTICE AND DECISION-MAKING**

This course will examine the central role and importance of food and nutrition in complex emergencies. The implications of this for nutrition assessment, policy development, program design and implementation will be examined. This will provide an understanding of; the nutritional outcomes of emergencies (malnutrition, morbidity and mortality); and also the causes of malnutrition and mortality in emergencies (the process and dynamics of an emergency). The course will also develop a broader range of management skills needed for humanitarian response initiatives. This course is cross-listed with The Friedman School of Nutrition Science and Policy. Spring semester. Kate Sadler and Helen Young

**DHP D239M01: INTRODUCTION TO FORCED MIGRATION – OVERVIEW, CAUSES AND INSTITUTIONAL RESPONSES**

The course begins with an analysis of the root causes and push factors underlying refugee movement, internal displacement, trafficking, and other forms of involuntary migration related to persecution, development, natural disaster, environmental change and impoverishment. The course then provides a critical overview of the

international legal framework that has evolved in response to these forms of migration, including international refugee law and recent innovations regarding trafficking and internal displacement. The third segment explores comparative asylum and refugee policies in different national contexts. One-half credit. Spring semester. Karen Jacobsen

**DHP D239M02: CRITICAL ISSUES IN FORCED MIGRATION**

This module is structured as a group based, weekly discussion seminar with most classes led by a different class member, guided by the professor. The course is focused on current, critical issues in humanitarian assistance and protection in forced migration contexts, drawing on a range of disciplines, including human rights protection, nutrition and public health, and security studies. Specific topics will be decided according to class membership and interests, but the topics will have in common a critique of current practice and discussion of alternatives. Open to students who have either completed D239m01 or with permission of instructor. One-half credit. Spring semester. Karen Jacobsen

**DHP D260: SOUTHWEST ASIA: HISTORY, CULTURE, AND POLITICS**

A survey of Southwest Asian history, culture, and international relations from the conquest of the Crimea (1783) to modern times. The course examines the complexity of the region, with special emphasis on topics including: trade with Asia and Europe; Turko-Muslim empires and culture; Shi'ism and Persia; Great Power competition in Southwest Asia; colonialism, formation of modern states; development; fundamentalism; the end of the Cold War; the wars in Iraq, Afghanistan, and other regional violence, and the role of oil and rentier states. Fall semester. Andrew Hess

**DHP D263: THE ARABS AND THEIR NEIGHBORS**

With a particular focus on the Arab world and the Levant, this course examines the evolution of nation-states in the Middle East from colonial rule to the present. Themes addressed include the rise of nationalism and pan-Arabism, ideologies of internal unity and regional tensions, Islam as a political force, globalization,

reform and radicalism, and the search for new alternatives. Fall semester. Leila Fawaz and Ibrahim Warde

**DHP D264: GLOBALIZATION OF EURASIA: THE TURKS AND THE POLITICS OF EURASIA**

An historical survey of the Turks designed to emphasize the geopolitical importance of the Eurasian steppe. Topics examined are: formation of Eurasian steppe empires; the era of Turko-Mongol invasions; decline of classical Islamic civilization; conversion of the Turks to Islam; the rise of Turko-Muslim empires; decline of Byzantium and the conquests of the Ottoman empire; expansion of Russia and the absorption of Turko-Muslims; modernization movements among the Turks; the emergence of modern Turkey; Soviets and Central Asian society; the collapse of the USSR and the emergence of modern nationalism in Central Asia; China and the New Great Game. Spring semester. Andrew Hess

**DHP D267: THE GLOBALIZATION OF CENTRAL ASIA AND THE CAUCASUS**

The course establishes a basis for understanding modern political and cultural changes in Central Asia and the Caucasus, examining how the role of external factors in combination with internal conditions framed the problems new leaders had to confront when the Soviet Union collapsed. Special attention will be devoted to the place of ethnic and sectarian violence and the root causes of such conflict. Other topics studied are: economic development; transfer of modern technology and its environmental impact; ethnic politics; fundamentalism as a response to rapid change; the global politics of oil; and the new 'Great Game' in Central Asia. Fall semester. Andrew Hess

**DHP D270: SINO-U.S. RELATIONS SINCE 1900**

The aim of this course is to consider conflicting cultural impulses and enduring historical patterns that have dominated US interactions with China since the start of the twentieth century. Studying past interactions is intended to inform discussion of present problems and possibilities. Readings will be drawn from diplomatic histories, journals, and primary source material. While the focus remains Sino-US relations, lectures and discussions deal also with fundamental

principles of international relations and diplomatic practice. Not offered 2010–2011. Alan Wachman

**DHP D271: INTERNATIONAL RELATIONS OF THE UNITED STATES AND EAST ASIA: 1945 TO THE PRESENT**

An examination of the international relations of the United States and East Asia since the end of World War II, principally US interactions with China, Japan, and Korea, and secondarily, with Vietnam and Southeast Asia. Focus on fundamental concepts and realities of international politics governing interactions between the U.S. and East Asian nations, as well the major geopolitical issues of the day. Study of the continuing patterns of interaction among the U.S. and East Asian states—the dynamics of wars, ideologies, political, economic and cultural issues. Spring semester. Sung-Yoon Lee

**DHP H200: THE FOREIGN RELATIONS OF THE UNITED STATES TO 1917**

The history of American foreign relations from the Revolution to the First World War. The transformation of the former colony into a "world power," with attention to the internal dynamics of this remarkable, paradoxical development as well as to its external causes. The evolution of America's major foreign policies—Non-entanglement, the Monroe Doctrine, the Open Door, and Dollar Diplomacy—and the relationships of these to westward expansion, post-Civil War reconstruction, and urbanization and industrialization. The national debate after the Spanish-American War over "imperialism." Theodore Roosevelt, Woodrow Wilson, and their contrasting ideas of American power, interests, and purpose. Not offered 2010–2011. Alan Henrikson

**DHP H201: THE FOREIGN RELATIONS OF THE UNITED STATES SINCE 1917**

The history of U.S. foreign relations from the First World War to the present. American responses to the Bolshevik Revolution, European fascism, and Imperial Japanese aggression. Franklin D. Roosevelt, the entry of the United States into the Second World War, and the major wartime conferences. The postwar "revolution" in foreign policy—the Truman Doctrine, Marshall Plan, and NATO. The "long peace" of the Cold War and crises in East Asia, Eastern Europe, the Middle East, Africa, and the

Caribbean region. The Vietnam war, the diplomacy of détente, human rights, the North-South Dialogue, nuclear arms control, the opening to China, conflicts in the Gulf, the "new world order," the Yugoslav tragedy, the "clash of civilizations," and the "global war on terror," and their causes and consequences. Not offered 2010–2011. Alan Henrikson

**DHP H202: MARITIME HISTORY AND GLOBALIZATION**

A study of world history over the past 500 years from a salt-water perspective. The course will examine the ocean as avenue, arena, source, and cultural metaphor, analyzing major themes such as the impact of changing technologies and modes of warfare, evolving patterns of trade, and differing cultural perceptions. The format will be lecture, with some discussion. Fall semester. John Curtis Perry

**DHP H203: THE INTERNATIONAL RELATIONS OF THE CHINA SEAS**

The region this course examines is now the world's commercial maritime center. The course offers, within a global salt water perspective, the opportunity to explore strategic, environmental, economic, or cultural problems, depending on individual student interests. Course format is lecture and discussion, with two short written exercises and an oral report leading to a final paper of journal article length. Writing and speaking skills receive considerable attention. No pre-requisites other than a lively curiosity. Fall semester. John Curtis Perry

**DHP H204: CLASSICS OF INTERNATIONAL RELATIONS**

Most courses in international relations focus on "cutting edge" research. Without a working knowledge of Thucydides, Kant, or Schelling, citizens and policymakers are unable to place new theoretical propositions into a historical context. This course surveys the history of international relations theory through a close reading of 10–15 classic works in the field. Among the questions that will be addressed: how far has IR theory developed since Thucydides? How closely do theories of international relations mirror the era in which they were written? In what ways are these widely cited works simplified or misstated in the current era? Fall semester. Daniel Drezner

**DHP H261: WAR AND SOCIETY  
IN THE MIDDLE EAST  
IN HISTORICAL PERSPECTIVE**

World War I and its settlement shaped the modern Middle East. The end of the Ottoman Empire and the emergence of successor states in search of internal ideology and regional influence have characterized the region to this day. This course addresses both the Middle East and the broader topic of struggle and survival during cataclysmic events such as a world war. It is a research-based class in which students will learn how to better research conflict and how to develop a thematic approach to the study of conflict given the many perspectives of those affected by it. The course will also discuss the ways in which a conflict can transform a region. Fall semester. Leila Fawaz

**DHP H270: THE UNITED STATES  
AND EAST ASIA**

An examination of the American experience in China, Japan, and Korea, from the centuries of sporadic encounter between the two distinctly disparate and seemingly antithetical worlds of Euro-America and Northeast Asia to the aftermath of the end of the Pacific War. Focus on the late nineteenth century, when mutual images begin to take form and the evolving pattern of the unequal relationship during the first half of the twentieth century. Topics include East Asian cultural traditions, Christianity, imperialism, wars, and modernization. Emphasis on ideas, national mythologies, and images. Fall semester. Sung-Yoon Lee

**DHP P200: INTERNATIONAL  
RELATIONS: THEORY AND PRACTICE**

Traditional, behavioral, and post behavioral theories of international relations, and the nature of theory in international relations; the role of normative theory; levels of analysis, structure-agent relationships, and concepts of foreign policy behavior and decision making; utopian/neo-liberal and realist/neo-realist theory, and democratic peace theory; theories of power and its management; theories of integration, cooperation, conflict, war, and geopolitical and ecological/environmental relationships; constructivism; systems theory; regime analysis; the relationship between theory and the international system in the early 21st

century; traditional and contemporary paradigms of the international system. Fall semester. Robert Pfaltzgraff

**DHP P201: COMPARATIVE POLITICS**

The course will examine the main concepts and arguments in comparative politics and cover debates over such topics as the making of state power and the determinants of state-building and social change; the balance between states, societies and economies; the role of culture, institutions and development in state-building; and the role of external actors and international environment in sociopolitical change. The course relies on a theoretical overview but also draw on historical evidence and case studies. The course will provide students with an understanding of the main ideas and debates in comparative politics and also provide them with an analytical framework for examining global politics. Spring semester. Vali Nasr

**DHP P202: LEADERSHIP IN PUBLIC AND  
PRIVATE SECTOR ORGANIZATIONS**

Leadership involves guiding individuals and public and private sector organizations and making decisions about highly complex problems. This course examines how leadership is defined, theoretical models for evaluating leadership, why certain practical approaches to leadership succeed while others fail, and evaluates various leaders and leadership styles. It draws on case studies of diverse leaders from government and business, including presidents, prime ministers, CEOs of major corporations, governors, and mayors. It helps the student develop frameworks for evaluating leadership styles while thinking systematically about challenges facing contemporary leaders. Fall semester. William Martel

**DHP P203: ANALYTIC FRAMEWORKS  
FOR PUBLIC POLICY DECISIONS**

Introduction to the basic tools of policy analysis and decision making, providing students with analytic skills to make policy decisions in many types of organizations. The course includes an introduction to public policy objectives, decision making, and the role of analysis. Students then learn powerful analytic decision-making techniques, including decision trees, Bayes theorem, utility theory, prospect theory, game theory, benefit-cost analysis, and tipping models. Case studies are used to learn the policy analysis tools while applying them

to real world policy problems. Cases come from developed and developing countries, and cover many different policy fields. No background in economics or statistics is required. Spring semester. Carolyn Gideon

**DHP P205: DECISION MAKING  
AND PUBLIC POLICY**

The challenge for policymakers in all public and private organizations is to make informed decisions about complex problems. This interdisciplinary course studies how the policymaking process operates, considers domestic and international influence decisions, examines interpretive models for understanding the theory and practice of policymaking, and studies governmental interagency processes. It uses case studies to evaluate the theory and practice of policymaking. Students prepare several policy memoranda on national security and domestic issues, and participate in simulated meetings of the U.S. National Security Council. This course encourages students to think analytically and critically about the theory and practice of policymaking. Spring semester. William Martel

**DHP P206: FOUNDATIONS  
OF POLICY ANALYSIS**

This interdisciplinary course examines the instruments of policy analysis and strategic planning for public and private sector organizations. It develops a qualitative framework for policy analysis, which is the analytical process by which decision makers define problems, generate and evaluate alternatives, and select options to make the best possible decisions. The course also examines how strategic planning permits organizations to connect policy analysis to future policies and decisions. Broadly, this course develops frameworks and tools to help students think analytically and critically about the role of policy analysis and strategic planning in public policy. Fall semester. William Martel

**DHP P208: GEOGRAPHY, FOREIGN  
POLICY, AND WORLD ORDER**

Napoleon asserted that “the policy of a state lies in its geography.” Arguably, world order itself—the structures of any well-functioning international system—depends on conformity with geographical realities. In contrast with the often static “control” orientation of politics, geography can be highly dynamic. Specific seminar subjects include: boundaries and the partition-

ing of territory; human migration and settlement patterns including cities; the siting of political capitals and also selection of diplomatic venues; “classical” theories of geographical determinism and possibilism as well as contemporary geopolitical and geostrategic thought; the technical methods and subtle suasion of cartography, as well as Geographic Information Systems and “mental maps.” Not offered 2010–2011. Alan Henrikson

**DHP P209: INTERNATIONAL NGOS: ETHICS AND MANAGEMENT PRACTICE**

The course will look at key ethical frameworks for individual action within international development and humanitarian agencies. This course will confront students with ethical dilemmas and challenge them to reflect on the moral and ethical ideas underpinning today’s changing world. In turning to international NGO management practice students are asked to develop their own NGO, using the skills learned. This course will introduce students to such essential skills such as strategic planning, advocacy, the media, human resource management, fundraising, budgets, evaluation and reading financial statements. Spring semester. John Hammock

**DHP P210M: RESEARCH DESIGN AND METHODOLOGY**

Research design and methodology offers PhD candidates grounding in several of the main methods of social scientific research. The focus will be the identification and critical review of each method’s assumptions, strategies of argumentation and presentation, and standards of evidence, with the aim of helping each student select an approach that best suits his or her research question. Each participant will complete a variety of practical exercises in order to help clarify and refine his or her research question, and as preparation for writing a formal dissertation proposal. This course is for PhD students only, or in exceptional cases with permission of the instructor. One-half credit. Fall semester. Anna Seleny

**DHP P211: FIELD SEMINAR IN COMPARATIVE POLITICS AND INTERNATIONAL RELATIONS**

In this seminar, students will analyze classic and contemporary work in comparative politics and international relations from a methodological

perspective. The readings will cover the major themes and theories that dominate these fields. They will also include both exemplary and less successful applications of both theory and methods, with the goal of students learning how to better develop their own research strategies. Participants will be required to produce and present a draft dissertation proposal by the end of the course. Open to PhD students only or with permission of the instructors. Spring semester. Daniel Drezner and Anna Seleny

**DHP P216: RESILIENCE AUDITS IN INTERNATIONAL HUMANITARIAN POLICY AND PUBLIC HEALTH**

Seminar drawing on emergent interdisciplinary and intersectoral policy applications of resilience research in disaster mitigation and vulnerability reduction with specific reference to public health. Participants will engage in hands-on research projects involving investigation and analysis of the historical, epidemiological, political, economic and socio-cultural dimensions of community and institutional resilience in the aftermath of disasters ranging from earthquakes, hurricanes, and ‘complex humanitarian emergencies’ associated with armed conflict and forced migration. This seminar is focused on issues of human security and global health with significant content on sub-Saharan Africa, South Asia and South America without excluding other disaster-prone regions of the world. Fall semester. Astier Almedom

**DHP P217: GLOBAL POLITICAL ECONOMY**

What determines the direction, magnitude, governance, and fluctuation of international economic exchange? This course surveys the theories and issue areas of the global political economy, both in the current day and in the past. Different analytical models are presented to explain the variations in economic exchange over time. The issue areas that will be examined include: world trade, monetary orders, global finance, and foreign investment. Current topics that will be covered include: the effects of the 2007/8 financial crisis, the rise of the BRIC economies, the future of the dollar, and the future of global economic governance. Spring semester. Daniel Drezner

**DHP P219: POLITICAL ECONOMY OF DEVELOPMENT**

This class offers a survey of some of the key debates and issues in the political economy of development. Part One examines alternative conceptions of development and how they have informed policies in developed and developing countries since the 1950s. Part Two analyzes alternative development trajectories among nation-states with an emphasis on the role of the state in promoting or retarding development. Part Three examines the provision of international assistance to developing countries with an emphasis on poverty reduction. Spring semester. Katrina Burgess

**DHP P221: INTERNATIONAL POLITICAL ECONOMY**

This course introduces students to the key issues and approaches in international and comparative political economy. The first section provides an historical overview of the shifting balance between “states” and “markets” since the first age of globalization at the turn of the 20th century. The second section examines alternative approaches to explaining foreign economic policy in the areas of trade, international monetary policy, and foreign investment. The third section compares national systems of political economy across developed and developing countries. The final section addresses the impact of globalization and regional integration on domestic politics and policymaking. Not offered 2010–2011. Katrina Burgess

**DHP P222: DEVELOPMENT AID**

This course provides an overview of the operational and professional world of development. It covers policy and operational debates in the development enterprise. It is cutting-edge and operationally relevant. Students will understand what practitioners think and worry about. They will not learn technical knowledge in education, health, infrastructure, etc. – they will learn about cross cutting issues that appear in all fields of development. This class also covers some macro background issues related to development assistance—the factors behind why and how it is given.” Fall semester. Peter Uvin and Robert Wilkinson

**DHP P224: CULTURAL CAPITAL AND DEVELOPMENT**

This multidisciplinary seminar examines the role that cultural capital the values, beliefs, and attitudes of a society—plays in development. Some societies are rich in cultural capital—they develop rapidly. Other societies are cultural capital poor—they develop slowly. The seminar explores factors that influence the evolution of cultural capital, religion prominently among them, through the views of writers like Max Weber and Alexis de Tocqueville and guest seminar leaders like Harvard psychologist Jerome Kagan and CNN's first president, Reese Schonfeld. The seminar concludes with consideration of measures that promote cultural capital. Not offered 2010–2011. Instructor to be announced.

**DHP P225M: ADVANCED SEMINAR IN PROJECT EVALUATION AND LEARNING**

Evaluation concepts underpin the majority of techniques to ascertain results in social change programming. Not only are agency staff currently expected to be conversant in evaluation; increasingly evaluation skills and tools are part of their daily responsibilities. At the same time, the international community struggles to learn in a systematic and efficient manner, with the glaring gap between evaluation and learning being one reason why. This course is for all students who wish to work in international development and peacebuilding who have taken DHP P228 or have gotten instructor permission to enroll in this course. One-half credit. Not offered 2010–2011. Instructor to be announced.

**DHP P226M: CORRUPTION, CONFLICT AND PEACEBUILDING**

Despite the increasing attention placed on corruption by the international community, the nuances of corruption in a conflict or post-conflict environment have received scant attention. The goal of this class is to look at the intersection of conflict, corruption and peacebuilding as a cutting-edge issue in post-conflict statebuilding. The course objectives are: achieve a solid grounding in the basics of the corruption literature; review current approaches to anti-corruption measures at the policy and practice level; understand how corruption and anticorruption concepts apply to conflict environments. The course is intended for students wanting to work on peacebuilding or governance. One-half credit. Not offered 2010–2011. Instructor to be announced.

**DHP P227: ADVANCED SEMINAR IN DEVELOPMENT AND CONFLICT RESOLUTION**

This seminar is in-depth and cutting edge discussion of what development and conflict resolution practitioners currently do together on the ground in conflict situations on all continents. It deals with methodologies (conflict analysis, program development, etc.), issue areas (reconciliation; security sector reform; demobilization, disarmament and reintegration) and context (political economy of peacebuilding; relations with the military). Open to students who have completed D223, P222 (or P222m01 & m02) or with permission of the instructors. Spring semester. Diana Chigas and Robert Wilkinson

**DHP P228: DESIGN, MONITORING AND EVALUATION FOR INTERNATIONAL DEVELOPMENT AND PEACEBUILDING**

This course will explore core components of the program cycle, starting with social change theories that underpin program design and finish with strategies for learning at the project, institutional and field levels. The core concepts of design, monitoring and evaluation (DME) will be applied primarily to international development and peacebuilding programming. Though a uniquely practical course, this class will also engage in organizational and donor government policy issues. Not offered 2010–2011. Instructor to be announced.

