

THE FLETCHER CONNECTION



THE FLETCHER SCHOOL

TUFTS UNIVERSITY



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IMPORTANT ADDRESSES AND PHONE NUMBERS

Office of Admissions and Financial Aid
The Fletcher School
160 Packard Avenue
Tufts University
Medford, MA 02155
Phone: +1.617.627.3040
Fax: +1.617.627.3712
E-mail: fletcheradmissions@tufts.edu
Web Site: fletcher.tufts.edu

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

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

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

Graduate Management Admissions Test
(GMAT)
Phone: +1.800.717.4628
E-mail: gmat@ets.org
Web Site: www.mba.com

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

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

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



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

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"Nozomi at Fukura"
2005
Luke Schoen, F10

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

THE FLETCHER CONNECTION: A MESSAGE FROM THE DEAN

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

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

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



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

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



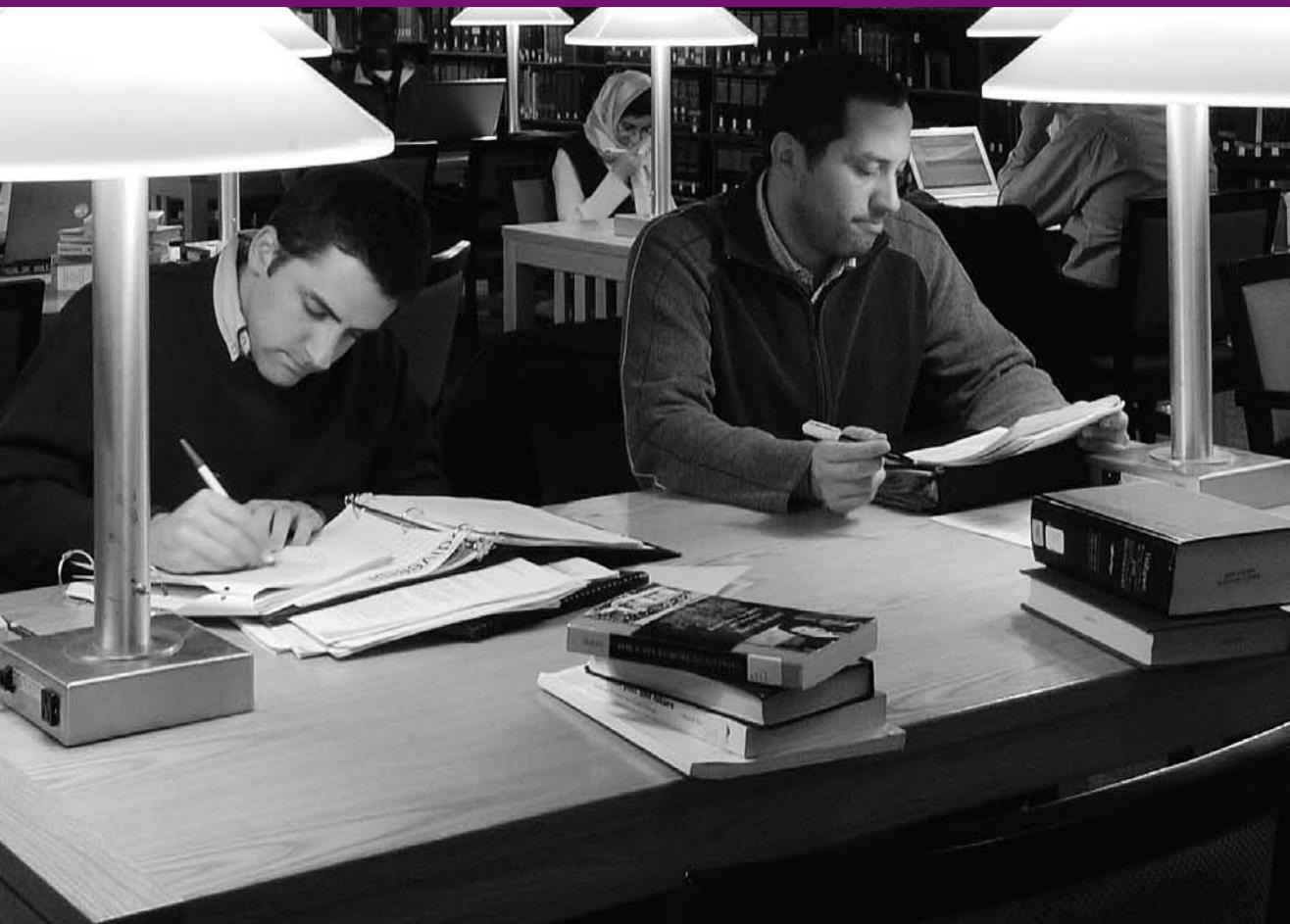
DEAN STEPHEN W. BOSWORTH



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



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 substantial thesis. 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.

