Search Summary

Tufts University ("Tufts"), a private, student-centered, research-intensive university with campuses in Boston, Medford/Somerville, and Grafton, Massachusetts and Talloires, France, seeks a leader of distinction and standing in international affairs with a combination of academic and practice experiences to serve as the Dean of The Fletcher School of Law and Diplomacy ("The Fletcher School"). The current Dean of The Fletcher School, Ambassador Stephen W. Bosworth, following a successful 12-year tenure, has announced his intention to retire at the end of the academic year, and Tufts is seeking his successor to begin during the summer of 2013. The search is comprehensive and world-wide in its scope.

The Fletcher School was founded in 1933 as a graduate school of international affairs offering "...a broad program of professional education in international relations to a select group of graduate students committed to maintaining the stability and prosperity of a complex, challenging, and increasingly global society." The mission of the School remains compelling and valuable eight decades later, and the particular ways in which the School accomplishes these goals have evolved and will continue to evolve, reflecting pervasive changes in international affairs. The faculty’s commitment to innovation in both theory and practice ensures that the teaching program is cutting-edge and policy-relevant. The School's future will unfold in a world of accelerating change and increasing global interdependence and complexity, creating opportunities as well as challenges for this pre-eminent school of international leadership and policy.

To be successful, the next Dean should possess and further develop a profound understanding of: the mission and meaning of The Fletcher School as an educational enterprise of scholars and students; the importance of developing the financial, human, technical, and programmatic resources of the School to enable it to achieve its mission of research, teaching, and service; the mission of Tufts as a leading research university
and Fletcher’s role in defining the research and teaching mission of the University as articulated in its emerging strategic plan (http://strategicplan.tufts.edu); and the knowledge, capacity, and vision to lead The Fletcher School in expanding its impact on international affairs.

Tufts seeks an exceptional leader who will be regularly and enthusiastically engaged in the Tufts community and the administration of the School. The Dean must have the ability and desire to articulate The Fletcher School’s compelling narrative to current and prospective students and faculty, as well as to diverse audiences of alumni, funders, policy-makers, and leaders in the fields linked to Fletcher’s educational mission. The Fletcher Dean will have standing and credibility in academia as well as strong connections and relationships among global policy-makers.

The Tufts Provost, Dr. David Harris, has appointed a search committee comprised of faculty, members of the Fletcher Board of Advisors, students, University officials, and staff. The Fletcher School is assisted in this recruitment by the executive search firm, Isaacson, Miller. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

Tufts University

Founded in 1852, Tufts has grown from a small liberal arts college into a private, coeducational, nonsectarian university. Tufts is one of a very few American universities with a profound historic commitment to undergraduate liberal arts education and an equally robust commitment to strong professional schools and a world-class research mission.

Today, Tufts enrolls approximately 9,700 students, of whom about 53% are undergraduates and the remaining 47% are enrolled in graduate and professional schools, including the Graduate School of Arts and Sciences, the School of Engineering, the School of Medicine, the Cummings School of Veterinary Medicine, the School of Dental Medicine, the Friedman School of Nutrition Science and Policy, the Sackler School of Graduate Biomedical Science, and The Fletcher School. No other university offers this distinctive combination of schools. The University employs approximately 1,250 faculty and 3,100 staff. Current Tufts students are from all 50 U.S. states; over 1,200 international students come from more than 100 foreign countries.

Under the leadership of its current President, Anthony Monaco, and Provost David Harris, the University is engaged in an institution-wide strategic planning process that will be completed by the Fall of 2013. This plan will describe the ways and means to achieve shared goals in teaching and learning, research and scholarship, and impact on society across Tufts’ academic units, including The Fletcher School. Among national universities, Tufts ranked 28th in the most recent U.S. News and World Report rankings. (Further information about Tufts may be found at www.tufts.edu.)
The Fletcher School of Law and Diplomacy

Next year The Fletcher School will mark its 80th anniversary of teaching, research, and service in the “pursuit of a more just, stable, and prosperous world.” The Fletcher School has prepared, and will continue to prepare, leaders to confront and solve international problems by integrating theory and practice, connecting history, politics, and culture, and transcending borders and disciplines.

