



# THE FLETCHER CONNECTION





## THE FLETCHER CONNECTION: A MESSAGE FROM THE DEAN

At The Fletcher School, for 80 years, we have tried to “know the world.” Our job is to prepare our graduates to be practitioners in every dimension of international relations: economics, finance, diplomatic history, politics, culture, security, and many other disciplines. The challenges we face in this turbulent 21<sup>st</sup> century quite literally transcend borders – we must be ready to *connect* in every sense of the word.

We seek to build partnerships between nations, government agencies, and the public / private sector in order to be ready to shape international issues and events. Our extensive network of graduates today serve in every venue in the global milieu – heads of state and government, political leaders in power and opposition, judges, diplomats, senior military officers, corporate leaders at every level, international bankers, development officials. The Fletcher School not only “knows the world,” but is part of shaping it through the global work of our graduates.

Our curriculum represents deep connections and partnerships in the academic and international world. Our students can build their expertise with dual degrees at leading institutions of law, business, medicine, urban policy, nutrition, engineering, and other disciplines around the world. With multiple degree programs from which to choose, our students can literally shape not only their academic preparation but also the fields into which they will ultimately matriculate.

We offer a superb faculty balanced between academic excellence and real world experience, as well as a Master of Arts in Law and Diplomacy, Master of International Business, Master of Laws in International Law, and the powerful distance Global Master of Arts Program. Our one year Master of Arts program designed for mid-career or senior level professionals attracts extraordinary practitioners; and our highly regarded PhD program represents a top international relations degree known around the world.

If you hunger to “know the world,” come join us and help shape the international scene for the better in the years and decades to come. We are waiting for you ... at The Fletcher School.



DEAN JAMES STAVERIDIS

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Dean James Stavridis is the 12th leader of The Fletcher School since its founding in 1933. A former Admiral in the U.S. Navy, he led the NATO Alliance in global operations from 2009 to 2013 as Supreme Allied Commander. He also served as Commander of U.S. Southern Command, with responsibility for all military operations in Latin America from 2006–2009. A Fletcher PhD, he won the Gullion prize as outstanding student, and has published five books and over a hundred articles. His focus is on innovation, strategic communication and planning, and creating security through international, interagency, and public / private partnerships in this turbulent 21<sup>st</sup> century.

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CONNECTING YOUR INTERESTS AND EDUCATION



## CONNECTING YOUR INTERESTS AND EDUCATION

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

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

### DEGREE PROGRAMS AND REQUIREMENTS

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

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

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



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

- Eighteen courses across each of the three divisions, including core courses in international business and international affairs
- One international business field of study
- One international affairs field of study

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

- Eight courses
- Breadth requirement: One course from each division
- An international affairs field of study is optional
- A certificate in diplomatic studies is optional

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

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

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

- Eight courses from a specially designed international affairs curriculum

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

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

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

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

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

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

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

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

### **INTERNATIONAL BUSINESS FIELDS OF STUDY (FOR MIB CANDIDATES)**

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

### **INTERNATIONAL LAW TRACKS (OPTIONAL FOR LLM CANDIDATES)**

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

## THE FLETCHER DISTINCTION FLEXIBILITY AND FOCUS

The flexibility of Fletcher's curriculum gives me the ability to specialize and focus my studies like no other school would. By not being encumbered by specific course demands, I've been able to make every class count towards honing my interests in the fields that matter to me. On the flip side, the breadth requirement has led me to discover and develop skills I wouldn't have otherwise encountered.