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 economics course; one quantitative reasoning course; two courses from the Diplomacy, History, and Politics division; and one from the International Law and Organizations division.
- Sixteen courses
- A certificate is optional
- Two fields of study

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

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

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

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

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

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

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

- Eight courses from a specially designed international affairs curriculum

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

- Twelve courses for candidates with a prior master's degree
- Four additional courses for candidates with a MALD degree from Fletcher
- Breadth requirement: Two courses from two of the three divisions and one course from the remaining division
- Three international affairs fields of study or two fields in great depth
- A certificate is optional
- 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 thesis. 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 combine courses from Fletcher, other graduate programs at Tufts University, Harvard University, and other institutions to create your own specialized field of study. 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 and Economic Law
- International Business Relations
- International Environment and Resource Policy
- International Information and Communication
- International Monetary Theory and Policy
- International Negotiation and Conflict Resolution
- International Organizations
- International Political Economy
- International Security Studies
- International Trade and Commercial Policies
- Law and Development
- Pacific Asia
- Political Systems and Theories
- Public International Law
- Southwest Asia and Islamic Civilization
- United States

INTERNATIONAL BUSINESS FIELDS OF STUDY (FOR MIB CANDIDATES)

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

INTERNATIONAL LAW TRACKS (OPTIONAL FOR LLM CANDIDATES)

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



THE FLETCHER DISTINCTION FRIENDLY AND CHALLENGING

I know most professors on a personal basis, including many with whom I have yet to take a class. They will go out of their way to extend their resources to me. The depth of their knowledge is meaningful and their passion is infectious.

HASHAM MEHMOOD '09

PAKISTAN

BS, The Wharton School, University of Pennsylvania



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 and Banking
- Strategic Management and 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.

MALD AND MA DUAL-DEGREE PROGRAMS

- 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—Instituto de Empresa (Madrid, Spain)
- MALD/MAIS—Diplomatische Akademie Wien—Vienna School of International Studies (Vienna, Austria)
- MALD/MIA—University of St. Gallen (St. Gallen, Switzerland)
- MALD/MA—Department of Urban and Environmental Policy, Tufts University
- MALD/MS—Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, Tufts University
- MALD/BA—Faculty of Arts and Sciences, Tufts University
- MALD/BS—School of Engineering, Tufts University
- MA/MD—School of Medicine, Tufts University
- MA/DVM—Cummings School of Veterinary Medicine, Tufts University

MALD EXCHANGE PROGRAMS

- Amos Tuck School of Business Administration, Dartmouth College
- China Europe International Business School (Shanghai, China)
- Chinese Foreign Affairs University (Beijing, China)
- The Graduate Institute of International Studies (Geneva, Switzerland)
- The Graduate School of International Studies, Yonsei University (Seoul, South Korea)
- HEC MBA Program, HEC School of Management (Paris, France)
- Indian School of Business (Hyderabad, India)
- Instituto de Empresa (Madrid, Spain)
- Institut d'Etudes Politiques (Sciences Po) (Paris, France)
- Konrad-Adenauer-Stiftung (Germany)

MIB EXCHANGE PROGRAMS

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

PHD EXCHANGE PROGRAMS

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

CENTERS AND PROGRAMS

Fletcher hosts a number of special programs and centers that serve as a practical complement to coursework. Students do not “enter” these programs. Rather, these 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 South Asian and Indian Ocean Studies
- The Cultural Change Institute
- The Edward R. Murrow Center for Public Diplomacy
- The Fares Center for Eastern Mediterranean Studies
- The Global Development and Environmental Institute
- The Hitachi Center for Technology and International Affairs
- The Institute for Human Security
- The International Security Studies Program
- The Maritime Studies Program
- The International Business Center
- The Program in International Development
- The Center for International Environment and Resource Policy
- The Program in International Negotiation and Conflict Resolution
- The Program in Southwest Asia and Islamic Civilization
- The Constantine Karamanlis Chair in Hellenic and Southeastern European Studies



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 student mentoring. Faculty biographies can be found at fletcher.tufts.edu/faculty.

Lawrence S. Bacow, PhD

(Harvard University)
President and Professor,
Tufts University
Twelfth president of
Tufts University and
holds an appointment
at The Fletcher School

Stephen W. Bosworth, AB

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

Peter Uvin, PhD

(University of Geneva)
Academic Dean and Henry J.
Leir Professor of International
Humanitarian Studies
Winner of Guggenheim
Fellowship (2006) and
of the Herskovitz Award for
most outstanding book on
Africa (1998)

Jenny Aker, PhD

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

Astier Almedom, D.Phil.

(Oxford University)
Professor of Practice in
Humanitarian Policy and
Global Public Health
Research focus on human,
institutional, and ecosystem
resilience with particular
reference to public health

Louis Aucoin, JD

(Boston College)
Associate Research Professor
Research focus on rule of law
and judicial and consitutional
reform in post-conflict countries

Eileen F. Babbitt, PhD

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

Steven A. Block, PhD

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

Jonathan Brookfield, PhD

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

Katrina Burgess, PhD

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

Antonia Handler Chayes, JD

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

Daniel Drezner, PhD

(Stanford University)
Associate Professor of
International Politics
Author of *The Sanctions Paradox:*
Economic Statecraft and
International Relations (1999)

Bruce McKenzie Everett, PhD

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

Leila Fawaz, PhD

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

Kelly Sims Gallagher, PhD

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

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

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

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

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

Lawrence Harrison, MPA
(Harvard University)
Director, Cultural Change Institute and Lecturer
Author of *The Central Liberal Truth: How Politics Can Change a Culture and Save it from Itself* (2006)