**DHP P229: DEVELOPMENT AND HUMAN RIGHTS**

Until recently, development and human rights practitioners lived in splendid isolation from each other. This has now changed, and development practitioners give a more central role to human rights in their work. This course analyzes the tools, the policies and the programs, and the lessons learned so far. How do we re-conceptualize development work in terms of human rights? What do we concretely do differently as a result? Are there any insights from scholarship that can guide us? Open to students who have completed L210 or with permission of the instructors. Fall semester. Robert Wilkinson and Peter Uvin

**DHP P231: INTERNATIONAL COMMUNICATION**

The course covers policy issues of international communication with an emphasis on the implications for politics, democracy, security, and international relations. Students

also study communication industries and their structure, and the resulting implications. Topics covered include freedom of speech, global media and international journalism, public diplomacy, propaganda, the role of media in democracies and totalitarian states, media influence on foreign policy, digital divide, intellectual property, privacy and ownership of information, convergence, malware and security, media coverage of political conflict, competition, and the role of communication in economic development. Fall semester. Shawn O'Donnell

**DHP P232: COMMUNICATIONS POLICY ANALYSIS AND MODELING**

Students will learn the important political and economic characteristics of communication policy and markets, and will practice using basic analytic tools through case studies and examples from different countries to enhance their understanding of communication policy issues. Students will study the general background and trends in communication policy in different parts of the world. This is followed by in-depth exploration of several issues of telecommunications policy, media policy, and policy issues of the Internet and newer technologies. Open to students who have completed either EIB E201 or EIB E211m or the equivalent. Not offered 2010–2011. Carolyn Gideon

**DHP P237: GLOBAL MEDIA AND INTERNATIONAL CONFLICT**

This course considers the role of media in political, military and economic conflict around the globe. The course begins with a survey of international media institutions. Next we review the literatures on media bias and framing. The remainder of the course consists of a series of case studies on regional and topical issues in international affairs. Class discussions will probe the legal, economic and social constraints under which the media operate, and the context in which the public consumes media output. We will also discuss what responsibility journalists bear as actors in the political system. Fall semester. Shawn O'Donnell

**DHP P240: THE ROLE OF FORCE IN INTERNATIONAL POLITICS**

This core International Security Studies course presents an examination of the role of force as an instrument of statecraft. Topics covered include:

1) military power and the role of force in contemporary world politics; 2) the causes of war and the moral/ethical constraints on armed violence; 3) instruments and purposes of coercion force: military power and strategic non-violent action; 4) national security policy formation and process; 5) the modes and strategies of military power (nuclear, conventional, internal conflict); 6) the structure of the post-Cold War and post-9/11 international security environment. Fall semester. Richard Shultz

**DHP P241: POLICY AND STRATEGY IN THE ORIGINS, CONDUCT, AND TERMINATION OF WAR**

This course employs case studies to assess enduring principles of war and their role in defending a nation's interests and objectives. The works of three military strategists and four political theorists are examined to develop an analytical framework for assessing the origins, conduct, and termination of war. This framework is employed to analyze six major historical conflicts: the Peloponnesian War; the Wars of Revolutionary and Napoleonic France; the American Civil War; World War I; World War II; the French-Indo-China War/US war in Vietnam. Spring semester. Richard Shultz

**DHP P242: PROLIFERATION-COUNTERPROLIFERATION AND HOMELAND SECURITY ISSUES**

The 21st-century proliferation setting; alternative approaches to threat reduction; international negotiations and agreements including the Non-Proliferation Treaty; the International Atomic Energy Agency, the Missile Technology Control Regime, the Chemical Weapons Convention, the Open Skies Treaty, the Biological Weapons Convention, and the Comprehensive Test Ban Treaty; approaches to nonproliferation and counterproliferation; issues of homeland security; coping with the effects of weapons of mass destruction; problems of controlling technology transfer; the fissile material production problem; cooperative security; compliance, verification, and on-site inspection; missile defense; negotiating strategies, styles, objectives, asymmetries, and techniques. Spring semester. Robert Pfaltzgraff

**DHP P243: INTERNAL CONFLICTS AND WAR**

Instability, conflict and irregular warfare within states due to burgeoning challenges posed by armed groups have proliferated in number and importance since

the Cold War ended. With the spread of globalization, the technological shrinking of the world and interdependence of states and regions, these internal/transnational conflicts have taken new dimensions with far-reaching consequences. This seminar examines their patterns and evolution. Topics include examination of: the global strategic environment which armed groups exploit; the causes of internal/transnational conflict; types of armed groups, their operational patterns and strategies; and six case-studies. Open to students who have completed P240 or with permission of the instructor. Fall semester. Richard Shultz

**DHP P244: MODERN TERRORISM AND COUNTERTERRORISM**

This course examines the nature of terrorism; the spectrum of terrorist motivations, strategies, and operations; the socio-political, economic and other factors that can create enabling environments for terrorist group activities; the unique and growing threat of WMD terrorism; and the means by which governments (especially liberal democratic states) have responded to contemporary forms of terrorism. Students will examine current and classic research on terrorism, and explore many of the research puzzles that remain unanswered. Finally, the course will analyze these critical issues within the context of policies for responding to the threat of terrorism with increasing sophistication and success. Spring semester. James Forest

**DHP P245: CRISIS MANAGEMENT AND COMPLEX EMERGENCIES**

Consideration of crisis management in theory and practice, drawing from recent crises and from earlier crises; theories of crisis prevention, escalation, de-escalation, termination, and post crisis management; decision making; bargaining and negotiation; the role of third-parties; the National Security Act of 1947 and decisional approaches in successive U.S. administrations. Emphasis on theoretical literature, as well as the perspective of actual participants in recent crises and utilization of case studies. The seminar includes a major weekend crisis simulation exercise with outside participants from the official policy community. Fall semester. Robert Pfaltzgraff

**DHP P246: U.S. INTELLIGENCE, TERRORISM, AND NATIONAL SECURITY**

This seminar analyzes intelligence and international terrorism. First, it discusses definitions of "intelligence"

and "terrorism". Next, major elements of intelligence (collection, counterintelligence, analysis and estimates, covert action) are assessed in terms of their principles, activities, organization, and role in counterterrorist strategy. The seminar also explores the role of domestic intelligence in a democratic society and the relationship between intelligence, policymaking, and crisis management. While the focus is on the American experience, a comparative element will be incorporated into the discussion. Open to students who have completed P240, L210 or L262 or with permission from the instructor. Not offered 2010–2011. Richard Shultz

**DHP P247: CIVIL-MILITARY RELATIONS IN POST-CONFLICT ENVIRONMENTS**

Recently, post conflict environments have entered a grey area that is neither war nor peace. Simultaneous efforts involve kinetic activity, wider peacekeeping, peace building and state building. This seminar will analyze how international interveners, both civil and military, deal with such complex environments. Approaches will include themes, such as lack of coordination and planning; negotiation at HQ and in the field among civilian agencies, NGOs and the military; attempts at coordination. It will include case studies, particularly Iraq and Afghanistan. Prior to taking this course, students should have taken a course in security studies, negotiation or law. Spring semester. Antonia Chayes

**DHP P248: TECHNOLOGY AND INTERNATIONAL SECURITY**

Technology shapes how governmental and private sector organizations conduct their business. While technology is integral to all facets of human interaction, this course examines the relationship between technology and security in the face of globalization and rapid technological change. It develops frameworks for evaluating how defense and commercial technologies influence international security, examines technologies that shaped security historically, and evaluates modern technological developments in information, communications, and space, among others. This course encourages students to think analytically and critically about how technological innovation is altering international security. Spring semester. William Martel

**DHP P249: TERRORISM AND COUNTER-TERRORISM: STRATEGIC CONSIDERATIONS FOR THE 21ST CENTURY**

This course will provide an initial survey of some of the most important literature on terrorism and counter-terrorism, put the threat of terrorism in a strategic context, and evaluate current strategies for the conflict against Al Qaeda and other organizations. The course is broken into four sections, looking at definitions of terrorism, historical case studies of terrorism in the past, changes in the objectives and practices of 21st century terrorism, and the primary theaters of the current war on terror (Afghanistan/Pakistan and Iraq). Not offered 2010–2011. Instructor to be announced.

**DHP P250: ELEMENTS OF INTERNATIONAL ENVIRONMENTAL POLICY**

This course is designed to provide an introduction to international environmental policy development beginning with the scientific identification of the problem, the assessment of its economic and social impact, and the political forces that shape international agreements. Following a short introduction to some of the basic scientific and economic factors that characterize most environmental problems, the course examines five case studies that illustrate the range of international problems facing diplomats and corporations. Bilateral, multilateral and commons issues are studied using examples of air, climate, water, fisheries, and forests/biological diversity. Fall semester. William Moomaw

**DHP P251: INTERNATIONAL ENVIRONMENTAL NEGOTIATIONS**

The unique nature of environmental problems has brought a new style to international negotiations, which relies much more heavily on scientific and other technical expertise. Because the scientific knowledge base is constantly evolving, far more flexible, process oriented treaties are being negotiated to address environmental issues than has traditionally been the case in other areas. This seminar brings together a scientist and a negotiation specialist to examine with students the nature of the international environmental negotiation process and its evolution. Fall semester. William Moomaw and Lawrence Susskind

**DHP P253: SUSTAINABLE DEVELOPMENT DIPLOMACY**

The principle goal of the course is to acquaint students with a thorough understanding of sustainable Development Diplomacy (SDD) from both a governance and diplomacy viewpoint. By looking at foreign policy through a sustainability and development lens, students will learn of the complexity of the competing claims on natural resources and the role that global natural resources play in national and international security, business relations and trade policies. The governance and diplomacy lessons are drawn from a range of real-world natural resource policy responses, such as in the field of forests, water, food and climate change. Spring semester. William Moomaw and Hans Hoogeveen

**DHP P254: CLIMATE CHANGE POLICY**

This course examines how governments can and might respond to the challenges and opportunities posed by the complex problem of global climate change. We begin with a study of the latest scientific understanding of the problem. Then, the technological options, the economic dimensions, the role of the private sector, and the domestic and international politics related to addressing climate change are explored. The policies of the major emitting countries are analyzed and compared. The international climate negotiations are analyzed. Policy tools are assessed against different criteria. The course will introduce and strengthen multi-disciplinary policy analysis skills. Fall semester. Kelly Sims Gallagher

**DHP P255: INTERNATIONAL ENERGY POLICY**

Energy affects every dimension of human society including basic living conditions, mobility, and economic prosperity. Energy is at the heart of some of the most intractable environmental problems, national security challenges, and economic development strategies. Energy is also central to addressing each of these challenges. This course maps how issues differ among countries, exploring basic differences between industrialized and developing countries. The policies of major energy consumers and producers are compared. International energy policy topics such as the geopolitics of oil and gas, energy markets, climate change, public health,

and international energy-technology cooperation and competition are covered. Spring semester. Kelly Sims Gallagher

**DHP P256: INNOVATION FOR SUSTAINABLE PROSPERITY**

Technological innovation is the main source of economic growth and improvements in productivity, and a key lever for catalyzing development, reducing environmental harm, improving human health and well-being, and enhancing national security. We explore the nature of technology, theories and “stylized facts” about innovation processes, and how to think about innovation “systems.” A major focus is policy for innovation. Topics include national innovation systems, managing risks, technology and global change, actors and institutions, private vs. public, education, cross-country measurement, competitiveness, technology transfer, learning and “catch-up”, IPR, and leapfrogging. International case studies will be examined. No science or engineering background required. Spring semester. Kelly Sims Gallagher

**DHP P257: CORPORATE MANAGEMENT OF ENVIRONMENTAL ISSUES**

This objective of this course is to examine environmental issues from the point of view of large corporations. Topics include: strategy and organization; staffing for environment; health and safety; accountability for environmental performance; ethics; corporate environmental policies; pollution prevention; management tools; accident response; companies and non-governmental organizations; response to laws and regulations; international issues; environmental accounting; corporate social responsibility; and voluntary codes of conduct. Note: This course is cross-listed as CEE/UEP 265. Fall semester. Ann Rappaport

**DHP P258: CLEAN ENERGY TECHNOLOGIES AND POLICY**

This course identifies the major environmental, security and economic issues associated with the continued use of traditional energy sources such as fossil fuels. It then explores alternative technologies that are capable of providing essential energy services in both developed and developing countries. Woven into the assessment of each technology is a determination of the present policies and factors that lock-in

current technology and lockout new alternatives. Types of regulatory, market, contractual and voluntary policies and practices are identified that can facilitate the introduction of new, clean energy technologies. The major emphasis is on electricity production, transportation and building energy conservation. Spring semester. William Moomaw and Maria Flyntzani-Stephanopolous

**DHP P260: ISLAM AND THE WEST**

Going beyond the simplistic notion of a great civilization divide, this course puts the categories 'Islam' and 'the West' under the spotlight of historical and comparative analysis. After providing some essential background, the course concentrates on the colonial and post-colonial encounter between Muslim and Western societies and politics with special, but not exclusive reference to the South Asian subcontinent. Organized along historical and thematic lines, the course focuses on the overlapping domains of culture and politics, thought and practice, to elucidate aspects of dialogue, tension, and confrontation between the worlds of Islam and the West. Fall semester. Ayesha Jalal

**DHP P262: CONTEMPORARY SOUTH ASIA**

Organized along both historical and thematic lines, the course surveys politics, economy, and society in late colonial India and offers a comparative historical analysis of state structures and political processes in post-colonial South Asia, particularly India, Pakistan and Bangladesh. Among the themes considered are the reasons for the partition of 1947, the nature of the colonial legacy, the origins of democracy and military authoritarianism, the history of development, the shifting balance between central and regional power, the ongoing clash between so-called secular and religiously informed ideologies and the impact on interstate relations in the subcontinent. Spring semester. Ayesha Jalal

**DHP P263: ISLAM AND POLITICS: RELIGION AND POWER IN WORLD AFFAIRS**

Islamic ideas and actors play an important part in global politics today. Their impact on political change, international security, and economic and

social trends has shaped international relations in recent years. The rise of Islamist activism has been central to this development. This course will examine the role that Islamism plays in politics in Muslim countries; trace the origins and development of its formative ideas; introduce the key forces that represent it; and analyze its development and conception of politics and international relations. The course is interested in providing students with a firm understanding of what Islamism is but how to analyze it in the context of global politics. Fall semester. Vali Nasr

**DHP P264: IRAN IN GLOBAL POLITICS**

This course provides a basis for understanding the political, economic and security dimensions of Iran's role in World politics. It was a frontline state during the cold war before it became the home to a major Islamic revolution that changed the face of the Muslim world. Iran's role in international politics since then has an important determinant of stability in the Middle East. As the only Islamic state produced by an Islamist revolution Iran experienced a unique path to development, experimenting with political, religious and economic reforms, which is consequential for the future of the Muslim world. This course will seek to explain the making of Iran's politics and provide students with the basis to analyze its role in global politics. Not offered 2010–2011. Vali Nasr

**DHP P266M1–2: THE ISLAMIC WORLD**

This course aims to explain those aspects of the Islamic world – history, politics, economics, society, legal systems, business practices – that are necessary to conduct business or political negotiations in a number of countries. This course will focus primarily on a number of Middle East Persian Gulf countries as well as Islamic countries in other parts of the world. The course discusses issues of political economy of the Islamic world, with a special focus on political Islam, the question of oil, and issues of globalization and governance. The final part of the course will deal with more practical business issues. For MIB students this course is one of the regional course options. Spring – two modular sections: P266m01 (English) and P266m02 (Arabic). Each modular course one-half credit. Ibrahim Warde

**DHP P270: FOREIGN RELATIONS OF THE PEOPLE'S REPUBLIC OF CHINA**

Beginning with review of PRC foreign relations since 1949, this course will focus on thematic issues arising from the PRC's efforts to ensure its security in interactions with other states. Students will examine prominent cases that illustrate the ambitions manifested by PRC policies and the impediments that the state faces as it seeks to become more prosperous, influential, and secure. While the focus remains the foreign relations of the PRC, lectures and discussions deal also with fundamental principles of international relations and diplomatic practice. Spring semester. Alan Wachman

**DHP P274: THE POLITICS OF THE KOREAN PENINSULA: FOREIGN AND INTER-KOREAN RELATIONS**

An examination of Korea's modern "evolution" as a state and society. Emphasis on Korea's modern political history, from the origins and theory of statecraft in traditional Korea to the major geopolitical issues of the present day. Topics include Korea's relations with the great powers of the North Pacific and the primacy of international relations in the Korean world: from imperialism and Japanese colonialism, partition of the Korean peninsula and the establishment of two separate Koreas, Cold War politics and the Korean War, economic development and political freedom, to inter-Korean relations. Fall semester. Sung-Yoon Lee

**DHP P275: NORTH KOREAN STATE AND SOCIETY**

North Korea is the world's last major hermit society. Since the division of the Korean peninsula in 1945, South Korea has developed into one of the largest trading nations in the world with a vibrant democratic polity, while North Korea has descended into a perpetually aid-dependent state that maintains domestic control through the deification of the ruling family and operation of extensive political prisoner concentration camps. What does the future hold for North Korea? Emphasis on the Kim family continuum, strategy of brinkmanship, human rights, nuclear politics, and the implications of regime preservation or collapse. Spring semester. Sung-Yoon Lee

**DHP P276M: CHINA'S POLITICAL ECONOMY**

The course is largely taught in Chinese (普通话, putonghua). The course has three objectives. The first is to expose students to a range of perspectives on the development of China's economy and political system, especially as the latter relates to the nation's economic reform and performance. A second objective is to introduce students to the original writings of well-known Chinese economists. Finally, for students whose Chinese is not fully developed, the course intends to enable these students to develop the vocabulary and spoken and reading fluency to enable them to comfortably read Chinese newspaper articles and basic journal articles. For MIB students this course is one of the regional course options. Not offered 2010–2011. Gary Jefferson

**DHP P283: NATO IN THE BALANCE: 21ST CENTURY TRANSATLANTIC RELATIONS**

As NATO embarks upon the revision of its Strategic Concept, and confronts the high stakes of the Afghan conflict, this course aims to analyze the shifting drivers and contexts that underpin current bilateral, U.S.-EU, and NATO-EU relations. Adopting a multidisciplinary approach, while also combining grand strategy with ground-level case studies, the course will examine historical and cultural contexts of 21st-century Transatlantic relations; security doctrines and vital interests; evolving bilateral relations between the U.S. and European countries or regions (France, U.K., Germany, East-Central Europe); and instances of actual U.S.-EU and NATO-EU security cooperation (Brussels, Balkans, Afghanistan). Fall semester. Erwan Lagadec

**DHP P285: SOUTH-EASTERN EUROPE IN THE WORLD ECONOMY**

This course analyzes the transition of the economies of South-eastern Europe from the 19th to the 21st century. It focuses on their long-term record of structural change and economic growth, in a comparative perspective, and places the role of economic/development policies and economic ideas at the centre of the analysis. The course explores the economic history of the region and tries to analyze contemporary issues and challenges by drawing from historical

experience. Questions of regional cooperation and/or conflict are also addressed, not least in relation to recent efforts to extend NATO and European Union membership to all South Eastern European countries. Spring semester. Michalis Psalidopoulos

**DHP P286M1-2: EUROPE IN THE ECONOMIC CRISIS**

This course, will examine cultural, political, and socio-economic contexts that frame national and EU-wide responses to the ongoing economic crisis in Europe. The crisis has impacted not only national economics, but also the effectiveness of the EU framework and the national economic models and social compacts underlying it (social security, taxation, immigration, political legitimacy). The current crisis thus constitutes a litmus test for the sustainability and watershed in the development of EU models. Five models will be examined: France, the UK, Germany Central/Eastern Europe and the European Union. This course is offered (identically) in both English and French sections. For MIB students this course is one of the regional options. Spring – two modular sections: P286m01 (English) and P286m02 (French). Each modular course one-half credit. Spring semester. Erwan Lagadec

**DHP P290: MIGRATION AND TRANSNATIONALISM IN LATIN AMERICA**

This seminar examines the implications of international migration, migrant remittances, and transnationalism for development and politics in Latin America. The first section addresses alternative theories of migration and reviews patterns of migration in the Americas in the context of market opening and economic integration. The second section looks at the impact of international migration and remittances on economic development and social welfare in Latin America. The third section focuses on migrant transnationalism and its implications for citizenship, politics, and U.S. immigration policy. Spring semester. Katrina Burgess

**DHP P293: DEMOCRACY AND STATE REFORM IN LATIN AMERICA**

This seminar examines how democratization and market reform have interacted to reshape the state and society in Latin America. Part One

reviews the major changes that have occurred in the region's political regimes, with an emphasis on Argentina, Brazil, Mexico, Bolivia, El Salvador, Guatemala, Colombia, Peru, and Venezuela. Party Two addresses how trends in representation, accountability, decentralization, and participation have affected the quality of democracy in the region. Part Three examines the causes and implications of the rise of the political left in Brazil, Argentina, Uruguay, Chile, Bolivia, Ecuador, Peru, and Venezuela. Not offered 2010–2011. Katrina Burgess

**DHP P293M: DEMOCRACIA Y REFORMA DEL ESTADO EN AMÉRICA LATINA**

El tema principal de este seminario es la calidad de la democracia en América Latina. En la primera parte, tendremos una discusión comparativa (con un énfasis en los casos de Brasil y Chile) sobre los derechos y la ciudadanía, la rendición de cuentas, y la influencia de la sociedad civil en las políticas públicas. En la segunda parte, nos enfocaremos en la calidad de la democracia en los siguientes países y/o regiones: Colombia, Venezuela, Bolivia, Ecuador, Perú, Argentina, México, y Centroamérica. One-half credit. Not offered 2010–2011. Katrina Burgess

**DHP P294M1-2: POLITICAL ECONOMY AND BUSINESS CONTEXT OF LATIN AMERICA**

Survey of the structural economic and business context of Latin America and the policies that shape it. Consists of thirteen largely institutional and microeconomic topics such as labor markets, social security regimes, regional free trade, taxation and industrial policy, with the controversial role of the state at issue throughout. A high level of student participation is required. Prior command of microeconomics very helpful, but not required. This course is offered (identically) in both English and Spanish sections. For MIB students this course is one of the regional options. Spring semester. Two modular sections: P294m01 (English) and P294m02 (Spanish). Each modular course one-half credit. Lawrence Krohn

**DHP 300-399: INDEPENDENT STUDY**

Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of Diplomacy, History and

Politics under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition.