THOMAS GALLOWAY, MALD '14

UNITED STATES

BA, Philosophy, Whitman College



**CERTIFICATES (FOR MALD, MA, AND PHD CANDIDATES)**

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

**EXCHANGE AND DUAL-DEGREE OPPORTUNITIES**

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

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

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

**DUAL-DEGREE PROGRAMS OPEN TO MALD AND MA STUDENTS**

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



#### M A L D E X C H A N G E P R O G R A M S

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

#### M I B E X C H A N G E P R O G R A M S

- China Europe International Business School (CEIBS) (Shanghai, China)
- HEC MBA Program, HEC School of Management (Paris, France)
- Indian School of Business (Hyderabad and Mohali, India)
- IE Business School (Madrid, Spain)
- National Research University Higher School of Economics (HSE) (Moscow, Russia)

#### P H D E X C H A N G E P R O G R A M S

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

### C E N T E R S A N D P R O G R A M S

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

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

## FLETCHER FACULTY

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

### **James Stavridis, PhD**

(The Fletcher School, Tufts University)  
*Dean of The Fletcher School*  
 Former navy admiral and top military commander for NATO who oversaw all American forces under the U.S. European Command

### **Ian Johnstone, LLM**

(Columbia University)  
*Academic Dean and Professor of International Law*  
 Former aide to UN Secretary General Kofi Annan

### **Jenny C. Aker, PhD**

(University of California, Berkeley)  
*Assistant Professor of Development Economics and Deputy Director of the Hitachi Center for Technology and International Affairs*  
 Specialist in agricultural economics and micro-economics in Africa

### **Louis Aucoin, JD**

(Boston College)  
*Professor of Practice in Law and Academic Director of the LLM Program*

Research focus on rule of law and judicial and constitutional reform in post-conflict countries

### **Eileen F. Babbitt, PhD**

(Massachusetts Institute of Technology)  
*Professor of Practice of International Conflict Management and Acting Director of the Institute for Human Security*  
 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

### **Miguel E. Basáñez, PhD**

(London School of Economics)  
*Adjunct Professor and Director, Judiciary Reform Program*  
 Research focus on how values affect political, economic, and social development; how they are rooted in religion and law; how they are transmitted; how values relate to public policy and institutions

### **Amar Bhidé, DBA**

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

### **Steven A. Block, PhD**

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

### **Jonathan Brookfield, PhD**

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

### **H. Zeynep Bulutgil, PhD**

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

### **Katrina Burgess, PhD**

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

### **Bhaskar Chakravorti, PhD**

(The University of Rochester)  
*Professor of Practice of Strategic Management, Senior Associate Dean for International Business and Finance, Executive Director of Fletcher's Institute for Business in the Global Context and Center for Emerging Markets*  
 Focus on innovation in a global context driven by macro trends and emergence of new markets

### **Antonia Chayes, JD**

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

### **Diana Chigas, JD**

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

### **Bridget Conley-Zilkic, PhD**

(Binghamton University)  
*Assistant Professor of Research and Research Director of the World Peace Foundation*  
 Specializations include mass atrocities, genocide, museums, and memorialization

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

**Daniel W. Drezner, PhD**  
 (Stanford University)  
*Professor of International Politics*  
 Author of *Theories of International Politics and Zombies* (2011)

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

**Leila Fawaz, PhD**  
 (Harvard University)  
*Issam M. Fares Professor of Lebanese and Eastern Mediterranean Studies*  
 Founding Director of the Fares Center for Eastern Mediterranean Studies at Tufts University; research interests include the social and political history of the modern Middle East, including the Arab provinces of the Ottoman Empire

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

**Carolyn F. Gideon, PhD**  
 (Harvard University)  
*Assistant Professor of International Communication and Technology Policy and Director of the Hitachi Center for Technology and International Affairs*  
 Specialist in telecommunications modeling and policy analysis

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

**Hurst Hannum, JD**  
 (University of California, Berkeley)  
*Professor of International Law*  
 Legal consultant to the United Nations on minority rights and aspects of the situations in Afghanistan and East Timor

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

**Andrew C. Hess, PhD**  
 (Harvard University)  
*Professor of Diplomacy and Director of the Southwest-Central Asia and Islamic Civilization Programs*  
 Has conducted specialized training for diplomats from Kuwait, Qatar, and Armenia

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

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

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

**Sulmaan Khan, PhD**  
 (Yale University)  
*Assistant Professor of Chinese Foreign Relations*  
 Research interests include exploration of the role of rivers in Chinese relations with other Asian countries.