Alan K. Henrikson, PhD
(Harvard University)
Associate Professor of Diplomatic History
2005 Visiting Professor at the European Commission in Brussels

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

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

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

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

Michael W. Klein, PhD
(Columbia University)
Professor of International Economics
Author of *Exchange Rate Regimes in the Modern Era* (2009)

Carsten Kowalczyk, PhD
(University of Rochester)
Associate Professor of International Economics
Edited *The Theory of Trade Policy Reform* (2001)

Lawrence Krohn, PhD
(Columbia University)
Visiting Associate Professor of International Economics
Extensive business experience in Latin American economics

Sung-Yoon Lee, PhD
(The Fletcher School, Tufts University)
Adjunct Assistant Professor of International Politics
Research interests include the Korean peninsula, the Asia-Pacific, and political philosophy and democracy

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



I chose the Master of International Business over a traditional MBA because I believe it will better prepare me for the reality of today's global business environment. Fletcher is in a unique position to offer a dynamic program that combines Fletcher's international affairs strengths with a solid business foundation.

DANIELLE DONZA '11
UNITED STATES
BA, Business Administration,
University of Vermont

FIELDS OF STUDY
International Public and NGO Management
Development Economics

INTERNATIONAL EXPERIENCE
Kyocera Wireless Corp., San Diego, CA
Websense, San Diego, CA
K.R. Associates, Beijing, China
Wokai, Beijing, China

LANGUAGES
Mandarin, Spanish, English

SUMMER INTERNSHIP
ACCION International, Investments Group,
Bolivia

**THE FLETCHER DISTINCTION
THEORY AND PRACTICE**

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

**COURTNEY RICHARDSON, PHD STUDENT
AUSTRALIA**

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



George Mavrogordatos, PhD
(University of California, Berkeley)
Constantine Karamanlis
Professor of Hellenic and Southeastern European Studies
Specialist on Greek politics

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

Vali R. Nasr, PhD
(Massachusetts Institute of Technology)
Professor of International Politics
Author of *The Shia Revival: How Conflicts within Islam Will Shape the Future* (2006)

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

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

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

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

Jeswald W. Salacuse, JD
(Harvard University)
Henry J. Braker Professor of Law
Author of *Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People* (2005)

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

Cheyenne A. Scharbatke-Church, MSc
(London School of Economics and Political Science)
Lecturer in Human Security
Research focus includes peacebuilding, monitoring and evaluation, and conflict resolution

Annamaria Seleny, PhD
(Massachusetts Institute of Technology)
Professor of Practice, International Politics
Expert on Eastern Europe, politics of the EU, and Latin America

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

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

Robert J. Thomas, PhD
(Northwestern University)
John R. Galvin Visiting Professor of International Leadership and Organizational Management
Co-author of *Geeks and Geezers: How Era, Values and Defining Moments Shape Leaders* (2002)

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

Alan M. Wachman, PhD
(Harvard University)
Associate Professor of International Politics
Research focuses on China, Sino-American relations, and Taiwan

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

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

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

Karen Jacobsen, PhD
(Massachusetts Institute of Technology)
Associate Professor, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Director, Refugees and Forced Migration Program, Feinstein International Center

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

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

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

Daniel Richards, PhD
(Yale University)
Professor of Economics, Department 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, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
Expertise includes government food policies and international and domestic food and agribusiness

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

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

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



The people I have met at Fletcher inspire me to look at the world not only with a more critical analytical lens, but also with greater humility and compassion. To have one without the other is to see with only one eye. In this sense, Fletcher's greatest gift to our worldview is its ability to illuminate the depth of understanding necessary for the immense challenges we face as people in this uncertain time.