#### **DHP 400: READING AND RESEARCH**

Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

#### **IR CPT: PRACTICUM IN INTERNATIONAL RELATIONS**

Summer study and Internship for Fletcher MALD and MIB students who do not hold US work authorization and who choose to engage in off-campus work or internship experiences in the United States. Experiential learning and application of academic experiences are standard components of a two-year master's level international affairs program. Requirements include successful completion of the Professional Development Program, mandatory attending at two lectures, the internship and a paper at the conclusion of the internship. PhD students in the dissertation phase of their program will be eligible for up to 11 months of curricular practical training provided that they enroll in a .25 credit independent study under the supervision of their dissertation director. The course will be graded and based on a paper submitted by the student based on their internship experiences and the relationship to their PhD research. Students are eligible one time only during their degree program. Available only for F-1 visa holders. Please consult with the Registrar's Office for more information.

### **DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS**

#### **EIB E201: INTRODUCTION TO ECONOMIC THEORY**

This course provides the foundation of modern economics with an emphasis on its applications. Topics include demand and supply analysis, consumer theory, theory of the firm, welfare economics, monopoly and antitrust, public goods, externalities and their regulation, unemployment, inflation and economic growth, national income

determination, monetary and fiscal policy. This is an introductory course for non-specialists. Fall semester—Carsten Kowalczyk; Spring semester—Lawrence Krohn

#### **EIB E210M: QUANTITATIVE METHODS MODULE**

This module presents the mathematical methods that are used widely in economics, including logarithms, exponential functions, differentiation, optimization, constrained optimization, and an introduction to dynamic analysis. The mathematical material is presented in the context of economic applications and examples that illustrate the bridge between mathematics and economics. One-half credit. Fall semester. Deborah Menegotto

#### **EIB E211M: MICROECONOMICS**

This half-semester course develops and applies the analytical tools that economists use to address questions about price determination, individuals' and firms' choices, effects of government policies on market outcomes and efficiency. The course's focus will be on: basic theory of consumer behavior; production and costs; partial equilibrium analysis of competitive markets; general equilibrium; welfare. Open to students who have completed EIB E210m. One-half credit. Fall semester. Deborah Menegotto

#### **EIB E213: ECONOMETRICS**

This course introduces students to the primary tools of quantitative data analysis employed in the study of economic and social relationships. It equips students for independent econometric research and for critical reading of empirical research papers. The course covers ordinary least squares, probit, fixed effects, two-stage least squares and weighted least squares regression methods, and the problems of omitted variables, measurement error, multicollinearity, heteroskedasticity and autocorrelation. Pre-requisites include familiarity with (1) basic probability and statistics (EIB B205), and (2) basic concepts of functions and derivative (EIB E210m or an introductory calculus course). Fall semester – Julie Schaffner; Spring semester – Jenny C. Aker

#### **EIB E215M: EMPIRICAL TOPICS IN GLOBALIZATION**

This six-week modular course examines evidence on the extent of globalization and its consequences. We will look at whether the evidence supports the notion that the last few decades have, in fact, seen an unprecedented rise in the globalization; the effects of expanding trade on economic inequality, and the environment, and the effects of greater capital market liberalization on economic growth. Open to students who have completed EIB E210m and either EIB E201 or EIB E200. EIB E213 is recommended, but not required and may be taken concurrently. One-half credit. Fall semester. André Switala

#### **EIB E216M: GLOBAL MACROECONOMICS**

Combines the standard macroeconomics curriculum with an introduction to the macro side of the international economics curriculum. The assumption dictating the choice of topics is that students, once employed, will have a daily need to understand global macroeconomic events, foresee the evolution of macro variables and apply this knowledge to professional (and perhaps personal) decision-making. Theoretical exposition is rendered more concrete through case studies drawn from around the globe. The "data watch" component of each unit ensures students' familiarity with the actual global indicators encountered in the international business and economics media. One-half credit. Fall semester. Lawrence Krohn

#### **EIB E217M: MANAGERIAL ECONOMICS**

This course is a brief introduction to management issues presented from the perspective of economics. The focus is on the strategic responses a firm can make regarding both its internal organization and its external interaction with both consumers and other firms. Students will learn the role of economic analysis in determining organizational design and developing competitive strategies whether the organization is a for-profit firm or a non-profit enterprise. One-half credit. Spring semester. Daniel Richards

**EIB E220: INTERNATIONAL TRADE AND INVESTMENT**

This course investigates why nations trade, what they trade, and the distribution of the gains from trade. Topics include trade and economic growth, technology, the product cycle, multinationals, international labor integration, tariffs, regional economic integration, dumping and international competitiveness of firms and nations. Special attention is given to analyzing the effects of various policy instruments. Open to students who have taken EIB E211m. Spring semester. Rachel McCulloch

**EIB E221: ADVANCED SEMINAR ON INTERNATIONAL TRADE AND INVESTMENT**

This seminar explores current issues in trade policy reform and institutions. Topics include subsidies, agriculture, market access and reciprocity, the WTO Doha Development Round, preferential integration, dispute settlement, World Bank and IMF trade policy measures, trade and income distribution, and trade and the environment. The course is open to students who have taken E220 or have permission of instructor. Fall semester. Kent Jones

**EIB E230: INTERNATIONAL FINANCE**

This course examines the determination of income, the exchange rate, and the trade balance in economies that trade goods and services, as well as assets, with the rest of the world. Theory is developed and employed to study current events as well as historical experience. Issues studied include exchange rate determination, monetary and exchange rate policy, the causes and consequences of external imbalances, international policy coordination, financial crises, and the global capital market. Open to students who have completed EIB E201 or equivalent. EIB 210m is suggested, and may be taken concurrently, but is not required. Fall semester. Lawrence Krohn

**EIB E232M: ECONOMIC GROWTH**

Economic growth has been, and continues to be, one of the central concerns of economics. Long-run economic growth is one of the best ways to bring people out of poverty. Some formerly poor countries, like South Korea, have had impressive growth performance and, consequently, a significant increase in its citizen's living standards. Other countries, notably many in sub-Saharan

Africa, have had much less success in advancing the material welfare of their citizens. This module presents theory and evidence on economic growth and long-run economic performance. One-half credit. Fall semester. André Switala

**EIB E233M: FINANCE, GROWTH AND BUSINESS CYCLES**

In this module we consider the potential role played by financial markets and the role of financial intermediation. We also study the actual structure and performance of banks, stock markets, and bond markets across a range of countries, and the extent of worldwide financial integration. The ultimate goal is to give students the theoretical tools, the empirical background, and the familiarity with experience needed to understand the causes and implications of the rapidly changing structure of international capital markets. This module should appeal to students with interests in economic policy, financial and portfolio management, and international business. One-half credit. Not offered 2010–2011. Michael Klein

**EIB E240: DEVELOPMENT ECONOMICS**

This course provides an introduction to several central themes in development economics. The organizing framework is economic growth. By combining economic models and case studies, one can draw lessons regarding what approaches have worked to alleviate poverty. The course also pays particular attention to situations that have led to economic crises, and develops models of macroeconomic management and structural adjustment. Lectures and assignments presume a background in economics at the introductory level. Open to students who have completed EIB E201 or equivalent. Fall semester. Spring semester. Steven Block

**EIB E241: DEVELOPMENT ECONOMICS: POLICY ANALYSIS**

This course examines how to adapt basic tools of economic analysis for study of development problems, and how to employ them in systematic and comprehensive development policy analysis. The basic tools pertain to diverse micro-level decisions; to markets for goods, labor and financial services; and to private and public non-market institutions. The policies examined pertain to cash and food transfers, agricultural pricing, infrastructure, education, agricultural

technology, microfinance and health. Emphasis is on rigorous reasoning, careful synthesis of empirical evidence, and effective communication of policy analytic results. Pre-requisite: EIB E201 or the equivalent. Spring semester. Julie Schaffner

**EIB E242: MICROECONOMICS OF DEVELOPMENT**

This course teaches students how to use microeconomic theory and econometric skills to analyze issues in low-income countries, to develop policy interventions to address those issues and to measure the impact of such interventions in a rigorous empirical manner. It then addresses the issues that constrain and support development, particularly in sub-Saharan Africa: labor markets, including health and education; rural factor markets, including land and access to credit; access to information and agricultural markets; social networks and risk-sharing schemes; and institutions. Open to students who have completed EIB E211m or an intermediate microeconomic theory course. E213 is strongly recommended. Spring semester. Jenny C. Aker

**EIB E243: AGRICULTURE AND RURAL DEVELOPMENT IN DEVELOPING COUNTRIES**

This seminar examines a range of issues relating to agriculture and rural development policy in developing countries. The course is designed to introduce students to the fundamental issues and literature relating to agricultural and rural development. Central topics will include: famine, the role of agriculture in poverty alleviation, the relationship between poverty, population growth, and resource degradation, food price policy analysis, agriculture's contribution to economic growth, and the role of the state. Open to students who have completed EIB E201 or its equivalent. Fall semester. Steven Block

**EIB E244M: THE POLITICAL ECONOMY OF REFORM, GROWTH, AND EQUITY**

This seminar explores the insights and critiques of rational political economy in explaining the determinants of reform, growth, and equity in developing countries. This approach applies tools of economic analysis to understanding political processes. In particular, the seminar will apply theories of "public choice" and collective action

in explaining development policy outcomes in relevant areas including: the relationship between political and economic liberalization, income distribution and growth, trade regimes, land reform, and democratization and growth. Students are encouraged to have completed EIB E240. One-half credit. Spring semester. Steven Block

**EIB E246: NATURAL RESOURCE AND ENVIRONMENTAL ECONOMICS**

This course covers major issues in contemporary environmental economics. Includes analysis of environmental degradation and resource depletion, valuation of the environment, incentives to protect the environment, impacts of population growth and agricultural expansion, management of renewable and non-renewable resources, pollution analysis and policy; energy and global climate change; international trade and the environment; national and multinational environmental policies. Special attention will be paid to policies to respond to climate change, including carbon trading and “clean development” institutions. Open to students who have completed E201 or equivalent. Spring semester. Jonathan Harris

**EIB E247: ECONOMIC DEVELOPMENT AND IMPACT EVALUATION**

The course will cover econometric impact evaluation theory (causal inference, experimental design and basic statistics) as well as methods for measuring the impact of development programs using a variety of econometric techniques, including randomization, difference-in-differences, regression discontinuity, and propensity score matching. The curriculum will combine theory and practice, with weekly case studies of field research drawn from the international development literature. The primary objectives of the course are to provide participants with the skills to: 1) understand the value and practice of impact evaluation within development economics; 2) design and implement impact evaluations; and 3) act as critical consumers of impact evaluations. Fall semester. Jenny C. Aker

**EIB E250: ECONOMIC PROBLEMS OF LATIN AMERICA**

Focuses on the many reasons for Latin America’s failure to realize its economic potential in terms of economic growth and stability over the past two decades.

Emphasis is placed on macroeconomic policies and their responsibility for the region’s many crises. Perspective is decidedly economic, but sight is never lost of the ways in which political institutions shape economic policy and thus national well-being. Each problem is illustrated with cases drawn from recent history. Unifying theme is that of inefficiency, i.e., how poorly conceived institutions and policies lead to deadweight economic losses. Prior mastery of basic macroeconomics is essential; microeconomics and familiarity with the region are helpful, but not required. Not offered 2010–2011. Lawrence Krohn

**EIB E254: THE POLITICAL ECONOMY OF CHINA**

This course provides a political economy perspective on China’s economic rise and integration with the world economy, with particular emphasis on the reform period beginning in 1980. Topics covered in the course include the reform process, the role of institutions, corporate governance reform, trade and foreign direct investment, science and technology, regional and income disparities, the environment, and the changing role of China’s political institutions in the country’s emerging capitalist system. Where appropriate the course uses basic tools of economic analysis to analyze the conditions that are shaping China’s economic performance, including the principal sources of sustainable, long-run growth. Students are expected to actively participate in class. Spring semester. Gary Jefferson

**EIB E270: HISTORY OF FINANCIAL TURBULENCE AND CRISES**

This course uses the analytical tools of economic history, the history of economic policy-making and the history of economic thought, to study episodes of financial turbulence and crisis spanning the last three centuries. It explores the principal causes of a variety of different manias, panics and crises, as well as their consequences, and focuses on the reactions of economic actors, theorists and policy-makers in each case. Emphasis is placed on the theoretical framework used by contemporary economists to conceptualize each crisis, as well as the changes in theoretical perspective and/or policy framework that may have

been precipitated by the experience of the crises themselves. Fall semester. Michalis Psalidopoulos

**EIB B200: FOUNDATIONS IN FINANCIAL ACCOUNTING AND CORPORATE FINANCE**

An introductory course to corporate finance from the perspective of the chief financial officer (CFO). The first part of the course deals with financial planning & budgeting, financial analysis and short-term financial management. The second part of the course develops a valuation framework for making investment decisions (capital budgeting) for new equipment, the launch of new products, mergers & acquisitions and LBOs... and the funding/financing decisions to be coordinated with those investment decisions. Special attention is given the cost of capital and valuing stocks, bonds, convertible and preferred. Fall semester. Laurent Jacque

**EIB B205: DATA ANALYSIS AND STATISTICAL METHODS**

This course provides an overview of classical statistical analysis and inference. The language and methods of statistics are used throughout the Fletcher curriculum, both in the classroom and in assigned readings. In addition, the language and methods of statistical analysis have permeated much of academic and professional writing as well as media reporting. The goal is to present a broad introduction to statistical thinking, concepts, methods, and vocabulary. Fall semester. Spring semester. Robert Nakosteen

**EIB B207: FINANCIAL STATEMENT MANAGEMENT**

Accounting is an economic information system, and can be thought of as the language of business. Accounting information provides individuals with a starting point to understand and evaluate the key drivers of the firm, its financial position and performance. This can then be used to enhance decisions as well as help predict a firm’s future cash flows. The present (or current) value of those cash flows provides an estimate for the value of the firm. This course will cover the basic vocabulary, concepts, procedures and mechanics of financial and managerial accounting and the role of accounting information in society. Fall semester. Lawrence Weiss

**EIB B208: FINANCIAL STATEMENT ANALYSIS**

This course will provide participants with an understanding of the techniques used to alter and evaluate the key competitive value drivers of a firm and assess the nature and likelihood of future cash flows. We begin by reviewing the basics and remembering the limits of accounting information. Next we deepen our examination of ratio analysis and extend our analysis to build pro-forma (as if, or future) financial statements. Then, we look at certain accounting choices and their impact on financial statements and analysis. Finally, we will study the nature of bankruptcy and how creditors assess this possible end game. Spring semester. Lawrence Weiss

**EIB B209M: MANAGERIAL ACCOUNTING**

Management accounting goes beyond the traditional accounting model to integrate dispersed information into a form that is relevant to many of the decision-making, planning, and control activities of the organization. This course has two major objectives: (1) to develop an understanding of the traditional methods of collating and preparing this information; and (2) to develop an understanding of its usefulness in facilitating the decision-making process within organizations. We will cover the basic vocabulary, concepts, procedures and mechanics of managerial accounting, the design of management accounting systems for different operations, and the role of management accounting information in firm operations. One-half credit. Fall semester. Lawrence Weiss.

**EIB B210: GOVERNMENTAL AND NON-PROFIT ACCOUNTING**

This course is designed to demystify accounting and its processes for those with no prior experience in accounting or finance. Accounting information provides individuals with a starting point to understand and evaluate the key drivers of an organization, its financial position and performance. We will examine the nature of accounting information and how it is used for external reporting, managerial decision making, and to control and align the actions of the members of an organization. By the end of the course participants will have the ability to interpret accounting information

effectively in the government and not for profit sector. Spring semester. Lawrence Weiss

**EIB B211: INTRODUCTION TO VENTURING**

The mission adopted for the Introduction to Venturing (ITV) course is to prepare students to start and nurture their own businesses. The ITV course seeks to develop the knowledge, skills, and attitudes that will support and enhance entrepreneurial activity. The course will review studies conducted on entrepreneurial ventures. This is followed by looking at the process of opportunistic adaptation. Finally the course focuses on models of evaluating and developing opportunity; securing resources; growing and sustaining the enterprise; and developing skills and attitudes to sustain the enterprise. Fall semester. Amar Bhidé

**EIB B220: GLOBAL FINANCIAL SERVICES**

The focus is on the determinants of competitive performance of financial institutions including commercial banks, insurance companies, hedge funds, investment banks and private equity firms. Review of bank management principles emphasizes asset liabilities management, interest rate risk management and Value at Risk (V@R). Discussion of international commercial banking will focus on international trade financing, syndicate lending, project finance and international securitization. Open to students who have complete B200 or B221 or equivalent. Spring semester. Laurent Jacque

**EIB B221: INTERNATIONAL FINANCIAL MANAGEMENT**

This course develops a conceptual framework within which the key financial decisions faced by multinational corporations can be analyzed. The traditional themes of corporate finance, including working capital management, capital budgeting, mergers and acquisitions, and funding strategies, are revisited in the context of volatile exchange rates, different regulatory environments and segmented capital markets. Focus on foreign exchange risk management including the appropriate use of new hedging instruments such as currency options, swaps, and derivatives. Case studies emphasize how international financial management should be integrated with corporate strategy and operating

decisions. Open to students who have completed EIB B200 or equivalent. Spring semester. Laurent Jacque

**EIB B225: CORPORATE FINANCE AND BANKING: A COMPARATIVE ASIAN PERSPECTIVE**

This seminar explores major themes in corporate finance and banking in Asia drawing on the diverse experiences of regional actors. Systemic issues dominate the first third of the seminar, specifically the legacy of bank-centric finance, trends in financial deregulation and internationalization, and crisis. The balance of the seminar will examine decisions at the firm-level on issues such as corporate ownership, performance, and governance, and capital structure management, across both public and private debt and equity and balance sheet management through the use of derivatives and asset-backed securities. Fall semester. Patrick Schena

**EIB B226M: LARGE INVESTMENT AND INTERNATIONAL PROJECT FINANCE**

A case study approach to employing the latest techniques for structuring transactions, including risk mitigation by financial intermediaries. Course stresses decision making and prioritization of tasks, policy formulation, the selection of world-class partners and on-the-ground operational skills necessary to ensure timely completion of construction, budget adherence and efficient start-up. Large investment projects across a variety of geographic regions, industrial sectors, and stages of project execution are examined, including data on default and loss characteristics. Contrasts differences in risk between domestic and export sector projects, including foreign exchange issues and the role of host governments. One-half credit. Fall semester. Phil Uhlmann

**EIB B227: ISLAMIC BANKING AND FINANCE**

The course is a comprehensive introduction to Islamic banking and finance. In addition to providing religious background, the course discusses the political and economic context of the creation and evolution of Islamic institutions. The course also focuses on the underlying principles of Islamic finance and explains how Islamic products (murabaha, mudaraba, musharaka, ijara, sukuk, takaful, Islamic mutual funds and derivatives, etc.) work. The

final part of the course will discuss Islamic finance in the context of the “war on terror” and the recent global financial meltdown. Spring semester. Ibrahim Warde

**EIB B228M: RISK MANAGEMENT FOR FINANCIAL INSTITUTIONS**

Risk management has become a field of major importance in finance. The major financial risks are: liquidity risk, interest rate risk, credit risk, and market risk. The innovation came originally from the capital markets where risks are traded using “derivatives.” A second impulse was triggered in the banking industry, when the management of financial risks of banking institutions became a major issue because of the strong pressure of regulatory bodies. Today, risk management in the financial industry has become the center of attention by all. It is a core central function for globally reaching financial organizations, banks, funds, insurance companies, because of the stringent rules imposed worldwide. One-half credit. Fall semester. Joel Bessis

**EIB B229: GLOBAL INVESTMENT MANAGEMENT**

The objective of this course is to develop the analytical framework & practical skill sets required for managing global portfolios and risk analysis. Topics covered include asset allocation; security selection; portfolio risk management using derivatives; trade execution; portfolio monitoring & rebalancing; and performance evaluation & attribution. The course examines the investment decisions faced by institutional investors as well as private wealth management. The course takes a global approach with asset class, country/currency selections/allocation decisions spanning instruments traded in global financial markets. Pre-requisites: EIB B200 and EIB B221 or a strong finance background. Not offered 2010–2011. Instructor to be announced.