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

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

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

**Erwan Lagadec, PhD**  
 (University of Oxford)  
*Lecturer in European Studies*  
 Author of *Transatlantic Relations in the 21st Century: Europe, America, and the Rise of the Rest* (2012)

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

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

## THE FLETCHER DISTINCTION DIVERSE AND EXPERIENCED CLASSMATES

I am constantly amazed at the expertise, knowledge, and experience of my Fletcher classmates. The diversity is almost overwhelming. I've met students from the most far-flung areas of the world, who have career profiles in the public, private, and nonprofit sectors, and everything in between. This diversity means that everyone is able to offer contributions that are not only considerate and thought provoking, but very unique.

AMY HEADING, LLM '13  
AUSTRALIA

Graduate Diploma in Legal Practice, Queensland College of Law





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

**Dyan Mazurana, PhD**  
 (Clark University)  
*Associate Professor of Research and Research Director at the Feinstein International Center, Friedman School of Nutrition Science and Policy*  
 Research interests include experiences of armed conflict on youth combatants and civilian populations and the efforts for justice and peace

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

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

**John Curtis Perry, PhD**  
 (Harvard University)  
*Henry Willard Denison Professor of Japanese Diplomacy*  
 Expert in oceanic societies and co-author of *Flight of the Romanovs* (2002)

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

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

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

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

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

**Cheyenne Scharbatke-Church, MSc**  
 (London School of Economics)  
*Lecturer in Human Security*  
 Author of *Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programs* (2006)

**Richard H. Shultz, PhD**  
 (Miami University)  
*Professor of International Politics and Director of the International Security Studies Program*  
 Author of *The Marines Take Anbar: The Four Year Fight Against al Qaeda* (2013)

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

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

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

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

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

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

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

**Robert Wilkinson, MS**  
 (Stanford University)  
*Lecturer in International Negotiation and Global Aid Management*  
 Practitioner with 15 years of experience in 12 countries in Africa, Asia and Latin America

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

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

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

**Daniel G. Maxwell, PhD**  
 (University of Wisconsin, Madison)  
*Professor and Research Director at the Feinstein International Center and Director of the MAHA Program at the Friedman School of Nutrition Science and Policy*  
 Co-author of *Food Aid After Fifty Years: Recasting Its Role* (2004)

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

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

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

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



**MONICA NORIEGA-ARDILA**  
**MAJD '14**  
**COLOMBIA**  
 BA, Government and International Relations,  
 Universidad Externado de Colombia  
 Certificate in Political Studies, Political Science,  
 Sciences Po, Aix-en-Provence

I was initially drawn to Fletcher because of the strong academic programs it offered, and the flexibility of its curriculum - I wanted a program that would provide me with the tools to design holistic responses to problems. To be part of an open, intellectually curious, and supportive community is very important to me. This kind of community makes the academic environment richer and allows students to make the most of their graduate experience, growing professionally and personally while learning from the incredibly diverse personalities and experiences of other "Fletcherites."

**FIELDS OF STUDY**  
 International Negotiation and Conflict Resolution  
 Human Security

**BEFORE FLETCHER**  
 Associate Human Resources Officer, International Organization for Migration, Port-au-Prince, Haiti

Operations Officer (Camp Coordination and Camp Management), International Organization for Migration, Port-au Prince, Haiti

Consultant (Cooperation Strategy for the Caribbean Basin), Ministry of Foreign Affairs of the Republic of Colombia, Bogota, Colombia