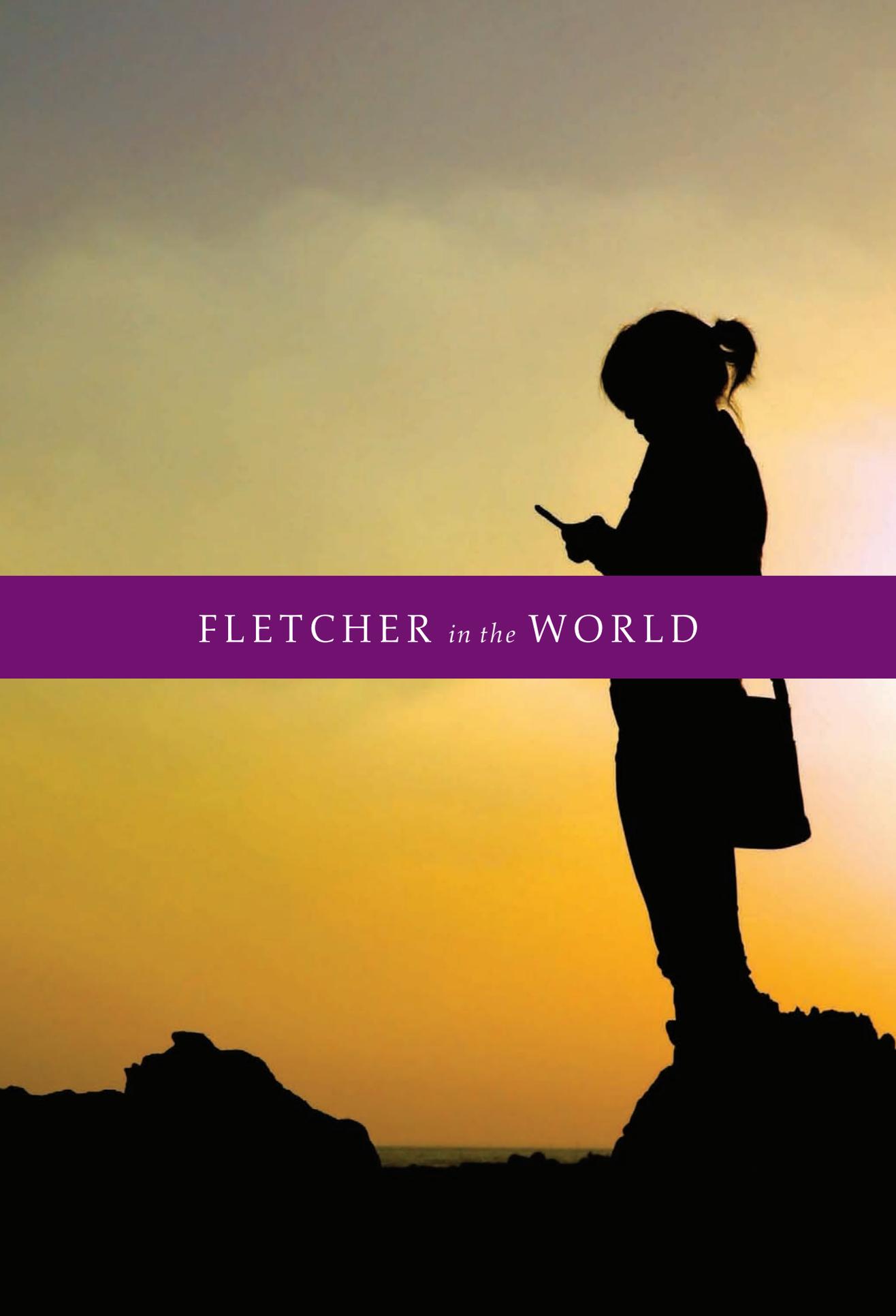
KAN YAN '10
UNITED STATES
BA, University of Texas at Austin
JD, Harvard Law School
(concurrent joint degree)

FIELDS OF STUDY
Human Security
Humanitarian Studies

INTERNATIONAL EXPERIENCE
Interning with a Karen NGO in Thailand;
Indigenous land rights work in Burma;
Teaching English and learning Chinese in China

LANGUAGES
English, Spanish, Mandarin

SUMMER INTERNSHIP
The Advocacy Project/Backwards Society Education (BASE), Nepalganj, Nepal

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

FLETCHER *in the* WORLD



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

PROFESSOR KATRINA BURGESS

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

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

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

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

Associate Professor of 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 México.

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

MARIA GORDON F98

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

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

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

When I graduated from Fletcher, I decided to take a job at Goldman Sachs in London, where I am now a vice president. I manage the Global Emerging Markets Equity Fund, which invests in emerging markets in 26 countries and is worth \$3 billion. Looking at the future, we see a truly globalized world, with developing markets as the engine of a globalized economy and growth.

Maria Gordon is a Managing Director at Goldman Sachs Asset Management in London, where she helps oversee Goldman Sachs Asset Management's Global Emerging Markets Equity Fund portfolios. 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

Commercial building facade featuring a series of arched glass canopies and a prominent red banner for KFC (肯德基). The banner includes the KFC logo and the Chinese characters "肯德基". Above the banner, various brand logos are visible, including Adidas, Nike, and Puma. The building also features large glass windows and a curved architectural design.





“Though we deal with topical issues, we also deal with the historical background of those issues, along with conceptual ideas and analytical frameworks to understand what’s happening on the ground.”

PROFESSOR VALI NASR F84

I was always interested in a career in teaching and research. It’s a natural life for a mind inclined to share what it finds, and what it knows, with others. I enjoy the transfer of knowledge, the ability to impart to the next generation the analytical and descriptive aspects of what I have found, and to help students pursue knowledge in whatever walk of life that they choose.

At Fletcher, the courses I teach focus on political Islam and, regionally, on the Middle East and South Asia, particularly Pakistan and Iran. I’m interested in the ideological debates surrounding political Islam, the way in which it has grown historically, and how it postures vis-à-vis governments and the international community.

My courses are cast in a way that enables students to gain conceptual and theoretical grounding on issues pertinent to foreign policy-making and to the analysis of important global issues. Though we deal with topical issues, we also deal with the historical background of those issues, along with conceptual ideas and analytical frameworks to understand what’s happening on the ground. I strive to have Fletcher students leave my classes with a deep conceptual understanding of factors, drivers, and dynamics. I steer my classes in a way so that students emerge as better thinkers, better analysts, better theoreticians, and better writers.

Many academic institutions in the United States focus purely on scholarship and have little regard for how that scholarship gets translated into policy-making. Fletcher has the unique quality of bringing together academic excellence with concern for practice. The students are extremely diverse in terms of where they come from, what they have done in their lives, and their interests. It is enriching to have that kind of cultural, educational, and professional diversity in the student body. The energy that they bring is intellectually stimulating to me.