**EIB B230: STRATEGY AND POLICY FOR COMPETITIVE ADVANTAGE**

This course introduces fundamental issues in the strategic management of firms. The aim of the course is to provide students with basic theoretical perspectives and practical tools for understanding firm performance over time. This course considers both business and corporate strategy,

and particular emphasis is given to industry analysis, competitive rivalry, organizational structure, company growth, and different types of diversification. The course is open to all students. EIB E201 and EIB B200 or their equivalent are strongly recommended (and maybe taken concurrently). Not offered 2010–2011. Jonathan Brookfield

**EIB B231: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS**

This course surveys issues related to the internationalization of firms and the strategic management of multinational enterprises. The aim of the course is to expose students to a variety of theoretical perspectives and managerial practices related to international business. In particular, this course considers the internationalization process, organizational design, modes of foreign investment, and global strategy. It also explores questions related to globalization and the cross-border flow of people, goods, ideas, and money, and reflects on issues related to political risk, country analysis, comparative economic organization, and emerging markets. Fall semester. Jonathan Brookfield

**EIB B232M: TECHNOLOGY STRATEGY AND INNOVATION IN GLOBAL MARKETS: MANAGING INNOVATION FOR SECURING GLOBAL COMPETITIVE ADVANTAGE**

The course will enable students to develop understanding of the emerging challenges from the demand/consumption sides for a range of economies from \$500/capita to \$50,000/capita, North & South, and East and West; The emerging technologies (e.g. new materials and bio technologies) which together could offer more sustainable solutions for future advancement of the global economy and; Role of leaders in business and government as innovators and entrepreneurs have to play, as global issues on energy, ecology, water, health, and materials become more complex and intertwined. One-half credit. Fall semester. Partha Ghosh

**EIB B234: STRATEGIC MANAGEMENT IN PRIVATIZING AND DEREGULATING INDUSTRIES**

This course surveys the literature related to privatization, considering both theoretical perspectives and practice. It also explores current issues shaping debates about effective enterprise

privatization in a comparative and interdisciplinary manner. The seminar examines key concepts and policy issues related to privatization and deregulation, looks at different national experiences, and explores the impact of privatization from an industry perspective. Students should come away from the seminar with a deep appreciation of the challenges confronting executives and policymakers dealing with changes to the boundary between public and private sector activity across a variety of different settings. Fall semester. Jonathan Brookfield

**EIB B235: MANAGING THE GLOBAL CORPORATION**

The course will touch on the major elements of directing the global corporation from an overall management perspective. Hence, while the course will touch on financial, human resources, marketing, manufacturing, and other areas, the emphasis will be on the management decisions and issues, rather than on the detailed technical aspects of each area. The course will focus largely on international management issues. It will draw on examples of issues, particularly from the technology, financial services and consumer products industries. Selected guest experts will also participate in the lectures. Fall semester. G. Richard Thoman

**EIB B236M: CROSS BORDER STRATEGIC ALLIANCES**

The course explores enterprise strategies and reasons why a firm may turn to strategic alliances to achieve their strategic objectives. It will then examine how strategic alliances are implemented—finding the right partners, structuring the alliance, and managing the partnership. Finally, we will extend what has been learned, by applying it to real situations—through case studies and projects. Although the course will focus extensively on examples from the Pacific Rim in order for students to gain a deeper understanding of alliance issues in this area, we will also discuss cross-border alliances more broadly. One-half credit. Not offered 2010–2011. Instructor to be announced.

**EIB B237: FIELD STUDIES IN GLOBAL CONSULTING**

The goal of this course is to provide an introduction to consulting as it is practiced worldwide and across sectors. Students will achieve this goal by undertaking a consulting engagement for a real-world client. The first part of the course will include an introduction to and practice in the essential skills that form the core of professional development for consultants at top level firms. Students will then put these skills to the test by completing a team consulting project for a sponsoring company. Open to students who have completed EIB B225 or EIB B230 and/or EIB B200 or with permission of the instructor. Class size will be limited by the number of projects confirmed by external sponsors with a maximum of four projects, or twenty students, being accepted. Input for the project grade will come primarily from the client; team self-evaluations will be reflected in individual final grades. Note: Students are limited to only one “field study” type of course during their career at The Fletcher School. This also includes courses taken outside of Fletcher that are considered field study courses. Spring semester. Christopher Tunnard

**EIB B238M: STRATEGIC MANAGEMENT**

Effective strategists can: size up the dynamics of the external environment of a firm, covering its economic, political and social contexts; take a holistic view across all functions and configure all of a firm’s internal choices to give it a competitive advantage; sustain this advantage over time and leverage it into adjacent business and geographic opportunities; use acquisitions and alliances when these are the more effective approaches to support a strategy; create the right organizational context to execute the chosen strategy efficiently; ensure the continuous renewal of the firm in anticipation of and adapting to its changing environment. The objectives of this short course are to master the field’s core concepts and to build the skills needed to be an effective strategist. One-half credit. August pre-session. Dominique Heau

**EIB B239M: CORPORATE GOVERNANCE IN INTERNATIONAL BUSINESS AND FINANCE**

This module seminar explores business, financial and legal issues affecting

corporate governance and management of risk, both in industrialized and developing countries. Students will examine the nature of the corporation, management roles and board responsibility, the role of regulatory authorities, as well as corporate culture, corporate social responsibility, and capital market development. The seminar will focus on policy implications, including widespread efforts to effect corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as ILO L239m. One-half credit. Spring semester. S. Donald Gonson

**EIB B241: MICROFINANCE AND INCLUSIVE COMMERCE**

Microfinance once meant small loans delivered through groups to micro entrepreneurs. Today, microfinance has become robust. It includes loans, savings, insurance and the complex and emergent ways of delivering these services. This course explores the development environment that inspired early microfinance interventions and concludes with the breakthroughs in inclusive business approaches such as microfranchising. The course assumes no financial background but requires that students master financial skills during the semester as a prerequisite to understanding the issues discussed. Spring semester. Kim Wilson

**EIB B242: COLLOQUIUM: MICROFINANCE AND INCLUSIVE MARKETS**

This seminar examines commercial and development approaches to a range of economic and social issues – finance, fuel, and food among them. We will focus on markets and vulnerable populations surviving at the base of the economic pyramid, end will pay special attention to breakthroughs led by technology. Together, we will explore new thinking in financial behavior and financial fitness and how suppliers (service providers, investors, donors, NGOs) are interpreting, using or ignoring research findings in initiatives to distribute energy, water, household health, or to promote financial well-being. Cases will center on both stable and volatile environments. Fall semester. Kim Wilson

**EIB B260: INTERNATIONAL MARKETING**

This course introduces students to the fundamentals of marketing in

a global environment. It addresses the problems encountered by all organizations—small and large, for profit and non-profit—as they operate in an international environment. The full range of marketing activities is covered: marketing research, product policy, branding, pricing, distribution, advertising and promotion, customer service, planning, organization, and control. While internationally oriented in nature, the aim of the course is also to build a significant understanding of classic marketing management principles. Non-traditional aspects of international marketing (e.g., nation branding) will also be considered for a variety of constituencies. Fall semester. Nathalie Laidler-Kylander

**EIB B261: ADVANCED TOPICS IN MARKETING**

This seminar offers comprehensive coverage of both fundamental and emerging issues in the fields of marketing that continue to capture marketers’ time and attention. The first three modules of the seminar (market orientation; customer orientation; learning orientation) follow a classic marketing paradigm centered on best marketing practices and superior organization performance. Issues will be examined with respect to various contexts (e.g. for-profit vs. non-profit; organizational vs. individual behavior). The fourth module co-designed and moderated by students, will be centered on students’ specific interests. Not offered 2010–2011. Bernard Simonin

**EIB B262: MARKETING RESEARCH AND ANALYSIS**

This course adopts a comprehensive hands-on approach to designing and conducting research. Students will be exposed to the various stages of the research process from recognizing the need for research and defining the problem to analyzing data and interpreting results. Proper design of research methods, fieldwork, questionnaires, and surveys (e.g., online surveys) is covered. Both qualitative (e.g., focus groups, projective techniques) and quantitative approaches (e.g., cluster, discriminant, and factor analysis) are presented. Various analytical techniques are introduced “hands on” via a series of computer exercises and cases (using SPSS and Excel). Fall semester. Bernard Simonin

**EIB B263M: MARKETING MANAGEMENT**

The course addresses the managerial, organizational, ethical, societal, environmental, and global dimensions of marketing decision making. The main objectives of the course are to sharpen your skills in marketing decisionmaking, problem diagnosis, and management skills; to understand and apply some fundamental marketing concepts; to improve your familiarity and understanding with institutional marketing knowledge, terminology, and practice; and to provide you with a forum for formulating, presenting, and defending your own marketing ideas and recommendations. Note: Students having taken or planning to take B260 are not eligible to enroll in this course. One-half credit. Spring semester. Bernard Simonin

**EIB B264: STRATEGIC MARKETING FOR NONPROFIT ORGANIZATIONS**

This seminar offers a comprehensive coverage of the fundamental issues in marketing and branding in nonprofits. The aim of this course is to arm students with the analytical skills and knowledge necessary to make, evaluate, and critique marketing and branding strategy decisions facing nonprofit organizations in an increasingly global arena. The seminar addresses how to craft a nonprofit marketing strategy; implement a coherent marketing plan and optimize the use of marketing resources, develop brand identity and positioning statements; leverage brand alliances and partnerships; and perform financial brand valuations. Spring semester. Bernard Simonin and Nathalie Laidler-Kylander

**EIB B265: ENTREPRENEURIAL MARKETING – BUILDING A WINNING BUSINESS PLAN**

This course guides students through the development of a new product/service strategy and detailed business plan. It is an applied, project-based course, designed to weave together field research, theory, case studies, class discussions, lectures and workshops into a comprehensive approach. Students actively engage in their own learning as they construct the building blocks of their business plan, working in teams throughout the semester. The objective of this course is to craft a comprehensive business plan which students present to a panel of investors at the end of the course. This course

is relevant for business students and social entrepreneurs alike. Fall semester. Natalie Laidler-Kylander

**EIB B270M: BUSINESS GROUPS IN ASIA**

While Asian economies are increasingly important to the world, a full understanding of how such economies are organized is difficult to achieve without some consideration of business groups. This seminar looks at business groups in Japan, the Republic of Korea (South Korea), the Republic of China (Taiwan), Hong Kong, Singapore, and the People's Republic of China (PRC). The goal of the seminar is to put Asian business groups in their historical, political, and economic context, and then to examine current conditions in an effort to give some insight into future trends. One-half credit. Spring semester. Jonathan Brookfield

**EIB B272M: THE POLITICAL ECONOMY AND BUSINESS ENVIRONMENTS OF GREATER CHINA**

This course will expose students to similarities and differences in the business environments of Greater China. At the end of the course, students should have a better understanding of Chinese business and the context in which business occurs in Hong Kong, Singapore, the Republic of China (Taiwan), and the People's Republic of China (PRC). The class will be taught in English. For MIB students this course is one of the regional course options. One-half credit. Spring semester. Jonathan Brookfield

**EIB B280: THE GLOBAL FOOD BUSINESS**

The purpose of the course is to introduce the student to the rapidly expanding global food business. The growing, processing, distribution, and marketing of food are major and necessary economic endeavors of the world's people. Today, the international food industry is increasing at historically high rates of growth paralleled by increasing world trade in agricultural commodities, motivated by new multinational trade agreements. The course focus will be to introduce the student to the management, business strategy, marketing, research, and analytical skills required in the international food business. Spring semester. James Tillotson

**EIB B281M: FAST COMPANIES: HOW THE WORLD'S BEST MANUFACTURING COMPANIES—BOTH MULTINATIONAL AND EMERGING MARKET-BASED—MANAGE, OPERATE AND COMPETE TODAY**

A management-oriented, case study-based course on how companies develop strategy and compete in global manufacturing businesses. The core topics are: the creation and exercise of competitive advantage in manufacturing businesses; management of supply chains; globalization of production operations and R & D activities; innovation of new products and processes; identifying and serving needs of different global customer groups; and building modern network-based businesses. Competition between established global multinationals and emerging market-based companies is highlighted, and macro competitive trends between developed and developing economies are examined and projected. One-half credit. Fall semester. Thomas Hout

**EIB B284: PETROLEUM IN THE GLOBAL ECONOMY**

This course covers the structure of the international petroleum industry and its role in the international economy. The first half will address the technical, commercial, legal, economic and political basis of the industry and the business models for key segments, including exploration and production, refining, marketing and natural gas. Drawing on this knowledge base, the second half will consider key issues of the petroleum industry, including the resource base, pricing, environmental impacts, alternative energy sources and geopolitics. Open to students who have basic Excel skills and have completed either EIB E201, EIB B200 or equivalent. Fall semester. Bruce Everett

**EIB 300–399: INDEPENDENT STUDY**

Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of Economics and International Business under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition.

**EIB 400: READING AND RESEARCH**

Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

## FIELDS OF STUDY

### INTERNATIONAL BUSINESS FIELDS OF STUDY FOR MIB STUDENTS

The following four fields of study are the International Business fields for the MIB degree. Students in the MIB program must complete one of these four International Business Fields of Study along with one International Affairs (MALD/PhD) Field of study. The International Affairs Fields are listed on the subsequent pages. MIB students must complete a minimum of three course credits in a single field to fulfill the International Business Field of Study requirement. Modular courses (1/2 credit courses) must be matched up to make a full credit. Each field has one required course and two electives. An asterisk (\*) denotes the required course for the field.

Through petition to the Committee on Student Academic Programs, MALD students may offer one of the MIB International Business Fields of Study. However it should be noted that in doing so, they are ineligible to officially offer the International Business Relations Field toward their plan of study.

#### KEY

- \* This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field
- [ ] Bracketed courses are those not offered 2010–2011.

Unless other wise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

### International Finance and Banking

The International Finance and Banking field prepares students for careers such as treasurers, comptrollers, and chief financial officers (CFOs) of globally reaching manufacturing and trading corporations; investment bankers in financial services encompassing international banking, investment and insurance; and asset managers with institutional investors, hedge funds, private equity firms, and sovereign wealth funds. It is also appropriate for students looking to deepen their skills in quantitative financial analysis and knowledge of the global financial sector. The field deals with valuation concepts which are at the core of investment decisions, including new product launches, mergers and acquisitions, leveraged buy-outs, privatization, project finance, and private equity. Emphasis is placed on funding/financing within the multi-currency setting of global capital markets. Special attention is devoted to the challenge of managing credit, interest rate, and exchange risk in the context of financial engineering and asset securitization.

\*EIB B221 International Financial Management

#### Group I – Select one full credit from the following list:

EIB B208	Financial Statement Analysis
EIB B209m	Managerial Accounting
EIB B220	Global Financial Services
EIB B226m	Large Investment and International Project Finance
EIB B228m	Risk Management for Financial Institutions
[ EIB B229 ]	Global Investment Management

#### Group II – Select one credit from the following or from Group I list:

[ EIB E233m ]	Finance, Growth and Business Cycles
EIB B225	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B227	Islamic Finance and Banking
EIB B234	Strategic Management in Privatizing and Deregulating Industries

## Strategic Management and International Consultancy

This field is relevant for students pursuing general management careers with multinational corporations as well as management consulting careers. The field provides students with a deep grounding in the basic logic of competitive advantage, premised on a careful analytical treatment of the distinct qualities and positions of individual firms, and an understanding of broader competitive dynamics. This background positions students well for guiding strategy at both established and emerging enterprises pursuing both domestic and international strategies. Foreign market entry strategies through exporting, licensing, franchising, acquisitions, or foreign direct investments are also emphasized.

\*EIB B231 International Business Strategy and Operations

### Group I – Select one full credit from the following list:

EIB B209m	Managerial Accounting
EIB B211	Introduction to Venturing
EIB B232m	Technology Strategy and Innovation in Global Markets
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B235	Managing the Global Corporation
[ EIB B236m ]	Cross Border Strategic Alliances
EIB B237	Field Studies in Global Consulting
EIB B281m	Fast Companies

### Group II – Select one credit from the following or from Group I list:

ILO L237m	Mergers and Acquisitions: An International Perspective
ILO L239m	Corporate Governance in International Business and Finance
EIB B220	Global Financial Services
EIB B239m	Corporate Governance in International Business and Finance
EIB B265	Entrepreneurial Marketing—Building a Winning Business Plan
EIB B270m	Business Groups in Asia
EIB B284	Petroleum in the Global Economy

## Marketing

The Marketing field investigates the fundamental approaches to understanding local and global markets, competitors, and portfolios of product offerings in both developed and emerging markets and through the private, public, and non-profit sectors. It is appropriate for students interested in general management careers, entrepreneurial management as well as management consulting. The Marketing field helps students acquire the grounding in the basic disciplines (e.g., psychology, economics, statistics) essential to understanding consumer and organizational buying patterns and develop successful marketing strategies.

*EIB B262	Marketing Research and Global Intelligence
EIB B211	Introduction to Venturing.
EIB B237	Field Studies in Global Consulting
[ EIB B261 ]	Advanced Topics in International Marketing
EIB B264	Strategic Marketing for Nonprofit Organizations
EIB B265	Entrepreneurial Marketing – Building a Winning Business Plan
EIB B280	The Global Food Business

## Public and NGO Management

This field prepares students for administrative and general management positions with public agencies, governments, and NGOs. Emphasis is placed on planning, budgeting, controlling, and financing in the unique context of both the public sector and NGOs. Special attention is given to micro-finance and entrepreneurship within NGOs.

ILO L221	Actors in Global Governance
++DHP P209	International NGOs: Ethics and Management Practice
[ DHP P225m ]	Advanced Seminar on Evaluation and Learning
[ DHP P228 ]	Evaluation of Peacebuilding and International Development
++EIB B210:	Governmental and Non-Profit Accounting
EIB B209m	Managerial Accounting
EIB B211	Introduction to Venturing
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B237	Field Studies in Global Consulting
EIB B241	Microfinance and Inclusive Commerce
EIB B242	Colloquium: Microfinance And Inclusive Markets
EIB B264	Strategic Marketing for Nonprofit Organizations

## FIELDS OF STUDY

### KEY

- \* This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field
- [ ] Bracketed courses are those not offered 2010–2011.

Unless other wise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

## INTERNATIONAL AFFAIRS FIELDS OF STUDY FOR MALD, MIB, AND PHD STUDENTS

### PUBLIC INTERNATIONAL LAW

International Law has been one of the key subjects studied at The Fletcher School of Law and Diplomacy since the founding of the School. This has never meant that economic, political (including military), social and other aspects of international affairs are neglected, but that the play of various policies in the international legal order is seen as a significant part of international affairs. The basic course for the field is the course in Public International Law. Admission to that course requires the prior completion of the Fletcher course in the International Legal Order. To complete the field, a student may take one of a wide variety of courses or seminars focusing on the structure of international organizations, trade, dispute resolution, human rights, international legal history, or other aspects of the international legal order as they affect current affairs.