**LANGUAGES**  
 Spanish, French, Portuguese, English



# FLETCHER *in the* WORLD





6A

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

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PROFESSOR KATRINA BURGESS

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

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

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

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

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

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

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MARIA GORDON '98

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

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

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

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

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

ERCIAL

肯德基

麦当劳  
McDonald's

麦当劳

KFC





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

---

PATRICK MEIER ’12

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

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

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

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

---

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

# OUR GLOBAL CONNECTION

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



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

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

**Maya Illic '06**  
*Senior Officer, UNHCR Geneva, Switzerland*

**Rachel Gangji '09**  
*Vice President, State Street Global Markets London, UK*

**Seref Coskun '11**  
*Foreign Trade Specialist, Republic of Turkey, Ministry of Economy Ankara, Turkey*

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

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

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

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

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

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

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

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

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

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

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

**Lenore Hickey '06**  
*Assistant Vice President, Global Diversity and Inclusion, Moody's New York, NY*

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

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

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

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

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

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

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

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

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

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

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

**Erin Clancy '09**  
*Second Secretary, U.S. Department of State Muscat, Oman*

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

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

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

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

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

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

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

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

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

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

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

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

**Katy Bondy '07**  
*Consular Officer, U.S. Embassy Manila, Philippines*

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

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

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

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

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STEPHEN E. FLYNN ’91

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

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

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

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

God  
Bless  
Love  
J. Brown

Muy  
LAMENTABLE  
TERRORISTAS  
NUNCA  
TRIUNFARAN  
HORWAN  
"EQUADOR

STAY



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

---

**PROFESSOR MICHAEL J. GLENNON**

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

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

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

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

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

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

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**FARAH PANDITH ’95**

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

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

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

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

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

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



LAHMACUN  
Türkische Pizza

BÖREK

CHEN

UVIT



THE FLETCHER SCHOOL  
PREPARING THE WORLD'S LEADERS





CONNECTING YOU TO OUR COMMUNITY



## CONNECTING YOU TO OUR COMMUNITY

### OUR STUDENTS

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

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



EIRIK TORSVOLL, MALD '14

NORWAY

BA, Political Science, University of Oslo

I really love the location of the school. It offers the perfect mix of an academic environment that allows the time and space to reflect, but also is close to the vibrant city of Boston and a short flight to the political scene in Washington, D.C. The location also allows me time to interact with my amazing classmates, as we're not lost in the hustle and bustle of a big city when we leave the classroom.

#### FIELDS OF STUDY

Pacific Asia  
International Security Studies

#### BEFORE FLETCHER

Information Officer,  
Norwegian Atlantic Committee,  
Oslo, Norway

Trainee, Royal Norwegian  
Consulate General,  
Houston, Texas

#### LANGUAGES

Norwegian, English

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

## OUR ALUMNI

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

Fletcher alumni in government and international organizations have included:

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

Fletcher alumni in the private sector have included:

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

Fletcher alumni in the nonprofit sector have included:

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

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

### **OUR BOSTON ADVANTAGE**

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

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



## THE FLETCHER DISTINCTION ACTIVE AND ENGAGED

With so many student club activities, debates, movie screenings, and discussions, you'll wish you had more hours in the day (and more than two years!). It's such a breath of fresh air to be surrounded by people who are just as similar to you as they are different from you. The Fletcher School is always busy, but also always fun and enlightening.

CHRISTINA FAILMA, MALD '14  
UNITED STATES

BA, Advertising and Public Relations, Hawaii Pacific University

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

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

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

## CAREER SERVICES

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



**KATE FEDOSOVA, MIB '14**  
**UNITED STATES**  
BA, Diplomacy & World Affairs and  
French Language, Occidental College

I have been pleasantly surprised by the wealth of resources dedicated to career development. I expected Fletcher to be intellectually stimulating and academically rigorous (which it is!), but I did not realize the level of support devoted to professional development across all sectors. There are weekly career panels, internship presentations, and recruiting lunches, a few of which take place in foreign languages. It is fertile ground for building an international career.