Vali Nasr, professor of international politics, is one of the world’s leading experts on political Islam and Middle East politics. In 2009 he was appointed as senior advisor to the special U.S. envoy to Afghanistan and Pakistan, Richard Holbrooke. He is the author of *The Shia Revival: How Conflicts within Islam Will Shape the Future* (2006). Born in Iran, Nasr moved with his family to the United States during the Iranian Revolution. He is a graduate of Tufts University, The Fletcher School, and Massachusetts Institute of Technology.

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.



Erin Hart '08
Assistant Press Attache,
US Embassy
Kabul, Afghanistan

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

Ulrik Ahnfeldt-Mollerup '01
Terrorism Prevention Officer,
United Nations Office on
Drugs and Crime
Vienna, Austria

Carl-Michael Simon '02
Associate,
Sidley Austin LLP
Brussels, Belgium

Andrei Tarnea '02
Director, Romanian
Information Centre,
President EUNIC Brussels
Ministry of Foreign Affairs of
Romania
Brussels, Belgium

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

Rachel Cherry Hudson '03
Regional Treasurer, South
America & Mexico,
Archer Daniels Midland
Company
São Paulo, Brazil

Claudia Mojica '03
Senior Political Affairs
Officer, United Nations
Integrated Office in
Burundi (BINUB)
Bujumbura, Burundi

Waidehi Gokhale '05
Program Manager,
Soliya
Toronto, ON, Canada

**Francisca Reyes
Mendy '02, '03**
Associate Professor, IIR
Pontificia Universidad
Católica de Chile,
Institute of Political Science
Santiago, Chile

Bryan Stewart '07
Director, Asia-Pacific
Liberty Global Partners
Shanghai, China

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

Hadley White '04
Associate, Booz Allen
Hamilton
Stuttgart, Germany

Kazuhiro Numasawa '07
Programme Officer,
United Nations Development
Programme
New Delhi, India

John Davis '06
Strategy Consultant,
Shaldor
Tel Aviv, Israel

Ko Unoki '02
Deputy General Manager,
Sony Corporation
Fujisawa, Japan

Akiko Iimura Morimoto '01
Deputy Director,
Economic Analysis Office,
Ministry of Economy, Trade
and Industry
Tokyo, Japan

Viviane Chao '02
PEPFAR Kenya Deputy
Country Coordinator,
U.S. Embassy
Nairobi, Kenya

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

Yuji Tsujiki '00
Financial Analysis Specialist,
Transport and Urban
Division, Asian
Development Bank
Manila, Philippines

Godfrey Waluse '06
Senior Manager,
Research: Strategic Issues
Management
Standard Bank
Johannesburg, South Africa

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

Rodrigo Ordóñez '06
Communication and
Information Manager,
Mercy Corps
Khartoum & Juba,
Sudan

Obaida El-Dandaramy '03
Diplomat (Second
Secretary), Officer in Charge
of Disarmament Affairs,
Permanent Mission of Egypt
to the United Nations
Geneva, Switzerland

Ermina Sokou '04
Environmental Affairs
Officer, UNESCAP
Bangkok, Thailand

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

Gerald Owachi '02
Post Conflict Recovery
Advisor, Department of
International Development
Kampala, Uganda

Sarah Bailey '04
Research Officer,
Humanitarian Policy Group,
Overseas Development
Institute
London, UK

Michael Federici '01
Portfolio Manager,
Abu Dhabi Investment
Authority
Abu Dhabi, United Arab
Emirates

**Lisa Neuberger-
Fernandez '02**
Strategy & Policy Lead,
Corporate Citizenship,
Accenture
San Francisco, CA

Bernie Burrola '07
Program Officer for Western
Hemispheric Affairs,
U.S. Department of State
Washington, DC

Jason Taylor '07
Food for Peace Officer,
USAID
Washington, DC

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

Matthew MacGregor '08
Executive Director,
The Timmy Foundation
Indianapolis, IN

Brett Freedman '03
Principal Research Assistant/
Attorney,
CENTRA Technology, Inc.
Boston, MA

**Brandon Edward
Miller '04**
Law Clerk to the Honorable
Julian Abele Cook, Jr.,
US District Court, Eastern
District of Michigan
Detroit, MI

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
Director, Financial
Institutions,
Citi, Markets & Banking
New York, NY

Corey O'Hara '08
Portfolio Senior Manager,
Clinton Global Initiative
New York, NY USA

Dominic Goh '04
Deputy Director-General
(ASEAN),
Ministry of Foreign Affairs
Singapore

Stephane Tomagjan '05
Engagement Manager,
Oliver Wyman
Singapore

Samuel Tsang '02
Managing Consultant,
IBM Global Business Services
Hong Kong

Meghan Morris '08
Fellow, Harvard University
Committee on Human
Rights Studies
Bogotá, Colombia

Barbara Ramos '08
Young Professional,
African Development Bank
Tunis, Tunisia

Tomoko Shimazu '04
Programme Officer,
United Nations World Food
Programme
Dili, Timor-Leste

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

Corinne Onetto '08
Development Strategy
Analyst, The AES Corporation
Washington, DC