*ILO L200	The International Legal Order
*ILO L201	Public International Law
ILO L209	International Treaty Behavior: A Perspective on Globalization
ILO L210	International Human Rights Law
[ ILO L211 ]	Current Issues in Human Rights
[ ILO L212 ]	Nationalism, Self-Determination, and Minority Rights
ILO L217	Health and Human Rights
ILO L220	International Organizations
ILO L221	Actors in Global Governance
ILO L223	International Environmental Law
ILO L224	Peace Operations
ILO L240	Legal and Institutional Aspects of International Trade
[ ILO L260 ]	Law of the European Union
ILO L262	Foreign Relations and National Security Law

### INTERNATIONAL ORGANIZATIONS

The theory and practice of international organizations is a dynamic and increasingly important dimension of world affairs. The field is at the intersection of international law and politics, and its core approach is inter-disciplinary. Students are given the opportunity to study the norms and rules that govern international relations and the institutions where those rules are formulated and implemented. In addition to survey courses on international organizations in general, course offerings cover substantive areas of international activity in which institutions play a central role, such as peace operations, human rights, the environment and international trade. Students who specialize in the field acquire a) basic knowledge of the nature and functions of international institutions – both formal organizations and less formal arrangements; b) an understanding of the role institutions play in the development of international law and policy; and c) an ability to think critically about the significance of international organizations to contemporary world affairs. Career opportunities for those who specialize in the field include inter-governmental organizations, government agencies and non-governmental organizations. The field is also helpful for positions in private sector firms that interact with international organizations and related government offices.

[ ILO L210 ]	International Human Rights Law
[ ILO L211 ]	Current Issues in Human Rights
ILO L217	Human Rights and Health
*ILO L220	International Organizations
ILO L221	Actors in Global Governance
ILO L223	International Environmental Law
ILO L224	Peace Operations
ILO L240	Legal and Institutional Aspects of International Trade
[ ILO L260 ]	The Law of the European Union
[ DHP D200 ]	Diplomacy: History, Theory, and Practice
DHP P203	Analytic Frameworks for Public Policy Decisions
DHP P209	International NGOs: Ethics and Management Practice

## INTERNATIONAL BUSINESS AND ECONOMIC LAW

International business and economic law involves the public international law and domestic law applicable to international business transactions between private parties, as well as the public international law applicable to trade relations between or among states. The concerns of international economic and business law relate to the international economy, and involve sales of goods, intellectual property licensing and protection, international finance and foreign direct investment, as well as the settlement of disputes relating thereto. This field is affiliated with international business studies and with international economic studies, and also relates to international political economy. This field also involves international organizations related to international business and economic activity, including multilateral organizations such as the WTO or the IMF, regional organizations such as the European Union or NAFTA and functional organizations such as the Basle Committee on Bank Regulation. Students who present this field will be expected to understand the legal context of international business transactions, as well as how states relate to one another in the international economy.

*ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L234	International Intellectual Property Law and Policy
ILO L236m	Securities Regulations: An International Perspective
ILO L237m	Mergers and Acquisitions: An International Perspective
ILO L239m	Corporate Governance in International Business and Finance
ILO L240	Legal and Institutional Aspects of International Trade
ILO L243	International Legal Aspects of Globalization
ILO L250	Law and Development
ILO L251	Comparative Legal Systems
EIB B220	Global Financial Services
EIB B239m	Corporate Governance in International Business and Finance

## LAW AND DEVELOPMENT

The field of law and development examines the role of law, legal institutions and legal systems, both domestic and international, in the processes of economic and social development, particularly in developing countries, emerging markets and nations in transition. It seeks to understand how law may both inhibit and foster desired change and the ways in which legal institutions may be organized to achieve national and international policy goals. This field includes a basic course on law and development, as well as more specialized courses in comparative law, international financial institutions and law, foreign investment, and intellectual property law, as well as courses from other disciplines, such as economic development.

[ ILO L214 ]	Transitional Justice
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L239m	Corporate Governance in International Business and Finance
*ILO L250	Law and Development
ILO L251	Comparative Legal Systems
ILO L252	Rule of Law in Post Conflict Societies
EIB B239m	Corporate Governance in International Business and Finance

EIB E240	Development Economics
EIB E241	Development Economics: Policy Analysis

Note: If offering Law and Development as a field, either E240 or E241 can constitute the field, but not both.

## UNITED STATES

The United States field encompasses the history of the United States, its institutions, and its international relations, with a particular focus on the development of American foreign policy and diplomatic practice. The geographical context and the cultural and economic basis, as well as the political and constitutional-legal framework, of U.S. government and foreign policy making also are studied—essential background for students who may one day be representing, or perhaps dealing with, the United States in diplomacy or in other professions such as law, business, development and humanitarian work, or international journalism. The question of the uniqueness, or “exceptionalism,” of American civilization and of the appropriateness of the “lessons” of American experience to other societies, in other parts of the world, is examined. So, too, is the issue of the definition of U.S. “national interests” and of democratic and other American “values”—and the defense and the promotion of these internationally—in a changing global environment in which coalition efforts and multilateral cooperation are increasingly necessary, and universal norms are held to prevail.

ILO L209	International Treaty Behavior: A Perspective on Globalization
ILO L262	Foreign Relations and National Security Law
DHP D204	U.S. Public Diplomacy
[ DHP D270 ]	Sino-U.S. Relations since 1900
DHP D271	International Relations of The United States and East Asia: 1945 to the Present
++[DHP H200]	The Foreign Relations of the United States to 1917
++[DHP H201]	The Foreign Relations of the United States Since 1917
DHP H270	The United States and East Asia

## PACIFIC ASIA

The history of relations between the United States and the states of Northeast Asia has been the principal focus of the Asia field. Most courses in the field emphasize diplomatic, cultural, and political history. The field deals most directly with developments in China, Japan, and Korea from the nineteenth century to the present, relations among those states, and between them and the United States. Courses are intended to offer students a foundation on which to build an understanding of the contemporary interstate problems in the region, as well as the bonds and tensions that currently exist in relations between the U.S. and the states of the region.

[ ++DHP D270 ]	Sino-U.S. Relations Since 1900
++DHP D271	International Relations of The United States and East Asia: 1945 to the Present
DHP H202	Maritime History and Globalization
DHP H203	The International Relations of the China Seas
DHP H270	The United States and East Asia
DHP P270	Foreign Relations of the People's Republic of China
DHP P274	The Politics of the Korean Peninsula: Foreign and Inter-Korean Relations
DHP P275	North Korean State and Society

**KEY**

- \* This course is required for constitution of the field.
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- + Any one of these courses may be used as the second required course in the field
- [ ] Bracketed courses are those not offered 2010–2011.

Unless other wise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

**SOUTHWEST ASIA AND ISLAMIC CIVILIZATION**

Southwest Asia and Islamic Civilization provides students with conceptual skills that will assist them in interpreting current events taking place in what was the core region of Islamic Civilization. Thus the regional focus on the field includes Southwest Asia (roughly South Asia to Egypt), the Eastern Mediterranean, Central Asia and the Caucasus. At the global level of analysis its courses are particularly concerned with how the history, culture, politics and economics of the states and societies of this portion of Eurasia condition the human response to an accelerating impact of global change. Lectures, reading assignments and other course requirements are specifically designed to fit the curriculum of The Fletcher School and will develop students’ interest in Southwest and Central Asia into a firm understanding of the complexity of the region.

DHP D204	U.S. Public Diplomacy
++DHP D260	Southwest Asia History, Culture, Politics
++DHP D263	The Arabs and their Neighbors
DHP D264	History of the Turks and the International Politics of Eurasia
DHP D267	The Globalization of Central Asia and the Caucasus
DHP H261	War and Society in the Middle East in Historical Perspective
DHP P201	Comparative Politics
DHP P260	Islam and the West
DHP P262	Contemporary South Asia
DHP P263	Islam and Politics Religion and Power in World Affairs
[ DHP P264 ]	Iran in Global Politics

**INTERNATIONAL INFORMATION AND COMMUNICATION**

International information and communication is a critical component of international relations and diplomacy and at the heart of how people of different nations perceive each other. The study of international information and communication is interdisciplinary by its nature, and the curriculum at Fletcher emphasizes the policy perspective, while also providing a strong analytic, and business background. In addition to learning about the role of international information and communication in diplomacy and international relations, students will learn about the industry, policy, and technology forces that both enable and constrain different forms of communication. These include issues of governance,

regulation, industry structure, equity, and technology policy. They will also become familiar with many theoretical frameworks and analytic techniques commonly used in the study of these areas. The curriculum is designed to provide students with a strong background to confront the new policy and business challenges they will encounter in their careers from an informed analytic perspective.

ILO L230	International Business Transactions
ILO L239m	Corporate Governance in International Business and Finance
DHP D204	U.S. Public Diplomacy
DHP P203	Analytic Frameworks for Public Policy Decisions
DHP P231	International Communication
[ DHP P232 ]	Communications Policy Analysis and Modeling
DHP P237	Global Media and International Conflict
DHP P248	Technology and International Security
EIB B239m	Corporate Governance in International Business and Finance

**Students taking DHP P232 may also offer one credit of the following courses to fulfill field requirements**

EIB E210m	Quantitative Methods Module
EIB E211m	Microeconomics
EIB E213	Econometrics

**INTERNATIONAL NEGOTIATION AND CONFLICT RESOLUTION**

The International Negotiation and Conflict Resolution field (INCR) examines the causes of and approaches to managing and resolving violent conflict in the international context. Toward this end, it focuses especially on the theory and practice of international negotiation and mediation. The required course for the field is Processes of International Negotiation (DHP D220). To constitute the field, a student must choose two additional courses from the list below.

ILO L224	Seminar in Peace Operations
*DHP D220	Processes of International Negotiation
DHP D221m	International Mediation
[ DHP D221 ]	Seminar on International Mediation
◇ DHP D223	Conflict Resolution Theory
DHP D225	Conflict Resolution Practice
DHP D228	Protracted Social Conflict: Dynamics, Major Issues and Possible Consequences
[ DHP D229 ]	Politics and Processes of Reconciliation: Transitional Justice and Multicultural Citizenships
DHP D232	Gender, Culture and Conflict in Complex Humanitarian Emergencies
[ DHP P226m ]	Corruption, Conflict and Peacebuilding
DHP P227	Advanced Seminar in Development and Conflict Resolution
DHP P247	Civil-Military Relations in Post-Conflict Environments
DHP P251	International Environmental Negotiations

◇ PhD students offering International Negotiation and Conflict Resolution as a field of study are required to take this course.

## INTERNATIONAL TRADE AND COMMERCIAL POLICIES

This field provides the tools for analysis of trade and investment relations between nations. Among the questions considered are why and what nations trade and invest internationally, and their effects – and the effects of international labor migration – on wages and employment, technology, international competitiveness, economic development, growth, and the environment. There is emphasis on how policies affect outcomes and on how policies are determined in unilateral, regional or preferential, and multilateral settings.

### Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
EIB E211m	Microeconomics

### Field Specific Required Core Course:

EIB E220	International Trade and Investment
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### Elective courses:

ILO L240	Legal and Institutional Aspects of International Trade
EIB E215m	Empirical Topics in Globalization
EIB E221	Advanced Seminar on International Trade and Investment

**Special Note:** See important note at end of Fields of Study Section.

## INTERNATIONAL MONETARY THEORY AND POLICY

The International Monetary Theory and Policy field focuses on the macroeconomic performance of countries that are integrated with the world economy both through trade in goods and services and through the exchange of assets. A central concern is the way in which world financial markets contribute to growth and development as well as serve as a means by which economic disruptions may be transmitted across national boundaries. Some of the issues addressed include exchange rate and financial crises like those in Asia and Latin America in the 1990s; the appropriate exchange rate regime, a question recently addressed in the move towards a single European currency; the causes and consequences of large trade deficits, an issue that is currently facing the United States; and the appropriate role of international institutions like the IMF. Courses in this field offer both theory that provides students with frameworks for understanding issues and presentation of timely policy issues and recent experience that provides a context for the use of economic models.

### Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
EIB E211m	Microeconomics
EIB E213	Econometrics

### Field Specific Required Core Course:

EIB E230	International Finance
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### Elective Courses:

EIB E215m	Empirical Topics in Globalization
EIB E232m	Economic Growth
[ EIB E233m ]	Finance, Growth and Business Cycles
[ EIB E250 ]	Economic Problems of Latin America
EIB E270	History of Financial Turbulence and Crises

**Special Note:** See important note at end of Fields of Study Section.

## DEVELOPMENT ECONOMICS

The field of development economics is intended to ground students in a variety of analytical perspectives on the development process. The required core course, Development Economics, concentrates on central themes including global poverty, growth, and the role of policies towards agriculture and trade. Other courses in the field complement this broad perspective, addressing such issues as nutrition and rural development, microeconomic poverty interventions, international finance, and political economy.

### Core Requirements for the Field:

E201	Introduction to Economic Theory
E210m	Quantitative Methods Module
E211m	Microeconomics
Or	
E213	Econometrics (in lieu of E210m and E211m)

### Field Specific Required Core Course:

EIB E240	Development Economics
Or	
EIB E241:	Development Economics: Policy Analysis
Or	
EIB E242	Microeconomics of Development

### Elective Courses:

EIB E232m	Economic Growth
EIB E243	Agriculture and Rural Development in Developing Countries
EIB E244m	The Political Economy of Reform, Growth, and Equity
EIB E247	Econometric Impact Evaluation
[ EIB E250 ]	Economic Problems of Latin America

**Special Note:** See important note at end of Fields of Study Section.

## INTERNATIONAL ENVIRONMENT AND RESOURCE POLICY

The rapid growth of resource use and the acceleration of land conversion to feed and house an expanding population have created a new set of transboundary and global commons problems. During the past 30 years, the international community has attempted to reverse the loss of fisheries, forests and species, the disruption of the atmosphere and climate, the degradation of land, air and water and the global distribution of toxic substances by implementing hundreds of bilateral and multilateral agreements. Many of these treaties and soft law declarations impose totally new responsibilities upon national governments, and create new approaches to the relationships among states and with the private sector and non-governmental organizations. The program demonstrates how environment and resource issues are integral to the ongoing economic development process and are critical to the security of societies. The role of science in developing sound policies is emphasized, as is the role of technology choice and the policies that influence them. Clashes such as those that occur between trade and environmental treaty regimes, forest protection and sovereignty and between developed and developing countries create new challenges for international diplomacy. The program emphasizes the need to utilize multiple disciplinary tools from science, economics, politics, law and engineering in developing sustainable solutions.

ILO L223	International Environmental Law
ILO L240	Legal and Institutional Aspects of International Trade
*DHP P250	Elements of International Environmental Policy
DHP P251	International Environmental Negotiations
DHP P253	Sustainable Development Diplomacy
DHP P254	Climate Change Policy
DHP P255	International Energy Policy
DHP P256	Innovation for Sustainable Prosperity
DHP P257	Corporate Management of Environmental Issues
DHP P258	Clean Energy Technologies and Policy Issues
EIB E240	Development Economics
EIB E243	Agriculture and Rural Development in Developing Countries
EIB E246	Natural Resource and Environmental Economics
EIB B284	Petroleum in the Global Economy

## POLITICAL SYSTEMS AND THEORIES

The study of political systems and theories represents an essential basis for explaining, understanding, and comparing the units and actors that comprise the world of the early 21st century. As a field, Political Systems and Theories encompasses courses whose focus is alternative theoretical approaches for the conduct of research and analysis about political systems, major forces shaping the emerging world, the nature of international change and continuity, and the basis for theoretical development. The Political Systems and Theories field offers students the opportunity to explore, evaluate, and compare theories about such crucially important phenomena as power, legitimacy, institutions, cooperation, conflict, peace, and war. Conceptually, the field is (or should be) integral to, and an essential prerequisite for, courses that comprise the “practice” parts of the curriculum. Students taking this field are expected to acquire basic knowledge about the major theories that shape international and

comparative politics. Specifically, the field includes courses on such topics as international relations theory; non-governmental organizations in international politics; geography as a factor in international politics; theories of statecraft, bureaucracy, democratization, ethno-religious conflict, identity, sovereignty, nationalism, and self-determination. This field should be of great importance to students preparing MALD theses or PhD dissertations and/or planning academic careers focused on political science. It should also be of interest to students seeking to understand the theories that help explain behavior and assumptions that guide policymakers. All students offering this field of study are required to take DHP P200. Students taking the Political Systems and Theories field for the PhD must take DHP P200 and at least three other courses. A second required course for PhD students should be selected from a list that includes DHP P205, DHP D210, and DHP P224.

[ ILO L212 ]	Nationalism, Self-Determination, and Minority Rights
DHP D202	Ethical Reasoning in International Politics
[ DHP D210 ]	Art and Science of Statecraft
[ DHP D211 ]	The Politics of Statecraft
*DHP P200	International Relations: Theory and Practice
DHP P201	Comparative Politics
DHP P202	Leadership in Public and Private Sector Organizations
DHP H204	Classics in International Relations
DHP P205	Decision Making and Public Policy
DHP P206	Foundations of Policy Analysis
DHP P209	International NGOs: Ethics and Management Practice
[ DHP P224 ]	Cultural Values and Development
DHP P240	The Role of Force in International Politics

## INTERNATIONAL SECURITY STUDIES

The International Security Studies field consists of courses that examine the sources, conduct and termination of conflict, strategy and statecraft, crisis management, regional security, intelligence, and the emerging spectrum of new and complex security issues. The course offerings encompass approaches that are both theoretical and policy oriented, as well as historical and contemporary. Since the end of the Cold War, the faculty has revised the course offerings to reflect a rapidly changing international security environment. Among the new issues introduced into the curriculum are: the proliferation of weapons of mass destruction and non-proliferation/counter-proliferation policy; ethnic, sectarian, and religious conflict; internal war and state failure; the management of humanitarian emergencies by alliances and/or international organizations; the use of military forces in peace operations; information technologies and security; and the increasing role of ethics in security policy. In support of its course offerings the International Security Studies Program sponsors a senior level guest lecture series, a conference with one of the U.S. military services or commands, a colloquium series, and a crisis simulation exercise. MALD students taking International Security Studies are required to take DHP P240 and at least two other courses. PhD students taking the International Security Studies field must take DHP P240 and at least three other courses. A second required course for PhD students should be selected from a list that includes DHP P206, DHP P241, and DHP P245.

*International Security Studies courses continued on next page.*

*International Security Studies courses continued.*

ILO L224	Peace Operations
ILO L262	Foreign Relations and National Security Law
DHP D267	The Globalization of Central Asia and the Caucasus
DHP P202	Leadership in Public and Private Sector Organizations
DHP P205	Decision Making and Public Policy
DHP P206	Foundations of Policy Analysis
*DHP P240	The Role of Force in International Politics
DHP P241	Policy and Strategy in the Origins, Conduct, and Termination of War
DHP P242	Proliferation—Counter-proliferation and Homeland Security Issues
DHP P243	Internal Conflicts and War
DHP P244	Modern Terrorism and Counterterrorism
DHP P245	Crisis Management and Complex Emergencies
DHP P246	U.S. Intelligence, Terrorism, and National Security
DHP P247	Civil-Military Relations in Post-Conflict Environments
DHP P248	Technology and International Security
[ DHP P249 ]	Terrorism and Counter-Terrorism: Strategic Considerations for the 21st Century

**INTERNATIONAL POLITICAL ECONOMY**

The field of IPE analyzes the interactions between international political and economic dynamics. It consists of a set of interdisciplinary approaches to analyze structures and processes of globalization and economic integration, as well as the interactions between domestic and international political and economic phenomena. It tries to overcome the artificial separation between politics and economics, between states and markets, and between domestic and international levels of analysis. Recent empirical research has concentrated on issues such as structural adjustment, regional economic integration, state-business relations, Third World development, multinational corporations, and the institutions of international economic governance.

++DHP P217	Global Political Economy
++DHP P219	The Political Economy of Development
[ DHP P221 ]	International Political Economy
EIB E244m	The Political Economy of Return, Growth, and Equity
[ EIB E250 ]	Economic Problems of Latin America
EIB E254	The Political Economy of China
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B284	Petroleum in the Global Economy

**Students may use one of the following courses as their third course in the field:**

ILO L240	Legal and Institutional Aspects of International Trade
[ DHP D210 ]	The Art and Science of Statecraft
[ DHP D211 ]	The Politics of Statecraft
EIB E220	International Trade and Investment
EIB E230	International Finance

**KEY**

- \* This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field
- [ ] Bracketed courses are those not offered 2010–2011.

Unless other wise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

**HUMANITARIAN STUDIES**

Some 240,000 people are employed in humanitarian work around the world today. The agencies they work for spend close to \$10 billion/year and they are present, on the ground in all of the political, economic and environmental crisis events we are familiar with. This field of study seeks to equip students with an understanding of both how these crisis environments evolve, how communities caught up in them survive and what role the international aid system plays in that survival. Students will take away from the field an understanding of the natural of humanitarian crises and a critique of the humanitarian aid system.

++DHP D213	Humanitarian Studies in the Field
++DHP D230	Humanitarian Aid in Complex Emergencies
DHP D232	Gender, Culture and Conflict in Humanitarian Complex Emergencies
DHP D235	Field Research Methods in Humanitarian Settings
[ DHP D236 ]	Global Migration and Displacement
DHP D237	Nutrition in Complex Emergencies: Policies, Practice and Decisionmaking
DHP D239m01	Introduction to Forced Migration
DHP D239m02	Critical Issues in Forced Migration
DHP P216	Resilience Audits in International Humanitarian Policy and Public Health

**KEY**

- \* This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field
- [ ] Bracketed courses are those not offered 2010–2011.