**FIELDS OF STUDY**  
Development Economics  
Strategic Management and International  
Consultancy

**BEFORE FLETCHER**  
Co-Founder and Director, Peace in Focus,  
Boston, MA

Researcher/Analyst, Associates for  
International Research, Inc.,  
Cambridge, MA  
Consultant, Mercy Corps,  
Port-au-Prince, Haiti

**LANGUAGES**  
Russian, French, English

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

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

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

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

## **RESEARCH FACILITIES**

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

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

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

## ATHLETIC FACILITIES

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

## ON- AND OFF-CAMPUS HOUSING

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

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



**YUKO HIROSE, MALD '14**  
**JAPAN**  
BA, Economics, Keio University

One of the things that continues to surprise me about Fletcher is the energy, diversity, and passion of the students. Someone is always hosting an event for a cause that they are passionate about, there are constant debates inside and outside of the classroom on current international issues, and there is a shared interest and deep respect for cross-cultural learning — whether through events, lectures, or just spending time with your fellow classmates.

### FIELDS OF STUDY

Development Economics  
International Business Relations

### BEFORE FLETCHER

Consultant,  
Deloitte Tohmatsu Consulting,  
Tokyo, Japan

### LANGUAGES

Japanese, French, English



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*Assistant Secretary of the Corporation*

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**Varney J. Hintlian, BA, MBA**

**Deborah R. Jospin, BA, MSc, JD**

**Brian H. Kavoogian, BA**

**Jeffrey B. Kindler, BA, JD**

**Debra S. Knez, BA**

**Ellen J. Kullman, BS, MBA**

**Kathleen A. McCartney, BS, MS, PhD**

**Seth I. Merrin, BA**

**Ioannis N. Miaoulis, BA, MA, PhD, MEng**

**Jeffrey M. Moslow, BA, JD**

**Kathleen O'Loughlin, BA, DMD, MPH**

**Karen Pritzker, BA**

**David B. Rone, BA, JD**

**Hugh R. Roome III, BA, MA, MALD, PhD**

**Andrew Safran, BA, MA**

**Janice A. Savin-Williams, BA**

**Neil B. Shapiro, BA**

**Tina H. Surh, BA, MBA**

**Alfred I. Tauber, BS, MD**

**Jonathan M. Tisch, BS**

**Teri Volpert, BA**

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

**James Wong, BA**

Note: Bold print indicates a Tufts University degree.



**MICHAEL KEMMER, MD/MA '15**  
**UNITED STATES**  
BS, Biology, Tufts University

While the quality of the education as a whole was something I was aware of before enrolling, it was not long before I began to realize and appreciate the world class level of expertise of the faculty – who combine their knowledge with a love of teaching! The advantage of knowing that your professor is one of a handful of people with that level of authority on the subject allows you to have great confidence in the immediateness and applicability of everything you learn here.

### FIELDS OF STUDY

Development Economics  
Global Health Integration

### BEFORE FLETCHER

Unit Coordinator – Emergency Dept., Brigham and Women's Hospital, Boston, MA

Board Member/Intern, Asniya Native American Outreach Program, Pine Ridge, SD

Exchange Student, Christian Medical College, Vellore, India

### LANGUAGES

French, German, English

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Professor of International Economics  
and Emerging Markets, The Paul  
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International Studies, Johns  
Hopkins University  
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Eurasian Studies, Harvard  
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*Managing Director,  
CXC Capital, Inc.  
Shanghai, People's Republic  
of China*

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



CONNECTING YOU TO FLETCHER



## CONNECTING YOU TO FLETCHER

### ADMISSIONS

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

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

### STANDARDIZED TESTS

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

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

### VISITING FLETCHER

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

conducted by a current student, will give you the opportunity to describe your motivation and interests more fully than the application alone might allow. We also offer the option of a video interview, as well as limited off-campus interviews. Please visit our website for more information.