Christian Schornich '03
Change Management
Advisor, United Nations
Office of the Resident
Coordinator
Maputo, Mozambique

Georgi Tsekov '02
Director,
UBS Wealth Management
New York, NY

Maria Kristensen '02
Livelihood Expert,
Danish Refugee Council
Grozny, Chechen Republic,
Russia

Heidi Sumser '08
Trainee,
ProCredit Holding
Santa Cruz, Bolivia

Peter Neisuler '02
Political Officer,
U.S. Department of State
Moscow, Russia

Mariana Neisuler '00
Consular Officer,
U.S. Department of State
Moscow, Russia

Erik Dahl '04, '08
Assistant Professor of
National Security Affairs,
Naval Postgraduate School
Monterey, CA

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

Adam Day '04
Senior Portfolio Manager,
Nike Foundation
Portland, OR

Julie Bennion '01
Special Projects Manager,
International Trade,
Washington State
Department of Commerce
Seattle, WA

Sarah Jablon Moked '06
Senior Consultant,
Simon-Kucher & Partners
Palo Alto, CA

Sara Bowers Posada '04
Maplecroft Fellow,
Nike Foundation/Maplecroft
Portland, OR

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

Coleen Gatehouse '01
Independent Consultant,
International Education
Monterrey, Mexico

Robert Gatehouse '01
Foreign Service Officer,
U.S. Department of State
Monterrey, Mexico

Jeff Walsh '08
Associate,
Robert W. Baird Ltd.
London, UK

Mikhail Zeldovich '01
Investment Officer,
Capital International
London, UK

Ana S. Trbovich '97, '06
Assistant Professor/
Policy Director, FEFA/Booz
Allen Hamilton
Belgrade, Serbia

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

STEPHEN E. FLYNN PHD F91

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

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

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

Stephen E. Flynn is the 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, Dr. Flynn served in the Coast Guard on active duty for 20 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
JF Brown
Muri LAMENTABLE TERRORISTAS NUNCA TRIUNFARAN HERANAN "EUVADOR"
STAY

TOB

God Bless
Love
JF Brown

God Bless
Love
JF Brown

God Bless
Love
JF Brown

Muri LAMENTABLE TERRORISTAS NUNCA TRIUNFARAN HERANAN "EUVADOR"

STAY

9-11
Not
7-11

America

God Bless
PATEL FAMILY

Robert Patel

God Bless
Love
JF Brown

Scott
New

God Bless
Love
JF Brown





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

PROFESSOR MICHAEL J. GLENNON

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

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

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

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

Michael J. Glennon, professor of international law, has published numerous articles on international law and the use of force, terrorism, and U.S. hegemony 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*.

*“Whatever the UN’s shortcomings,
no other body can match the experience, expertise,
and legitimacy the UN is able to muster.”*

SHASHI THAROOR PHD F78

I began my career with the UN High Commissioner for Refugees in Geneva in 1978, and in 1981 was sent out to head UNHCR’s office in Singapore during the peak of the Vietnamese boat people crisis. It was my job to get the refugees into camps, negotiate their acceptance by other countries for resettlement, and get them off to new lives. It was amazingly fulfilling to know that I had made a concrete difference to real human beings—not figures on a piece of paper, but people I could actually see around me.

After 11 years with UNHCR, I moved over to the UN’s Department of Peacekeeping and eventually led the team handling the UN’s peacekeeping efforts in the former Yugoslavia. The norms of peacekeeping were being shaped through the process of coping with challenges as they emerged, so we made a lot up as we went along. It was exhilarating in a certain way, and exhausting and frustrating in others. But it was satisfying to know that, during that great human cataclysm, I was a small cog in a very big machine trying to prevent, or at least mitigate, that cataclysm.

In my former role as under-secretary-general for communications and public information, my job was to promote the understanding of and support for the UN’s role in development, the environment, public health—a whole range of issues and initiatives. And whatever the organization’s shortcomings, when it comes to dealing with these kinds of transnational issues, no other body can match the experience, expertise, and legitimacy the UN is able to muster.

So as you can see, my career has required me to know a little bit about everything. The breadth and rigor of my class work at Fletcher has served me very well.

Shashi Tharoor PhD '78 is the Indian Minister of State for External Affairs and a member of the Indian Parliament. From June 2002 to February 2007 he served as the UN Under-Secretary General for Communications and Public Information. In addition, Shashi Tharoor is the author of ten award-winning books, as well as numerous articles, poems, short stories, and commentaries in such Indian and Western publications as *The Weekly Hindu*, *Newsweek International*, and the *International Herald Tribune*.





THE FLETCHER SCHOOL
PREPARING THE WORLD'S LEADERS





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

CONNECTING YOU TO OUR COMMUNITY



CONNECTING YOU TO OUR COMMUNITY

OUR STUDENTS

The most intellectually stimulating, personally rewarding, and professionally profitable connections you will make at Fletcher will be those you forge with your classmates. More than 40 percent of Fletcher's student body comes from outside the U.S., representing more than 80 countries, and a quarter of those who are U.S. citizens are persons of color. Students come from professional backgrounds as varied as investment banking, public service, the military, and international development. The kaleidoscope of religious beliefs, political opinions, and personal experiences our students bring to the classroom will help you see your culture through the eyes of another—an invaluable tool in any facet of international affairs.