Unless other wise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

**HUMAN SECURITY**

The human security field brings together the concerns and practices that deal with the interconnection between freedom from fear and freedom from want. This covers a broad variety of issues and practices, but they all share a) a desire to cross boundaries between fields of social change until now usually treated separately, and b) a strong ultimate focus on the inclusive well-being of all human beings.

[ ILO L210 ]	International human rights law
[ ILO L211 ]	Seminar on Current Issues in Human Rights
[ ILO L214 ]	Transitional Justice
ILO L217	Human Rights and Health
ILO L250	Law and Development
ILO L252	Rule of Law in Post-Conflict Societies
DHP D220	Processes of International Negotiation
[ DHP D221 ]	Seminar on International Mediation
DHP D221m	International Mediation
DHP D223	Conflict Resolution Theory
DHP D228	Protracted Social Conflict: Dynamics and Major Issues and Possible Consequences
DHP D230	Humanitarian Action in Complex Emergencies
++DHP D232	Gender, Culture & Conflict in Complex Humanitarian Emergencies
◇DHP P201	Comparative Politics
DHP P216	International Humanitarian Policy and Public Health
[ DHP P222m1 ]	Development Aid Policies and Challenges
[ DHP P222m2 ]	Development Aid Tools of the Trade
DHP P222	Development Aid
++DHP P227	Advanced Seminar in Development and Conflict Resolution
[ DHP P228 ]	Design, Monitoring and Evaluation of Peacebuilding and Development
DHP P229	Development and Human Rights
EIB E240	Development Economics
EIB E241	Development Economics: Policy Analysis
EIB E247	Econometric Impact Evaluation

◇ PhD students offering the Human Security Field are required to take this course.

**INTERNATIONAL BUSINESS RELATIONS\*\***

The IBR field is concerned broadly with the management of the business enterprise in a multinational context. It encompasses theoretical, technical and practical analyses of manufacturing, trading, service and financial firms, which may be operating at different stages of their internationalization process. International management builds on a thorough understanding of the firm's broader socio-political, socioeconomic, and industry-specific environments. Within the firm idiosyncratic setting, international management also requires an integrated understanding of accounting, finance, marketing, production and logistics, and strategic management. The IBR field offers a comprehensive coverage of the sociopolitical, socio-economic, and industry-specific contextual environments while providing a rigorous training in core functional disciplines such as accounting, finance, strategic management and marketing. Note: MIB students are not permitted to offer International Business Relations Field of Study to satisfy one of their field requirements. Students taking the International Business field are required to complete four courses.

ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L234	International Intellectual Property Law and Policy
ILO L236m	Securities Regulations: An International Perspective
ILO L237m	Mergers and Acquisitions: An International Perspective
ILO L239m	Corporate Governance in International Business and Finance
DHP P203	Analytic Frameworks for Public Policy Decisions
[ DHP P232 ]	Communications Policy Analysis and Modeling
*EIB B200	Foundations in Financial Accounting and Corporate Finance
EIB B205	Data Analysis and Statistical Methods for Decision-making
EIB B207	Financial Statement Management
+EIB B208	Financial Statement Analysis
EIB B209m	Managerial Accounting
EIB B210	Governmental and Non-Profit Accounting
+EIB B211	Introduction to Venturing
EIB B220	Global Financial Services
+EIB B221	International Financial Management
EIB B225	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B226m	Large Investment and International Project Finance
EIB B227	Islamic Banking and Finance
EIB B228m	Risk Management in Banking
[ EIB B229 ]	Global Investment Management
[ EIB B230 ]	Strategy and Policy for Competitive Advantage
+EIB B231	International Business Strategy and Operations
EIB B232m	Technology Strategy and Innovation in Global Markets
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B235	Managing the Global Corporation
[ EIB B236m ]	Cross Border Strategic Alliances

*International Business Relations courses continued on next page.*

*International Business Relations courses continued.*

EIB B237	Field Studies in Global Consulting
EIB B238m	Strategic Management
EIB B239m	Corporate Governance in International Business and Finance
EIB B241	Microfinance and Inclusive Commerce
[ EIB B242m ]	Microfinance Colloquium
EIB B242	Colloquium: Microfinance and Inclusive Markets
+EIB B260	International Marketing
[ EIB B261 ]	Advanced Topics in Marketing
EIB B262	Marketing Research and Global Intelligence
EIB B263m	Marketing Management
EIB B264	Strategic Marketing for Non-Profit Organizations
EIB B265	Entrepreneurial Marketing – Building a Winning Business Plan
EIB B270m	Asian Business Groups
EIB B272m	The Economic and Business Environments of Greater China
EIB B280	The Global Food Business
EIB B284	Petroleum in the Global Economy
[ EIB B290 ]	Leadership: Personal and Organizational Challenges

\*\* Students offering the International Business Relations Field of Study are required to complete four course credits.

### Special Note regarding the three Economics Fields of Study

(International Trade and Commercial Policies, International Monetary Theory and Policy and Development Economics)

All students who wish to concentrate in an economics field need to take 3 economics credits in addition to E201 (if they place out of E201, they need 4 credits to complete the field). Each of the fields has 1 or 2 credits of core requirement courses (the two-module sequence of quantitative methods and microeconomics and/or econometrics), one core course, and 1 elective course. Together, they constitute a minimum package of economics knowledge allowing Fletcher students to use economic tools to reason analytically in their chosen domain.

Students who place out of E210m can continue with the Microeconomics module (E211m); those students will be able to complete the economics field with 3.5 course credits in total. Some students seek to offer both of their fields of study in economics. Mostly, this simply means that they do twice what the students in the previous group do, with these two caveats:

- all students who offer two fields in economics must take E213 econometrics
- students offering two economics fields should finish with 7 economics courses higher than E201. As some of the core requirement courses are the same between the different economics fields, this means that they may be able (and are required) to take more elective courses in one or both of their fields.

## CERTIFICATES

Certificates complement the MALD degree by allowing students to define themselves in a manner that more closely reflects the realities of a competitive job market and the need to master certain core knowledge and skills. Certificates available at Fletcher include:

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

### **INTERNATIONAL FINANCE & BANKING**

For students aspiring to careers in the global financial services industry, Fletcher's international business program offers a rigorous sequence of courses in Accounting, Finance and Banking that, coupled with International Business Transaction and Securities Law, uniquely prepares our graduates for the fast-paced world of international finance. This certificate program requires students to intern with a financial institution and to write a thesis on a related topic.

### **STRATEGIC MANAGEMENT & INTERNATIONAL CONSULTANCY**

For students aspiring to careers in management consulting and international management, the International Business Program offers a rigorous sequence of courses in global strategic management and the law of international business transactions, foreign private investment and international intellectual property. This certificate program uniquely prepares our students for the rapidly evolving world of international business. It also requires students to intern in the private sector and to write a thesis on a related topic.

### **HUMAN SECURITY**

The certificate in human security provides guidance in course selection for those seeking a deeper professional understanding of the interactions among the main fields of social change across borders: development, conflict resolution, human rights, and humanitarian assistance. Students who graduate with the certificate in human security will possess a deep understanding of the core issues and challenges that underlie all action for social change across borders, and be capable of leading inter-disciplinary teams for policy-making, research, field action, or advocacy. The Certificate consists of four introductory courses, which will acquaint students with each of the four fields whose concerns and methodologies need to be understood within a human security framework; two capstone courses laying out the cross-disciplinary framework; two courses allowing students to gain some degree of further specialization in one of the relevant fields; an internship and associated discussion series designed to deepen the students' understanding of the operational challenges of interdisciplinary work; and the writing of a MALD thesis whose subject matter falls within the realm of human security.

### **DIPLOMATIC STUDIES**

The purpose of the certificate in diplomatic studies is to enable a student to acquire, through a concentrated and interdisciplinary group of courses, advanced knowledge, both theoretical and practical, of the institutions and exercise of formal, or interstate diplomacy. Its focus, in short, is on the diplomatic achievement of international agreement. The certificate encompasses the study of the historical evolution of diplomacy as well as the ways in which diplomatic concepts and methods are applied today—by the U.S. government and by the governments of other countries, large and small, bilaterally as well as in multilateral settings across the broad agenda of current international relations. The certificate is intended to serve the interest of those planning, or continuing, careers in professional diplomacy, whether within ministries of foreign affairs or in international organizations. It is designed also to serve the purposes of those having primarily a scholarly, investigative interest in the study of diplomacy, a rich and intellectually rewarding academic subject that is currently undergoing a major revival.

### **INTERNATIONAL DEVELOPMENT**

For students aspiring to careers in international development, the International Development certificate offers a rigorous sequence of three core courses (chosen from four offered) in political and social change in developing countries, developing economics, development theory, and law and development. The core courses will ensure that students receive a basic understanding of development and introduce them to the complex and interdependent nature of the field of study. The core courses are followed by specialization courses within one of three tracks:

- **Political and Social Change**
- **Economic Analysis, Trade and Investment**
- **Sustainable Development**

## BREADTH REQUIREMENTS

All MALD degree candidates will be required to take:

- two courses in the Division of Diplomacy, History, and Politics,
- one course in the Division of International Law and Organization,
- one course in the Division of Economics and International Business,
- one course in Quantitative Reasoning.

Specific requirements/options for each of the three divisions as well as Quantitative Reasoning are noted below. Students who have performed equivalent graduate level work for courses listed below may apply for equivalence with the approval of the appropriate Fletcher instructor. Students who receive equivalence must still meet the requirement of pursuing one or two courses in the division but may choose from any course in the division rather than just those listed below. MA degree candidates can meet the breadth requirement by taking one course from each division (ILO, DHP, and EIB). LLM degree candidates are required to take one course in both the DHP and EIB divisions. MIB degree candidates satisfy the breath requirement by the nature of the structured curriculum. PhD degree candidates must complete at least two courses in your choice of two of the three divisions and at least one course from the remaining division.

### DIVISION OF DIPLOMACY, HISTORY, AND POLITICS (DHP)

Each MALD student is required to take two courses from the DHP Division. One of those courses must be one of the following:

DHP D210:	The Art and Science of Statecraft
DHP D220:	Processes of International Negotiation
DHP H200:	The Foreign Relations of the United States to 1917
DHP H201:	The Foreign Relations of the United States Since 1917
DHP P200:	International Relations: Theory and Practice
DHP P201:	Comparative Politics
DHP P217:	Global Political Economy
DHP P219:	International Political Economy of Development
DHP P221:	International Political Economy
DHP P240:	The Role of Force in International Politics

### DIVISION OF INTERNATIONAL LAW AND ORGANIZATION (ILO)

Each MALD student is required to take one of the following courses:

ILO L200:	The International Legal Order
ILO L210:	International Human Rights Law
ILO L220:	International Organizations
ILO L230:	International Business Transactions
ILO L250:	Law and Development
ILO L251:	Comparative Legal Systems

## DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB)

Each MALD Student is required to take EIB E201: Introduction to Economic Theory. Students who pass the E201 equivalency exam must take another economics course for their breadth requirement. They can choose from the following list:

EIB E210m:	Quantitative Methods <b>and</b> EIB E211m: Microeconomics
EIB E220:	International Trade and Investment
EIB E230:	International Finance
EIB E240:	Development Economics
EIB E246:	Natural Resource and Environmental Economics

## QUANTITATIVE REASONING

Each MALD student who does not pass one of the quantitative reasoning equivalency exams will be required to take one of the following courses:

DHP P203:	Analytic Frameworks for International Public Policy Decisions*
EIB B205:	Data Analysis and Statistical Methods
EIB E210m:	Quantitative Methods
EIB E213:	Econometrics
EIB B262:	Marketing Research and Analysis

\*DHP P203 may not be used to satisfy the second required DHP course.

## FACULTY BIOGRAPHIES

**Jenny C. Aker** is an Assistant Professor of Economics at The Fletcher School and Department of Economics at Tufts University. She is also a Non-Resident Fellow at the Center for Global Development and a member of the Advisory Board for Frontline SMS. After working for Catholic Relief Services as Deputy Regional Director in West and Central Africa between 1998 and 2003, Aker returned to complete her Ph.D. in agricultural economics at the University of California–Berkeley. Aker works on economic development in Africa, with a primary focus on the impact of information technology (mobile phones) on development outcomes, namely agriculture, education and health; the impact of drought on agricultural food market performance and famine; the determinants of agricultural technology adoption; and impact evaluations of NGO projects. Aker has conducted field work in many countries in West and Central Africa, including Benin, Burkina Faso, Burundi, DRC, The Gambia, Ghana, Liberia, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone and Sudan, as well as Haiti and Guatemala

**Astier Almedom** is an applied anthropologist and is a cross-school member of faculty: serving as Professor of Practice in Humanitarian Policy and Global Public Health (Fletcher School), and Director of the International Resilience Program (Institute for Global Leadership) with teaching and advising commitments also to the School of Arts & Sciences (graduate and undergraduate). Almedom received a Graduate Student Council award for “Outstanding Contribution to Graduate Education” in the Graduate School of Arts & Sciences. Almedom’s background includes the Henry R. Luce Professorship in

Science & Humanitarianism (Tufts University); Lectureship in Medical Anthropology (London School of Hygiene & Tropical Medicine, University of London), and senior management in the National Health Service (London). She has engaged in fieldwork and research methods training of health and community development workers in East Africa, India and Afghanistan over the past twenty years. Almedom is an old member of Wadham College, Oxford, where she received her B.A. (Hons) and M.A. in Human Sciences, and D.Phil. in Biological Anthropology, Oxford University. Almedom recently served a term as an independent Board member of the Geneva-based Humanitarian Accountability Partnership—International; is a sustaining fellow of the Society for Applied Anthropology; Fellow of the Royal Anthropological Institute; and editorial advisory board member of *Waterlines*; and *African Health Sciences*.

**Louis Aucoin** is Professor of Practice in Law and Academic Director of the LLM program. His teaching covers a range of fields from Rule of Law and Transitional Justice to Comparative Law and European Union Law. He comes to Fletcher with significant academic and field experience. He has taught for fifteen years at Boston University School of Law and in various law faculties in France. In his research and writing, he has studied the constitution-making process in post conflict countries and has served as a foreign advisor to the development of the Constitutions in Cambodia, East Timor, Rwanda and Kosovo. In 2000, he served as an acting Minister of Justice for East Timor while it was under UN auspices. He has also served as a Rule of Law Program Officer at the United States Institute of Peace in Wash. D.C. and was

the recipient of a United States Supreme Court Fellowship in 2001–2002. His writing deals extensively with French law and often aims to expose jurists in the common law tradition with the workings of systems of the civil law. His recent research projects have involved the use of local customary law as a strategy for the promotion of rule of law post conflict. He is an avid singer and enjoys biking, jogging, and the culinary arts.

**Eileen F. Babbitt** is Professor of Practice, Director of the International Negotiation and Conflict Resolution Program and co-director of the Program on Human Rights and Conflict Resolution at The Fletcher School. She is also a Faculty Associate of the Program on Negotiation at the Harvard Law School. Her research interests include identity-based conflicts; coexistence and trust-building in the aftermath of civil war; and the interface between human rights concerns and peacebuilding. Her practice as a facilitator and trainer has included work in the Middle East, the Balkans, and with the United Nations, U.S. government agencies, regional inter-governmental organizations, and international and local NGOs. Before joining the Fletcher faculty, Professor Babbitt was Director of Education and Training at the United States Institute of Peace in Washington, D.C. and Deputy Director of the Program on International Conflict Analysis and Resolution at the Weatherhead Center for International Affairs, Harvard University. Professor Babbitt’s latest publications include “The Evolution of International Conflict Resolution: From Cold War to Peacebuilding.” in *Negotiation Journal* (Oct 09); *Human Rights and Conflict Resolution in Context*, co-edited with Ellen Lutz; and *Negotiating Self-Determination*, co-edited with Hurst Hannum. Babbitt holds a

Master's Degree in Public Policy from the Kennedy School of Government at Harvard University, and a Ph.D. from MIT.

**Lawrence S. Bacow** became the twelfth President of Tufts University on September 1, 2001. A lawyer and economist whose research focuses on environmental policy, he holds faculty appointments in five departments at Tufts, including The Fletcher School. Since coming to Tufts, President Bacow reorganized administration in Arts, Sciences & Engineering to increase resources for faculty and appointed the Council on Graduate Education to strengthen graduate programs university wide. On the Medford/Somerville campus, he has led a thoughtful master planning process to preserve the sense of place that makes the campus special while also identifying new space for teaching, research, office, student, residential and other uses. He has emphasized increased collaboration among Tufts' eight schools and generated creativity and enthusiasm for interdisciplinary study. President Bacow founded The President's Marathon Challenge at Tufts in 2003, bringing together Tufts community members to run and volunteer at the Boston Marathon in support of nutrition, medical and fitness research and education. President Bacow himself has run the Boston Marathon four times. Prior to coming to Tufts, Dr. Bacow was the Chancellor of the Massachusetts Institute of Technology and the Lee and Geraldine Martin Professor of Environmental Studies. An internationally recognized expert on non-adjudicatory approaches to the resolution of environmental disputes, he has authored four books and numerous articles, and has consulted extensively throughout the world. President Bacow received his S.B. in economics from the Massachusetts Institute of Technology, his JD from Harvard Law School and his M.P.P. and Ph.D. from Harvard's Kennedy School of Government.

**Hugh-Joel Bessis**, Visiting Professor of Finance, holds a primary appointment as professor at HEC School of Management, Paris. His teaching focuses on areas of Corporate Finance, Financial Markets, and Risk Management. Bessis has more than 20 years' professional experience in business; he is in charge of risk analytics at the risk department of CDC IXIS, Investment Bank in Paris, and was previously Director of Research at Fitch, a leading global rating agency. Bessis has been a consultant to risk departments of several banking institutions in Europe, and held a seven-year consultancy position in the Risk Department at Banque Paribas. Bessis is the author of several books and numerous articles in academic and business journals. Bessis received his DES from University of Paris I- Sorbonne, an MBA from Colombia University, and a Doctorate in Business from the University of Paris IX-Dauphine and Group HEC, as well as a Ph.D. in Finance from University of Paris IX-Dauphine.

**Amar Bhidé** is the Thomas Schmidheiny Professor in International Business and Senior Fellow in the Center for Emerging Market Enterprises. He has just completed *A Call for Judgment: Sensible Finance for a Dynamic Economy* scheduled to be published by Oxford University Press in September. His 2008 book, *The Venturesome Economy: How Innovation Sustains Prosperity in a More Connected World*, won the Association of American Publishers' PROSE Award for Professional and Scholarly Excellence in Business, Finance, and Management, and was in the "Best of 2008" lists of the Economist, *BusinessWeek* and *Barrons*. In addition, he has several publications in the areas of entrepreneurship, strategy, financial markets and firm governance. His work on financial markets and governance includes "The Hidden Costs of Stock Market Liquidity" in the *Journal of Financial Economics* and articles in the *Journal of Applied Corporate Finance*. He has written numerous articles in the *Wall Street Journal*, *The New York Times*, and *The LA Times*. Bhidé served on the faculties of Columbia University, Harvard Business School and the

University of Chicago's Graduate School of Business. A former Senior Engagement Manager at McKinsey & Company and proprietary trader at E.F. Hutton, Bhidé served on the staff of the Brady Commission which investigated the stock market crash. Bhidé earned a DBA and MBA from Harvard School of Business and a B. Tech from the Indian Institute of Technology.

**Steven A. Block** is Associate Professor of International Economics and Director of the Program on International Development. His research focuses on food and agricultural policy in developing countries, and on the political economy of policy reform. Much of his work concentrates on sub-Saharan Africa, and his current research focuses on agricultural productivity there. His forthcoming publications include: "The Political Economy of Agricultural Trade Interventions in Africa," (with Robert Bates), and "Up in Smoke: Tobacco Use, Expenditure on Food, and Child Malnutrition in Developing Countries," (with Patrick Webb). He is also Co-Investigator on a National Institutes of Health-funded study of nutrition supplementation among HIV+ households in rural Haiti. He teaches courses on development economics, agricultural policy, and political economy. Professor Block earned his M.P.P. and Ph.D. (in Political Economy) from Harvard University.