#### **DEADLINES**

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

#### **EARLY NOTIFICATION**

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

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

#### **MAP YOUR FUTURE PROGRAM**

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

## THE FLETCHER DISTINCTION ROBUST ALUMNI NETWORK

What makes Fletcher very special is the strong alumni network. Fletcher alumni are talented and accomplished people all over the world who are more than happy to answer questions and provide advice and guidance on career options to current students. This is a very important asset because at least fifty percent, if not more, of the learning that happens in a school is from the people around us, and the network of Fletcher alumni is the best resource to learn from as they have been there and done that.

**SEHER HAIDER, MALD '14**

**PAKISTAN**

MPP, Development Studies, National University of Singapore

BS, Economics and Mathematics,

Lahore University of Management Sciences



#### **DEFERRAL AND REAPPLICATION POLICIES**

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

#### **APPLICATIONS**

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

#### **FINANCIAL AID**

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

#### **FLETCHER SCHOLARSHIPS**

Each year, Fletcher awards over \$7 million in scholarship aid, based on both merit and need. To be considered for scholarship assistance, you must complete a Fletcher Scholarship Application. All applicants who complete the Fletcher Scholarship Application by January 10 are eligible for scholarship aid consideration. No distinction is made between domestic and international students in awarding scholarship funds. Most scholarship awards are renewable for the second year of study.

#### **TEACHING AND RESEARCH ASSISTANTSHIPS**

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

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



**U.S. FEDERAL LOANS**

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

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

**STUDENT EMPLOYMENT AND WORK-STUDY**

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

**FINANCIAL AID FOR INTERNATIONAL STUDENTS**

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

**TUITION AND FEES FOR 2013-2014**

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

MALD, MA, LLM, and PhD Tuition .....	\$39,618
MIB Tuition .....	\$46,370
Room and Board (on-campus), estimated .....	\$9,000
Room and Board (off-campus), estimated .....	\$12,000-14,500
Books and Supplies (estimated) .....	\$1,000
Health Services Fee.....	\$710
Health Insurance Fee*	\$2,037
Personal expenses .....	\$2,250

\*May be waived if proof of outside coverage is submitted

## IMPORTANT ADDRESSES AND PHONE NUMBERS

### Office of Admissions and Financial Aid

The Fletcher School  
160 Packard Avenue  
Tufts University  
Medford, MA 02155 USA  
Phone: +1.617.627.3040  
Fax: +1.617.627.2929  
E-mail: [fletcheradmissions@tufts.edu](mailto:fletcheradmissions@tufts.edu)  
Student Email: [fletcherstudent@tufts.edu](mailto:fletcherstudent@tufts.edu)  
Web Site: [fletcher.tufts.edu](http://fletcher.tufts.edu)

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

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

### Graduate Record Examination (GRE)

Institutional Code Number: 3399  
Phone: +1.609.771.7670  
E-mail: [gre-info@ets.org](mailto:gre-info@ets.org)  
Web Site: [www.ets.org](http://www.ets.org)

### Graduate Management Admissions Test

(GMAT)  
Institutional Code Number: 7JB-L3-70  
Phone: +1.800.717.4628  
E-mail: [gmat@ets.org](mailto:gmat@ets.org)  
Web Site: [www.mba.com](http://www.mba.com)

### Test of English as a Foreign Language (TOEFL)

Institutional Code Number: 3399  
Phone: +1.609.771.7100  
Web Site: [www.ets.org](http://www.ets.org)

### International English Language

Testing System (IELTS)  
E-mail: [ielts@ieltsintl.org](mailto:ielts@ieltsintl.org)  
Web Site: [www.ielts.org](http://www.ielts.org)

Tufts University policies can be found at [fletcher.tufts.edu/policies](http://fletcher.tufts.edu/policies).

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

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

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



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[fletcher.tufts.edu](http://fletcher.tufts.edu)