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



One of the reasons I chose Fletcher was the availability and kindness of the alumni. All of those I spoke with were willing to meet with me and tell me why Fletcher was a great option. When someone who has been an ambassador or is a senior vice president at a major bank is willing to do that for a complete stranger, it speaks to the caliber of the school and its former and current students.

YANINA SELTZER '09
ARGENTINA
BA, Brandeis University

FIELDS OF STUDY
Development Economics;
International Business Relations

INTERNATIONAL EXPERIENCE
Research Analyst at Nathan Associates Inc.
Consultant at the Inter-American
Development Bank

LANGUAGES
English, Spanish, French, Hebrew



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

OUR ALUMNI

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

Fletcher alumni in government and international organizations have included:

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

Fletcher alumni in the private sector have included:

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

Fletcher alumni in the nonprofit sector have included:

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

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

OUR BOSTON ADVANTAGE

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

The city of Boston is a spectacular Fletcher resource. From Fidelity Investments to Oxfam America to more than 35 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

Each class requires collaboration among students which teaches us how to assertively advocate for a position while working cooperatively in a group. This setup also prepares us for the real world where, despite differing personalities and interests, you are expected to deliver results on time without excuses.

TARA MOCK '09
UNITED STATES

BA, MPA, Louisiana State 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 60 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 focus of the PDP is on teaching students to market themselves effectively to a diverse range of employers who each value different and distinctive attributes in candidates they



Fletcher has a true sense of community, but also a real connection to what is happening in the world. The professors are both teaching relevant legal, political, and social topics of the world, and also helping describe and define these issues themselves.

SEBASTIAN REEVE '09 UNITED STATES

BS, Engineering, Tufts University;
Graduate Certificate in Wildlife
Management, University of Sydney,
Australia

FIELDS OF STUDY

International Environment and Resource
Policy; International Security Studies

INTERNATIONAL EXPERIENCE

Engineer at the Woods Hole Oceanographic
Institute, Public Health Intern at the Program
for Applied Technologies in Health (PATH),
Phnom Penh, Cambodia

LANGUAGES

English, Spanish

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

In addition to the PDP, OCS provides sector- and industry-specific programs to deepen students' understanding of different career options. The sessions include panel discussions, workshops, and informal luncheons, often in collaboration with alumni who offer skills development as experts in their fields. OCS sponsors annual Career Information Trips to Washington, D.C. and New York City. The D.C. trip focuses on careers in the federal government, major research institutions, development agencies, and nonprofit organizations. The New York trip examines opportunities at the UN and several private sector fields including commercial and investment banking, 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, ExxonMobil, the Federal Reserve Bank, the U.S. Treasury Department, 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 30 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 libraries specializing in international relations. The Library has primary and secondary reference and research materials, including more than 120,000 books, United Nations documents, and international treaties, and has access to over 32,000 electronic journals and databases. The collection has been developed with careful attention to the content of Fletcher's curriculum and the research interests of students and faculty, and continues to change as the Fletcher curriculum expands. The Ginn Library staff works closely with students on their individual projects and offers workshops on effective research techniques.

Fletcher students have library privileges at all the Tufts University Libraries, at many Harvard University Libraries, and at the 18 other New England academic libraries that make up the Boston Library Consortium. Just next door to Fletcher, Tufts University's F.W. Olin Center for Language and Culture Studies offers state-of-the-art audio and videotape instruction in foreign languages as well as satellite-linked workstations that receive international television programming.

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 83 Fletcher students. Each suite contains two or three private bedrooms and a shared bathroom. Blakeley also has a communal kitchen, laundry facilities, and a lounge. Housing preference is given to international and first-year students. For more information, visit fletcher.tufts.edu/blakeley.

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



Fletcher's interdisciplinary approach provides an environment that encourages both deep and broad understanding of world problems and conflicts—an understanding enriched by the diversity of the students who come to Fletcher with a multitude of professional and personal experiences. We learn not only from the faculty but from our classmates as well.

LOUISA TRACKMAN '09
UNITED STATES
BA, Barnard College, Columbia University

FIELDS OF STUDY
Human Security;
Development Economics

INTERNATIONAL EXPERIENCE
Prince, Lobel, Glovsky & Tye, LLP
Cultural Survival

LANGUAGES
English, Spanish

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Agnes Varis, BA

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

Thomas F. Winkler III, BA, DMD

Note: Bold print indicates a Tufts University degree.



To be effective in emerging markets, one needs comprehensive knowledge of development and international issues in addition to business skills. Fletcher's MIB allows me to develop traditional business skills and at the same time broaden my understanding of other topics that directly or indirectly impact business.