**Stephen W. Bosworth** is the Dean of The Fletcher School, a position he assumed in February 2001. In February 2009, he became the Special Representative for North Korea Policy reporting to the Secretary of State and to the President. Prior to his appointment at The Fletcher School, he served as the United States Ambassador to the Republic of Korea from 1997 to 2001. From 1995–1997, Dean Bosworth was the Executive Director of the Korean Peninsula Energy Development Organization [KEDO], an inter-governmental organization established by the United States, the Republic of Korea, and Japan to deal with North Korea. Before joining KEDO, he served seven years as President of the United States Japan Foundation. Dean Bosworth has had an extensive career in the United States Foreign Service, including service as Ambassador to Tunisia from 1979–1981 and Ambassador to the Philippines from 1984–1987. He has served in a number of senior positions in the Department of State, including Director of Policy Planning, Principal Deputy Assistant Secretary of State for Inter-American Affairs, and Deputy Assistant Secretary for Economic Affairs. Bosworth is a former member of the Board of Directors of the Council on Foreign Relations and is currently on the Board of Directors of the Japan Society of Boston. He is a member of the Trilateral Commission and a member of the American Academy of Arts and Sciences. Bosworth is a graduate of Dartmouth College where he was a member of the Board of Trustees from 1992 to 2002 and served as Board Chair from 1996 to 2000. He is married to the former Christine Holmes; they have two daughters and two sons.

**Jonathan Brookfield**, Associate Professor of Strategic Management and International Business, teaches classes on strategic management, international business, privatization, Asian business groups, and the political economy and business environments greater China. He received a B.S. from Yale, an MPhil from the University of Cambridge, and a Ph.D. from the University of Pennsylvania. Brookfield has published several articles looking at different

kinds of business networks in Asia and sits on the editorial review board of the *Asia Pacific Journal of Management*. His current research interests include comparative political economy, political risk, business groups, interfirm networks, industrial districts, firm boundaries, and business in Asia.

**John Burgess**, Adjunct Professor of International Law, teaches courses on international finance transactions, international business and cross-border mergers and acquisitions. Burgess has practiced law at Wilmer Cutler Pickering Hale and Dorr for 33 years, and during that time has chaired the firm's corporate and international practice groups, as well as serving on its Management Committee. He has represented for profit, NGO and university clients in a range of transactions throughout Western Europe, Asia, and the Middle East. He is listed in *Best Lawyers in America* and Massachusetts "Super Lawyers" in areas of international trade, finance, mergers and acquisitions and securities law. A graduate of Yale University (B.A. in History) and Harvard Law School (JD), he is a member of the Council on Foreign Relations, a Fellow of Branford College at Yale University, and current President of the Massachusetts Foundation for the Humanities.

**Katrina Burgess** is Associate Professor of International Political Economy. Before joining the Fletcher faculty, she taught at Syracuse (the Maxwell School), Brown, UCLA, and the Autonomous Technological Institute of Mexico (ITAM). She is author of *Parties and Unions in the New Global Economy*, which won the 2006 Outstanding Book Award for the best publication on labor issues granted by the Section on Labor Studies and Class Relations of the Latin American Studies Association, and co-editor with Abraham F. Lowenthal of *The California-Mexico Connection*. She has also published numerous book chapters, as well as articles in *World Politics*, *South European Politics and Society*, *Comparative Political Studies*, *Politica y gobierno*, and *International Studies Review*. Her current project addresses the impact of migrant

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**Antonia Chayes** is Visiting Professor of International Politics and Law. Prior to her coming to The Fletcher School, she taught at Harvard's Kennedy School and Law School. She chaired the Project on International Institutions and Conflict Management at the Program on Negotiation at the Harvard Law School. Her interests encompass international conflict, international law and security. Her government experience is extensive, having served as Assistant and later Under Secretary of the US Air Force, where she was awarded the Distinguished Service Medal. She has served on several Federal Commissions, including the Vice President's White House Aviation Safety and Security Commission, and the Commission on Roles and Missions of the US States Armed Forces. As Board member of United Technologies Corporation for 21 years, she chaired its Public Issues Review Committee, and served on its Executive Committee until retiring in 2002. She also practiced law in a Boston law firm, and served as mediator at JAMS/Endispute. She is a member of the Council on Foreign Relations; serves as a consultant to the Office of Compliance, Adviser, Ombudsman of IFC and MIGA of the World Bank. She was elected to the Executive Council of the American Society of International Law in 2009. She is the author of a number of books and articles. Her most recent publication is "How American Treaty Behavior Threatens National Security" in *33 International Security*, 45 (2008). Most cited book: Chayes and Chayes, *The New Sovereignty: Compliance with International Regulatory Agreement*.

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**James Forest** is a Visiting Associate Professor at The Fletcher School as well as the University of Massachusetts-Lowell, where he teaches undergraduate and graduate courses on terrorism and security studies. He is also a senior fellow with the Joint Special Operations University, where he holds a TS/SCI security clearance with the U.S. Department of Defense and conducts research (both classified and unclassified) on insurgencies, emerging terrorist threats and special forces training. Previously, Dr. Forest served as the Director of Terrorism Studies at the United States Military Academy. During his tenure at West Point (2001–2010) he taught courses on international relations, terrorism/counterterrorism, comparative politics and other topics, and directed a series of research initiatives and education programs for the Combating Terrorism Center. Dr. Forest has published 11 books, including *Countering Terrorism and Insurgency in the 21st Century* (Praeger, 2007), *Handbook of Defence Politics* (Routledge, 2008, with Ike Wilson) and *Influence Warfare: How Terrorists and Governments Fight to Shape Perceptions in a War of Ideas* (Praeger, 2009), as well as many scholarly journal articles. He received his graduate degrees from Stanford University and Boston College, and undergraduate degrees from Georgetown University and De Anza College. For more information, please see: [www.jamesforest.com](http://www.jamesforest.com).

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**Partha Ghosh**, Visiting Professor of Strategic Management, is a renowned management consultant and policy advisor with an extensive record of solving strategic, operational and complex organizational issues in technology-based industries. He is currently in an advisory role with multiple organizations worldwide, and runs his own boutique advisory firm, Partha S Ghosh & Associates, focused on policy and strategic issues. Previously, Ghosh was a partner at McKinsey & Company. Ghosh has two advanced degrees from the Massachusetts Institute of Technology, where he studied from 1975 to 1977. He holds Master's Degrees in (i) Chemical Engineering with emphasis on New Energy Systems & Biotechnologies, and (ii) Business Administration. He earned his Bachelor of Technology in Chemical Engineering with honors at the Indian Institute of Technology (IIT) in Kharagpur, India, and won the Institute Medal as the top graduating student of his class.

**Carolyn Gideon** is Assistant Professor of International Communications and Technology Policy. In the past she has been a Research Affiliate at the MIT Program on Internet and Telecoms Convergence and a Fellow, Harvard Information Infrastructure Project, Belfer Center for Science and International Affairs and Center for Business and Government, Harvard University. She has served as a teaching Fellow, Kennedy School of Government, Harvard University (1995–1997). She is a member of the Association for Public Policy Analysis and Management, American Economic Association, and Academy of Management. Prior to her beginning her studies toward her Ph.D., she was Assistant Vice President, Parker/Hunter

Incorporated (1991–1993); Manager, Manville Personal Injury Settlement Trust (1990–1991) and; Consultant, Strategic Planning Associates (now Mercer Management Consulting) (1987–1989). Gideon received her B.S. from the University of Pennsylvania and her M.P.P. and Ph.D. in Public Policy from Harvard University. Her research focuses on information and telecommunications policy, especially issues of industry structure and regulation as well as public policy analysis.

**Michael J. Glennon** is Professor of International Law. Prior to going into teaching, he was Legal Counsel to the Senate Foreign Relations Committee (1977–1980). He has since been a Fulbright Distinguished Professor of International and Constitutional Law, Vytautas Magnus University School of Law, Kaunas, Lithuania (1998); a Fellow at the Woodrow Wilson International Center for Scholars in Washington, DC (2001–2002); Thomas Hawkins Johnson Visiting Scholar at the United States Military Academy, West Point (2005); Director of Studies at the Hague Academy of International Law (2006); and *professeur invité* at the University of Paris II (Panthéon-Assas) since 2006. Professor Glennon has served as a consultant to various congressional committees, the U.S. State Department, and the International Atomic Energy Agency. He is a member of the American Law Institute and the Council on Foreign Relations and served on the Board of Editors of the *American Journal of International Law* from 1986 to 1999. Professor Glennon is the author of numerous articles on constitutional and international law as well as several books. He has testified before the International Court of Justice and numerous congressional committees. A frequent commentator on public affairs, he has spoken widely within the United States and abroad and appeared on *Nightline*, the *Today Show*, NPR's *All Things Considered* and other national news programs. His op-ed pieces have appeared in the *New York Times*, *Washington Post*, *Los Angeles Times*, *International Herald-Tribune*, *Financial Times*, and *Frankfurt Allgemeine Zeitung*.

**S. Donald Gonson**, Adjunct Professor of International Law, specializes in issues of international corporate and commercial law. In recent years, he has focused on matters of corporate governance and risk management at Fletcher, and has pursued the study of public policy issues of intellectual property as a visiting scholar at Oxford. He was for many years a senior partner in the international law firm now known as WilmerHale where he specialized in cross-border matters, often for technology-based companies, and in corporate reorganizations and restructurings. He graduated from Columbia University and Harvard Law School, completed the General Course Certificate at the London School of Economics, and was a Fulbright Scholar at the law college of the University of Bombay. He has been a director of financial and non-financial companies, and has chaired a Massachusetts economic development agency. Proving that many events take on more meaning in retrospect, he chaired a panel, at an Institutional Investor conference, to consider the legal issues in uniform contract terms for the nascent swaps and derivatives industry, drafted by the newly founded International Swaps Dealers Association (now the International Swaps and Derivatives Association).

**John Hammock**, Associate Professor of Public Policy, is also co-founder (2007) of the Oxford Poverty and Human Development Initiative at Oxford University. He is the co-author of *Practical Idealism: Changing the World and Getting Paid* and has been the Executive Director of ACCION International and Oxfam America. He was the founder and first director of the Tufts Feinstein International Center focused on humanitarian aid in zones of armed conflict. He serves as on the Board of several U.S. non-profits, including the Human Development and Capability Association. He was born in Cuba and now splits his time between Boston and Oxford.

**Hurst Hannum**, Professor of International Law, has taught courses on public international law, international human rights law, minority rights, international organizations, and nationalism and ethnicity. His focus is on human rights and its role in the international legal and political order, including, in particular, issues such as self-determination, humanitarian intervention, and conflict resolution. His scholarly work has been complemented by service as consultant/ advisor to a number of intergovernmental and nongovernmental organizations, including the UN High Commissioner for Human Rights and Department of Political Affairs. He has been counsel in cases before European and Inter-American human rights bodies and is a member of the boards of Minority Rights Group International (London) and the International Service for Human Rights (Geneva). A graduate of Boalt Hall School of Law (University of California, Berkeley), he also has taught at the University of Hong Kong, Harvard, American University, Georgia, and Virginia. Prof. Hannum is the author or editor of numerous books and articles on international law and human rights, including *International Human Rights: Problems of Law, Policy, and Process*; *Negotiating Self-Determination*; *Guide to International Human Rights Practice*; and *Autonomy, Sovereignty, and Self-Determination: The Accommodation of Conflicting Rights*. He serves on editorial advisory boards of Human Rights Law Review and Human Rights Quarterly.

**Jonathan M. Harris**, Adjunct Associate Professor of Environmental Economics, is Director of the Theory and Education Program at the Tufts University Global Development and Environment Institute. He is the author of *Twenty-First Century Macroeconomics: Responding to the Climate Challenge* and *Environmental and Natural Resource Economics: A Contemporary Approach*; co-author of *Macroeconomics in Context*; co-editor of *New Thinking in Macroeconomics: Social, Institutional and Environmental Perspectives*; and of the *Frontier Issues in Economic Thought* volumes *A Survey*

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**Alan K. Henrikson**, Associate Professor of Diplomatic History, is also Director of Diplomatic Studies. He teaches courses on the history of the foreign relations of the United States, U.S.-European relations, global political geography, and the theory and practice of diplomacy. He was Fulbright Visiting Professor at the Diplomatic Academy in Vienna, and also visiting professor at the European Commission in Brussels, the China Foreign Affairs University in Beijing, and the National Institute for Defense Studies in Tokyo. In Washington, he was Lloyd I. Miller Visiting Professor of Diplomatic History at the department of State. He also has been a Fellow at the Woodrow Wilson International Center for Scholars. Recent publications of his include: "FDR and the 'World-wide Arena,'" in *FDR's World: War, Peace and Legacies*; "The Diplomacy of Small States: The Case of Jordan," *Jordan Journal of International Affairs*; "The Washington Diplomatic Corps," in *The Diplomatic Corps at an Institution of International Society: What Can Public Diplomacy Achieve?*; "Diplomacy's Possible Futures," *The Hague Journal of Diplomacy*; and "Niche Diplomacy in the World Public Arena: The Global 'Corners' of Canada and Norway," in *The New Public Diplomacy*. A graduate of Harvard University (A.B., A.M., Ph.D.) in History, he is also a graduate of the University of Oxford (B.A., M.A.) where he studied Philosophy-Politics and-Economics as a Rhodes Scholar at Balliol College.

**Andrew C. Hess**, is Professor of Diplomacy and Director of the Southwest-Central Asia and Islamic Civilization Programs. He has a B.S. in Engineering from the University of Michigan, an MBA from Kent State University, and an M.A. from the University of Pittsburgh, and an A.M. and Ph.D. in Middle Eastern History from Harvard University. He teaches courses on the modern history and politics of the South Caucasus, Central Asia and Southwest Asia. He has a long history of experience in developing and running, with student assistance, diplomatic and ministerial training programs for numerous Gulf and Central Asian states. His book *The Forgotten Frontier* is translated into Arabic and a Turkish edition was published in 2010. *The Fletcher Forum* published his recent article on Central Eurasia and the Geopolitics of Gas. Hess has been an officer in the United States Marine Corps, a steel mill foreman, the Assistant Director of the Center for Arabic Studies at the American University in Cairo, taught Middle Eastern history at Temple University, was appointed to a visiting research position at the Institute for Advanced Studies in Princeton, held a senior management post in Saudi Arabia with the Arabian American Oil Company (ARAMCO) and has served as the Academic Dean of The Fletcher School. Professor Hess is renowned for his travels in Central Eurasia where he acquired an interest in the use of Turkish re-curved bow.

**Thomas F. Holt, Jr.**, Adjunct Professor of International Law, is a partner at K&L Gates law firm maintaining an active practice before federal and state courts and administrative agencies. He has experience presenting public and private companies and state and local governments in the prosecution and avoidance of complex civil litigation. At K&L Gates, he represents clients in a wide variety of matters including business disputes, the protection of intellectual property assets, and environmental and land use litigation. Holt serves as Legal Advisor to The

Fletcher School's Center for Emerging Market Enterprises' Sovereign Wealth Fund Initiative. He has also served as the chair of the Massachusetts Continuing Legal Education Program entitled "How to Protect and Preserve IP Assets." He is a member of the Board of Trustees of the Dana-Farber Cancer Institute, the Dana-Farber Trustees Science Committee and the Board of Directors of the New England Council. Holt received his B.A. from Trinity College, Dublin; an M.A. and MALD from The Fletcher School; and a JD from Boston College.

**Thomas Hout** is Adjunct Senior Lecturer in Strategic Management. He spent 30 years as a strategy consultant at the Boston Consulting Group in Boston, Tokyo, London, and Hong Kong. He is author of six *Harvard Business Review* articles on global competition, manufacturing strategy, and the strategy-operations interface. He co-authored two books: *Competing Against Time* (a business best-seller) and *Japanese Industrial Policy*. He frequently contributes op-ed articles to the *Wall Street Journal Asia*. Currently he teaches every winter quarter at the University of Hong Kong and Fudan University in Shanghai. His principal home is in Boston.

**Karen Jacobsen** is Associate Professor of Research at The Fletcher School and directs the Refugees & Forced Migration Program at the Feinstein International Center. She has taught and conducted research in the field of forced migration for twenty years, and consults on this topic to public and private organizations. Of particular interest in her research is the ways in which refugees and other displaced people pursue livelihoods and regain their dignity and financial independence, and her book, *The Economic Life of Refugees* addresses this issue. From 2000–2005, she directed the Alchemy Project, which explored the use of microfinance as a way to support the livelihoods of people in refugee camps and other displacement settings. Her current research continues this line of investigation, with a focus on urban

refugees and on remittance patterns to conflict zones. She received her B.A. in Politics and English Lit from the Univ. of Witwatersrand in Johannesburg, and her Ph.D. in Political Science from MIT. She lives in Brookline with her son and two dogs, and is always looking for a tennis game.

**Laurent L. Jacque** is the Walter B. Wriston Professor of International Finance & Banking and Director of the International Business Studies Program. From 2004 to 2007 he was the Academic Dean of The Fletcher School and engineered the successful launch of the Master of International Business Program. Since 1990 he has also held a secondary appointment at the HEC School of Management (France). He is the author of three books, *Management and Control of Foreign Exchange Risk* and *Management of Foreign Exchange Risk: Theory and Praxis* and the newly released *Global Derivative Debacles: from Theory to Malpractice* as well as more than 25 refereed articles on risk management, insurance and international finance. He served as an advisor to Wharton Econometrics Forecasting Associates and as a director of Water Technologies Inc. A recipient of four teaching awards at Wharton, Carlson and HEC, Jacque received the James L. Paddock award in 1996. He has taught in a number of Executive Development Programs and consulted for several multinational corporations and banks. A native of France, Jacque graduated from HEC (Paris), taught at the University of Tunis before receiving the M.A., MBA, and Ph.D. degrees from the Wharton School at the University of Pennsylvania where he taught for 11 years. He is currently involved in research in the area of international financial risk, capital markets and global strategic management for financial institutions.

**Ayesha Jalal** is the Mary Richardson Professor of History at Tufts University. After majoring in history and political science from Wellesley College, she obtained her doctorate in history from the University of Cambridge. Jalal has been Fellow of Trinity College, Cambridge (1980–84), Leverhulme Fellow at the Centre of South Asian Studies, Cambridge (1984–87), Fellow of the Woodrow Wilson Center for International Scholars in Washington, DC (1985–86) and Academy Scholar at the Harvard Academy for International and Area Studies (1988–90). From 1998–2003 she was a MacArthur Fellow. Her publications include *The Sole Spokesman: Jinnah, the Muslim League and the Demand for Pakistan*; *The State of Martial Rule: the Origins of Pakistan's Political Economy of Defence*; and *Democracy and Authoritarianism in South Asia: a Comparative and Historical Perspective*. Jalal has co-authored *Modern South Asia: History, Culture and Political Economy* with Sugata Bose. Her study of Muslim identity in the subcontinent, entitled *Self and Sovereignty: the Muslim Individual and the Community of Islam in South Asia since c.1850*. Her most recent book is *Partisans of Allah: Jihad in South Asia*.

**Gary Jefferson**, Visiting Professor of International Economics, holds a primary appointment at Brandeis University where he has joint appointments in the Department of Economics and the International Business School. His research focuses on institutions, technology, economic growth, and China's economic transformation. A graduate of Dartmouth College (A.B.), The Fletcher School (MALD), and Yale University (Ph.D.), Jefferson has lived and taught at the Chinese University of Hong Kong and at Wuhan University in China and frequently travels to China for his research and speaking engagements. Jefferson's recent publications include: "A Great Wall of Patents: What is Behind China's Recent Patent Explosion?" *Journal of Development Economics*, "Technology Diversity and Development: Evidence from China's Industrial Enterprises," *Journal of Comparative Economics*, "How Has China's Economic Emergence Contributed to the Field of Economics?" *Comparative Economic*

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**Ian Johnstone**, Professor of International Law, is currently working on a book on legal discourse in international organizations. Prior to joining The Fletcher School, he served for seven years in the United Nations, including five in the Office of the Secretary-General. From 2005–2007 he was the first editor of the *Annual Review of Global Peace Operation*, a new series on the "state of the world's peacekeepers." Other recent publications include *United States Peace Operations Policy: A Double-Edged Sword?* (Editor); "Law-making through the operational activities of international organizations," *George Washington International Law Review*; "Legislation and adjudication in the UN Security Council: bringing down the deliberative deficit," *American Journal of International Law*; "The Secretary-General as norm entrepreneur," in *Secretary or General? The Role of the UN Secretary-General in World Politics* (2007); "The plea of necessity in international law: humanitarian intervention and counter-terrorism," *Columbia Journal of Transnational Law*. Johnstone, recipient of the James L. Paddock Teaching Award in 2005, teaches courses in international organizations and peace operations. He is currently a Senior Visiting Fellow at the Center on International Cooperation, New York University and Co-Chair of the International Organizations Interest Group of the American Society of International Law. A citizen of Canada, he holds an LL.M. degree from Columbia University and JD and B.A. degrees from the University of Toronto.