SHAILESH CHITNIS '11 **INDIA**

BE, Electronics Engineering,
University of Mumbai
MS, Electrical Engineering,
University of Colorado

FIELDS OF STUDY

Strategic Management and International
Consultancy
Development Economics

INTERNATIONAL EXPERIENCE

Silicon Laboratories Inc.,
Senior Design Engineer

LANGUAGES

Hindi, Marathi, English

SUMMER INTERNSHIP

Microsoft Inc., Emerging Markets
Technology Group, Bangalore, India

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Chemicals Investment Banking,
Citigroup Global Markets Inc.
New York, NY*

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Washington, DC*

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Jona, Switzerland*

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New York, NY*

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for Russian Studies, Harvard
University
Cambridge, MA*

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India*

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Corporate Perspectives
New York, NY*

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F75, F10P**

*Managing Director,
Pearl Carriers Limited
London, UK*

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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 relations 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

To apply to the MALD and MA degree programs, all U.S. citizens and all international students, with undergraduate or graduate degrees from colleges and universities where English is the language of instruction, are required to submit the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT). Subject tests of the GRE are not required. All MIB candidates are required to submit the GMAT. All PhD candidates are required to submit the GRE or GMAT.

If your native language is not English and you have not earned a university degree where English was the language of instruction, you are required to submit the Test of English as a Foreign Language (TOEFL), or the International English Language Testing System (IELTS). Fletcher requires a minimum score of 100 on the Internet-based TOEFL, 250 on the computer-based TOEFL, or 7 on the IELTS, for admission. In addition to the TOEFL or IELTS, we strongly recommend that all international students submit the GRE or GMAT. All international MIB candidates are required to submit the GMAT. All international PhD candidates are required to take the GRE or GMAT. International MALD and MA candidates who earned their undergraduate degrees where English is the primary language of instruction are required to take the GRE or GMAT exam.

To ensure timely reporting of scores, applicants should arrange to take the appropriate exam at least one month before the application deadline.

VISITING FLETCHER

An on-campus admissions interview is strongly encouraged but not required. Campus tours, information sessions, and informal meetings with students and faculty will provide you with better insight into Fletcher. The interview, generally conducted by a current student, will give you the opportunity to describe your motivation and interests more fully than the application alone might allow.

DEADLINES

To enter in September and be considered for scholarship aid, MALD, MIB, MA, and LLM candidates are required to submit completed admissions and financial aid applications by January 15. 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 January 1.

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. If you are admitted through the Early Notification process and have submitted a Fletcher Financial Aid Application by January 15, 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.

DEFERRAL AND REAPPLICATION POLICIES

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

APPLICATIONS

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

**THE FLETCHER DISTINCTION
RESPECTED AND RIGOROUS**

The Fletcher School is highly recognized around the globe and has extensive experience in the preparation of innovative leaders and problem-solvers in the private, public, and nonprofit sectors. The curriculum's flexibility allows me to complement my main interest in development and poverty reduction with other related areas, such as business.

**MARIA LUISA HAYEM BREVE '09
EL SALVADOR**

BA, Escuela Superior de Economía y Negocios, El Salvador



FINANCIAL AID

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

FLETCHER SCHOLARSHIPS

Each year, Fletcher awards over \$4 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 15 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, Federal Perkins Loans and Federal Direct PLUS Loans. Both programs are need-based. Eligibility is determined through review of your FAFSA (Free Application for Federal Student Aid), which is available at www.fafsa.ed.gov or from the Federal Student Aid Information Center. Fletcher's code number is 002219.



I chose the LLM program at Fletcher for its interdisciplinary curriculum. At Fletcher, I take law classes with non-lawyers, thereby gaining valuable insight into alternative perspectives on a whole host of issues. The diverse backgrounds and experiences of my classmates enrich my classes and force me, in a positive way, to think outside the law.

ELIZABETH KING '09
UNITED STATES
 BA, Duke University
 JD, Georgetown University Law Center

FIELD OF STUDY
 Public International Law

INTERNATIONAL EXPERIENCE
 Associate, Dechert LLP and
 Holland & Knight LLP
 Assistant Director, Boston College Center
 for Human Rights and International Justice

LANGUAGES
 English, Spanish, Portuguese

We recommend that you submit the FAFSA by February 1. Estimated income and tax information is allowable. Additional information can be obtained from the Tufts University Student Financial Services Office at uss.tufts.edu/finaid/gradaid.

STUDENT EMPLOYMENT AND WORK-STUDY

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

FINANCIAL AID FOR INTERNATIONAL STUDENTS

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

Questions regarding loans, work-study, or FAFSA forms should be addressed to the Tufts University Student Financial Services Office at +1.617.627.2000 or studentservices@ase.tufts.edu.

Questions regarding Fletcher scholarships should be addressed to Fletcher’s Office of Admissions and Financial Aid at +1.617.627.3040 or fletcheradmissions@tufts.edu.

TUITION AND FEES FOR 2009-2010

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 four to six percent each year.

MALD, MA, and PhD Tuition	\$35,200
MIB Tuition	\$41,200
LLM Tuition	\$40,200
Room and Board (on-campus)	\$9,550
Room and Board (off-campus)	\$12,000-14,500
Books and Supplies	\$2,200
Health Services Fee	\$632
Health Insurance Fee*	\$1,505

*May be waived if proof of outside coverage is submitted



THE FLETCHER
SCHOOL

TUFTS UNIVERSITY

160 PACKARD AVENUE
MEDFORD, MASSACHUSETTS 02155 U.S.
phone +1.617.627.3700 (main)
 +1.617.627.3040 (admissions)
fax +1.617.627.3712
fletcheradmissions@tufts.edu
fletcher.tufts.edu