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**G. Richard Thoman**, Professor of Practice of International Business, is the managing partner of Corporate Perspectives, a New York corporate strategy advisory and investing firm. He also teaches at Columbia University. Thoman is one of the few individuals to have been a "top five" executive for four "Fortune 75" U.S. corporations in three different industries. He was president and chief executive officer of the Xerox Corporation. Prior to joining Xerox, Thoman was a senior vice president and chief financial officer of IBM and served as IBM's number two executive. Prior to joining IBM, Thoman was president and chief executive officer of Nabisco International, and chairman and chief

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**James Tillotson** is Professor of Food Policy and International Business at the Friedman School of Nutrition Science and Policy. Prior to returning to the academic world, he worked in industry, having held research and development positions in the food and chemical sectors. He currently teaches courses on the global food business and food public policy. He received his A.B. from Harvard College, M.A. in Biology from Boston University, Ph.D. from Massachusetts Institute of Technology in Food Science & Technology and MBA from the University of Delaware. He is a Contributing Editor and Columnist for *Nutrition Today* writing the *Business & Nutrition* column. Some of his most recent publications are *Agriculture and the Food Industry's Role in America's Weight Pandemic*, *Why Does My Food Suddenly Cost So Much*, *Supermarkets in the 21st Century*, *Fast Food through the Ages*, *Mega-Brands that Rule Our Diet*, *Agribusiness – the backbone of our diet for better or for worse*, *What Goes Up Always Comes Down: The Facts about Agricultural Commodity Cycles*, *Who's Filling Up Your shopping bag*, *Global Food Companies in the Developing World: Benefactors, Malefactors or Inevitable Change Agent*, *Multinational Food Companies and Developing Nations' Diet*, *Convenience Foods and The Politicalization of Food Quality*.

**Joel P. Trachtman** is Professor of International Law. Recent books include *The International Law of Economic Migration: Toward the Fourth Freedom*; *Ruling the World: Constitutionalism, International Law, and Global Governance*; *Developing Countries in the WTO Legal System*; *The Economic Structure of International Law*; and *International Law and International Politics*. He has consulted for the United Nations, the OECD, APEC, the World Bank, the Organization of American States, and the U.S. Agency for International Development. Trachtman is a member of the Boards of the *American Journal of International Law*, the *European Journal of International Law*, the *Journal of International Economic Law*, the *Cambridge Review of International Affairs*, and the *Singapore Yearbook of International Law*. He is a member of the bar of the State of New York. From 1998 to 2001, he was Academic Dean of The Fletcher School, and during 2000 and 2001, he served as Dean ad interim. In 2002, he was Manley O. Hudson Visiting Professor of Law, and in 2004 he was Nomura Visiting Professor of International Financial Systems at Harvard Law School. He graduated in 1980 from Harvard Law School, where he served as editor in chief of the *Harvard International Law Journal*. His undergraduate education was at the London School of Economics and Columbia College.

**Christopher (Rusty) Tunnard**, Lecturer in International Business, is an independent management consultant and a Visiting Professor at HHL—the Leipzig Graduate School of Management. He has spent more than thirty years in international business and management consulting. Most recently, he was a Director at Arthur D. Little's offices in Cambridge, Brussels and London and had responsibilities for sales and major-case leadership. In addition, Tunnard was a senior member of ADL's Professional Development staff, and he created and/or delivered a full range of skills courses in consulting and related business skills. Prior to joining ADL, he directed world-wide strategy and technology partnerships for American Express. He has also run his own consulting firm, and has owned and operated a hotel barge company in southern France. He is a recognized expert on innovation

and technology-led change in the international communications, travel, and financial service industries, and he has successfully led board-level strategy assignments for some of the world's most respected companies and for many government ministries in Europe, Asia, Africa and the United States. Tunnard has written on the use of the Internet and related technologies in the resistance to the Milosevic regime in Serbia and the 1990s. Currently, he is researching public and private social networks and their impact on organizations, and he is developing analytical tools based on the evolving science of social network analysis.

**Phil Uhlmann**, Adjunct Assistant Professor, has an extensive background in international banking, finance and economics. He received his Bachelor of Commerce, with a specialization in Finance, from the University of British Columbia. Holds graduate degrees in business and international relations, respectively from the Rotman School, University of Toronto and the Maxwell School, Syracuse University. He received his PhD from The Fletcher School. Prior to undertaking his doctoral studies, Uhlmann worked for more than 25 years at the Canadian Imperial Bank of Commerce, primarily in Vancouver and Toronto. He has substantial international risk management expertise, particularly in the areas of country risk and international banking systems. His dissertation, "See How They Run: Linkages Between National Elections and the Behavior of International Banking Flows in Developing Countries," deals with how banking funds flow into and out of emerging market countries around national election dates. His research interests include international finance, economics and political business cycles, especially as these areas relate to multinational financial services, country risk management and international relations. He also has a special interest in International Project / Infrastructure Finance and Western Asia, including Armenia where he taught in August 2004. He currently teaches International Finance, Operations of Financial Institutions and International Project / Infrastructure Finance at Bentley University, Waltham, MA. He has taught at Fletcher since 2003.

**Peter Uvin** is Academic Dean and Henry J. Leir Professor of International Humanitarian Studies at The Fletcher School. He has written extensively on development, food, NGO scaling up, and the intersection between human rights, development, and conflict resolution. His area of interest is mainly Africa, and especially Burundi and Rwanda. He has been a frequent consultant to bilateral and multilateral agencies working in Africa on these very same issues. His 1998 book *Aiding Violence: The Development Enterprise in Rwanda* won the Herskovits Award for the most outstanding book on Africa. In 2006–2007, he received the prestigious Guggenheim Fellowship, which led to his latest book *Life after Violence. A People's History of Burundi*. He also wrote *Human Rights and Development*.

**Alan M. Wachman**, Associate Professor of International Politics, teaches and writes about issues arising from China's foreign relations, emphasizing links between diplomatic history and contemporary international security. He is currently completing a book about Mongolia's national security in the context of emerging rivalries among great powers in Asia. His other books include *Why Taiwan: Geostrategic Rationales for China's Territorial Integrity* and *Taiwan: National Identity and Democratization*. Wachman writes for policy and academic journals in the U.S. and abroad and is on the editorial board of *Asia Policy*, *China Security*, and *Issues and Studies*. He has been awarded grants for research by the Smith Richardson Foundation, the Chiang Ching-kuo Foundation, and the East West Center, and was a Fellow in the Program on Peace, Governance, and Development in East Asia as a guest lecturer at institutions in Beijing, Seoul, and Tokyo (2008–2009). Wachman served in New York as the president of China Institute in America (1995–1997) and was the American Co-Director of the Johns Hopkins University-Nanjing University Center for Chinese and American Studies in the PRC (1993–1995). He has lived in Nanjing, Taipei and Taichung and travels regularly to Asia. Wachman received an A.B. in Fine Arts and an A.M. and a Ph.D. in Government from Harvard University, as well as a MALD from The Fletcher School.

**Peter Walker** is the Irwin H. Rosenberg Professor of Nutrition and Human Security at the Friedman School of Nutrition and the Director of the Feinstein International Center, a research center studying on humanitarian crises, human rights and livelihood analysis of marginalize communities. His research at the center focuses on the long term consequence of globalization and climate change for humanitarian action. Active in development and disaster response since 1979, he has worked for a number of British based NGOs and environmental organizations in several African countries, as well as having been a university lecturer and director of a food wholesaling company. Walker joined the International Federation of Red Cross and Red Crescent Societies in Geneva in 1990 where he was Director of Disaster Policy for 10 years before moving to Bangkok as Head of the Federation's regional programs for Southeast Asia. He has traveled extensively in the Middle East, Africa, Eastern Europe and the Former Soviet Union, and has published widely on subjects as diverse as the development of indigenous knowledge and famine early warning systems, to the role of military forces in disaster relief. Walker was the founder and manager of the *World Disasters Report* and played a key role in initiating and developing both the Code of Conduct for disaster workers and the Sphere humanitarian standards. He is a founding member of the International Humanitarian Studies Association.

**Ibrahim Warde** is Adjunct Professor of International Business. He is a Carnegie Scholar working on informal and underground finance in the Islamic world. His most recent book, *The Price of Fear: The Truth Behind the Financial War on Terror*, has been translated into French, Italian, Japanese, and Czech and was selected by *Foreign Affairs* as one of the best books of 2008 about economic, social, and environmental issues. His other books include *Islamic Finance in the Global Economy*. He has previously taught at the University of California, Berkeley, and MIT's Sloan School of Management, among other

universities. He is also a writer for *Le Monde diplomatique* and a consultant. He holds a B.A. from Université Saint Joseph in Beirut, Lebanon, an MBA from France's École des Hautes Études Commerciales, and an M.A. and a Ph.D. in Political Science from the University of California, Berkeley.

**Patrick Webb** is Dean for Academic Affairs and Alexander MacFarlane Professor of Public Policy at the Friedman School of Nutrition Science and Policy. He worked for six years in the United Nations World Food Programme (WFP), most recently as Chief of Nutrition. At WFP he had global responsibilities for emergency nutrition interventions (including the Asian tsunami response), oversaw maternal and child programs in 30 developing countries, and monitored nutrition trends (including in North Korea). He worked on inter-agency coordination and policy harmonization, including service on the Hunger Task Force of the Millennium Project reporting to UN Secretary General Kofi Annan. Earlier, Webb spent nine years with the International Food Policy Research Institute, stationed mostly in Ethiopia, Niger, and The Gambia, working with national officials on food and agriculture policy and humanitarian relief. He has researched many aspects of malnutrition, humanitarian practice, and household food security. His co-authored book on *Famine in Africa*, sold out of its first edition and went into a second run. Other publications include 20 book chapters and 50 peer-reviewed journal articles. Webb holds honorar professor status at the University of Hohenheim (Stuttgart, Germany) as designated by the Minister for Education of the State of Baden-Württemberg.

**Lawrence Weiss**, Professor of International Accounting, focuses his research on three themes. The first is the reorganization of financially distressed firms. He is a recognized expert on U.S. corporate bankruptcy, and has testified before the Congress on bankruptcy reform. The second is how managers gather and use information for decision making. The

third is the transition from country-specific accounting standards (Local GAAP) to one set of global standards (IFRS). He has over 40 publications, has been cited over 500 times and won the All Star Paper award from the *Journal of Financial Economics*. He is the co-author of *Corporate Bankruptcy: Economic and Legal Perspectives* (1996). Professor Weiss earned his B.Sc., a Diploma in Public Accounting and MBA from McGill University and a D.B.A. from Harvard Business School. Prior teaching appointments include Georgetown University, The University of Lausanne, HEC, MIT-Sloan School of Management and INSEAD.

**Robert Wilkinson** is a Lecturer in International Development, Human Rights and Conflict Resolution at The Fletcher School and an independent consultant. He has worked for 16 years in the fields of conflict resolution, development and human rights. As a consultant with PricewaterhouseCoopers, he was responsible for setting up their first office in Burundi, and currently leads the team that runs their 8-year, \$30 million dollar Security Sector Reform Program. Previously, he spent six years with the Department for International Development (DFID), as the Head of the Policy and Research Division Cabinet, Senior Conflict Adviser, and as a consultant in the Great Lakes region of Africa. He has held senior staff positions in Oxfam, and the UN, and consulted for several agencies, including Save the Children, the Red Cross and UNICEF. Field postings include Nicaragua, Laos, Angola, Rwanda, DRC, Uganda and Kenya. Wilkinson is a member of the UK International Advisory Board of experts for the Center of Security Sector Management (CSSM). He holds a Diploma in International Human Rights Law from the University of Geneva, a M.A. from Stanford University, and a bachelor's degree from the Massachusetts Institute of Technology (MIT). He also holds a certificate in Senior Organizational Management from the Ashridge Business School in London.

**Kim Wilson**, Lecturer in Human Security, began her interest in microfinance early in her career as she as a specialist in early stage financing for franchiseable companies. She entered the microfinance field, a promising blend of social impact and commercial sustainability, in its infancy. She started out as a volunteer, a first step that led her to professional employment as a loan officer, MFI director, investment fund advisor for both non-profit and for-profit microfinance ventures. She also oversaw the microfinance portfolio of a large international NGO. Her work in microfinance has led her to service in other sectors critical to rural development such as water, agriculture, and education. She is a fellow at Fletcher's Center for Emerging Market Enterprises and also at the Feinstein International Center. She graduated from Wellesley College and Simmons Graduate School of Management. She is interested in the financial resilience of households and markets at the base emerging market economies. She is the 2009 recipient of the James L. Paddock teaching award at The Fletcher School.

**David Wirth**, Visiting Professor of International Law, holds a primary appointment at Boston College Law School where he is Professor of Law, teaching courses on environmental law, administrative, public international, and foreign relations law. Previously, he was Senior Attorney and Co-director of International Programs for the Natural Resources Defense Council and Attorney-Advisor for Oceans and International Environmental and Scientific Affairs for the U.S. Department of State. A graduate of Yale Law School, he holds undergraduate and graduate degrees in chemistry from Princeton and Harvard, respectively. Wirth served as law clerk to Judge William H. Timbers of U.S. Court of Appeals for the Second Circuit. He has been the recipient of a Fulbright Scholarship and a National Science Foundation Fellowship. A life member of the Council on Foreign Relations, Wirth has served on advisory boards to a number of institutions of higher learning, domestic agencies, and international organizations,

including Vermont Law School, the Environmental Protection Agency and the European Bank for Reconstruction and Development. He has been a consultant to the United Nations Development Program, the United Nations Environment Program, the North American Commission for Environmental Cooperation, the C.S. Mott Foundation, the German Marshall Fund of the United States, and the Belgian State Secretary for Energy and Sustainable Development. Wirth is the author of more than five dozen books, articles, and reports on international environmental law and policy for both legal and popular audiences.

**Alicia Ely Yamin**, is an Adjunct Associate Professor of Human Rights and Law at the Fletcher School. Yamin is currently the Joseph H. Flom Fellow on Global Health and Human Rights at Harvard Law School, Adjunct Lecturer on Health Policy and Management at the Harvard School of Public Health, and Senior Researcher at the Christian Michelsen Institute in Bergen, Norway. She also serves as Special Adviser to Amnesty International's global campaign on poverty and human rights: Demand Dignity. Before beginning at Harvard Law School in 2007, Yamin was the Director of Research and Investigations at Physicians for Human Rights, where she oversaw all of the organization's field investigations. Yamin also served as Executive Editor of the international, peer-reviewed journal, *Health and Human Rights*, between 2007 and 2010. Yamin has conducted human rights documentation and advocacy with both international and local Latin American organizations for twenty years, and has published dozens of scholarly articles and several books relating to health and human rights in both English and Spanish. Her current research interests focus on the role of courts in enforcing health rights, maternal health and human rights, and the incorporation of human rights into global development agendas. Yamin received her A.B., JD and MPH degrees from Harvard University.

**Helen Young** is a Research Director at the Feinstein International Center at Tufts University and a professor at the Friedman School of Nutrition Science and Policy. She is Director of the FIC Darfur Program, Livelihoods, Vulnerability and Choice, which combines action research, capacity development and institutional change in partnership with local universities, government and civil society groups and a wide range of international organizations. This work has influenced humanitarian, recovery and peace-building policies and programs. Her professional career started in 1985 in Sudan, and she continued to work in Africa in public nutrition and food security for Oxfam GB, UNHCR, the World Bank, FAO and others in Africa. In 2002 she developed the new Sphere Minimum Standards on food security and in 2004 she directed a series of cross-university field studies in Darfur and Libya, which laid the foundations for the current Tufts Darfur livelihoods program. Young is also Co-Editor of the journal *Disasters: The Journal of Disaster Studies, Policy and Management* (1998–present) and is author of a wide range of books and publications. She holds a Ph.D. from the Council for National Academy Awards, Bournemouth University, UK and a B.Sc. from Oxford Polytechnic.

## EMERITUS FACULTY

**Allan B. Cole**

*Ph.D. (University of Chicago), Professor  
Emeritus of East Asian Affairs*

**Theodore L. Eliot, Jr.**

*MPA (Harvard University); LLD,  
Ambassador and Career Minister, Retired,  
Dean Emeritus*

**John R. Galvin**

*M.A. (Columbia University), Dean Emeritus  
H. Field Haviland, Jr.  
Ph.D. (Harvard University), Professor  
Emeritus of International Politics*

**Alfred P. Rubin**

*B.A. and LLB (Columbia University); Mlitt  
(University of Cambridge), Distinguished  
Professor Emeritus of International Law*

**Arpad von Lazar**

*Ph.D. (University of North Carolina),  
Professor Emeritus of International Politics*

## ACADEMIC CALENDAR

## FALL 2010 SEMESTER

## AUGUST

30 Mon Mandatory orientation week activities begin

## SEPTEMBER

3 Fri Equivalency exams administered in morning for E201, E210m and B205

6 Mon Labor Day – University Holiday

7 Tue

- Registration material pick up for returning students in the Registrar's Office
- "Shopping Day" for all seminar courses, new courses, and courses taught by new and adjunct faculty members

8 Wed

- Classes begin
- First day for cross-registration for non-Fletcher students

10 Fri Convocation

15 Wed On-line course enrollment ends

17 Fri Last day cross-registration petitions are accepted for non-Fletcher students

## OCTOBER

2 Sat First Written Language Exam: Non-Roman alphabet languages

8 Fri

- Last day of the drop period
- Deadline for completion of all November 2010 degree requirements

11 Mon

- Columbus Day Observed – University Holiday – No Classes Held
- New York City Career Trip – No classes held

15 Fri MALD and MIB theses (or approved extension) are due in the Registrar's Office (for those planning on graduating in February 2011)

25 Mon 1st Half of Term Ends. Modular courses scheduled for first half of term end

26 Tues 2nd Half of Term Begins. Add/Drop period for modular courses scheduled in the 2nd half of the semester is open from October 25 – November 1

## NOVEMBER

11 Thur Veteran's Day Observed – University Holiday – No classes held

12 Fri Boston Career Exploration Day – No classes

24 Wed Thanksgiving recess begins at the end of classes

29 Mon Thanksgiving recess ends. Classes resume

## DECEMBER

14 Tue Last day of classes for the Fall 2010 semester

15 Wed Reading Day

16 Thur Reading Day and First Day of Self-Scheduled Examinations

17 Fri In class Final examinations begin

22 Wed Final examinations end

**SPRING 2011 SEMESTER****JANUARY**

4	Tue	Fall 2010 grades due by 12:00 noon
7	Fri	Deadline for completion of all February 2011 degree requirement
12	Wed	Mandatory orientation for incoming January students begins
13	Thur	Equivalency exams administered in morning for E201, E210m, and B205
14	Fri	NYC Career Trip
17	Mon	Martin Luther King, Jr. Day Celebrated – University Holiday – No classes
18	Tue	<ul style="list-style-type: none"> <li>Registration material pick up for returning students in the Registrar's Office</li> <li>"Shopping Day" for all seminar courses, new courses, and courses taught by new and adjunct faculty members</li> </ul>
19	Wed	<ul style="list-style-type: none"> <li>Classes begin</li> <li>First day for cross-registration for non-Fletcher students</li> </ul>
26	Wed	On-line course enrollment ends
28	Fri	Last day for cross-registration petitions to be accepted for non-Fletcher students

**FEBRUARY**

11	Fri	Second Written Language Examination
15	Tue	MALD and MIB theses (or approved extension) are due in the Registrar's Office (for those planning on graduating in May 2011)
18	Fri	<ul style="list-style-type: none"> <li>Last day of the drop period</li> <li>Deadline for submission of May 2011 degree petitions</li> </ul>
21	Mon	President's Day Observed – University Holiday – No classes
24	Thur	Washington DC career trip – No classes
25	Fri	Washington DC career trip – No classes

**MARCH**

8	Tue	1st Half of Term Ends. Modular courses scheduled for first half of term end
9	Wed	2nd Half of Term Begins. Add/Drop period for modular courses scheduled in the 2nd half of the semester is open from March 9–14
18	Fri	Spring break begins at the end of classes
28	Mon	Spring break ends. Classes resume

**APRIL**

2	Sat	Third and Final Written Language Examination
18	Mon	Patriot's Day – University holiday – Classes are held
22	Fri	Last day for submission of Ph.D. dissertation (deposit copies) to the Director of Ph.D. Student Services for May 2011 degrees
29	Fri	<ul style="list-style-type: none"> <li>Last day of classes for the Spring 2011 term</li> <li>Other than Spring 2011 grades, DEADLINE for completion of ALL DEGREE REQUIREMENTS including grades from prior terms, MA oral examinations, thesis reports and foreign language requirements</li> </ul>

**MAY**

2	Mon	Reading day
3	Tue	Reading day
4	Wed	Final examinations begin
10	Tue	Final examinations end
22	Sun	Commencement



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