The Fletcher mission has remained steadfast and compelling for the past 80 years:

- To educate professionals from around the world and to prepare them for positions of leadership and influence in national and international arenas;
- To increase understanding of international issues through teaching and research;
- To serve local, national, and international communities in their search to develop relationships of mutual benefit, security, and justice in an increasingly interdependent world.

Without doubt, the world has changed in ways that were unimaginable in 1933, but the mission of Fletcher has remained to nurture stability, justice, and prosperity world-wide.

The Fletcher School faculty generates original research, analysis, and commentary on a wide range of topics and issues. Fletcher’s internationally respected faculty are at the forefront of their fields and, accordingly, are called upon to advise governmental leaders and policy makers, international business executives, and those who guide NGOs and international entities of many kinds. Their research is published in the most distinguished academic journals, and their insights are also prominently shared in popular journals and through guest lectures and conference presentations around the world. Currently the full-time faculty of 42 and the 15 half-time faculty appointments, proficient in their fields of practice, teaching, and scholarship, are augmented by a distinguished corps of 30 adjunct faculty members, some of whom also hold appointments in other schools at Tufts.

The School enrolls approximately 500 Masters-level, residential students of whom 40% are non-U.S. students from over 70 nations, and slightly more than half (52%) are women. The Fletcher School offers five master’s degree programs, all designed for students pursuing international professional careers, and a Doctor of Philosophy in International Affairs.

The oldest and largest of its programs is the Master of Arts in Law and Diplomacy (MALD), a two-year program enrolling some 190 students per class. The MALD program has an interdisciplinary curriculum designed to give its students a broad, integrated expertise in international affairs, while incorporating both functional and regional concentrations, which culminates in a focused capstone project for all MALD students. Graduates of the program have gone on to distinguished careers in government, business, and the non-profit sectors.
Since 2008, Fletcher has offered a two-year Master in International Business (MIB) program. The MIB degree was developed to provide students with an integrated, interdisciplinary global business degree that would combine the core skills of an MBA with Fletcher’s unique strength in international affairs. The MIB two-year degree program, which enrolls 35 to 40 students annually, is a hybrid of international business and international relations, and is designed to teach international management skills within the context of: international politics; history and diplomacy; international law and organization; international economics; and, language and area studies. The MIB addresses the growing complexity of business leadership in a global web of institutions and issues that dramatically affect businesses and governments at every level.

Fletcher offers a nine-month residential Master of Arts (MA) program in international affairs for mid-career professionals from governments, international organizations, and private institutions. The MA program enrolls approximately 15 students per class, each of whom has substantial professional experience.

For students with three to five years of professional legal experience and a desire to pursue careers in international law, Fletcher offers the Master of Laws (LLM) in International Law. This program includes one academic year on the main Tufts campus in Medford, Massachusetts, as well as a capstone experience on Tufts’ campus in Talloires, France. The LLM enrolls about 15 to 20 students per class.

In 2000 Fletcher launched another innovative cross-disciplinary program for mid-career professionals, the Global Master of Arts Program (GMAP), which combines online learning with three, two-week intensive residencies. GMAP enrolls students with a minimum of eight years of professional experience. Integrating innovative technologies with the in-person residencies fosters a culture of teamwork and collaboration among the 35 students in each of two annual programs that begin in March and July.

The School offers a problem-driven, interdisciplinary doctoral program. Doctoral student research contributes to the academic literature. Students engage in significant field work grounded in rigorous methods and supported by a comprehensive theoretical framework to address pressing policy issues. Approximately 60 students, many of whom are non-resident, are enrolled in the doctoral program at any one time.

The Fletcher School offers courses across a range of disciplines, including: International Law and Organizations; International Politics; History, Negotiation and Conflict Resolution; International and Development Economics; Environmental Studies; and Security Studies. Flexible, interdisciplinary, and innovative, the School’s unique curriculum enables students to receive an integrated understanding of global challenges. This continues Fletcher’s tradition of creating globally oriented, innovative programs of research and teaching. In the late 1960s, the School developed the first interdisciplinary program in international development, and in the 1970s, the first program in international security studies to be offered in a civilian institution. Subsequently, Fletcher led the way in establishing programs addressing the
international environment and negotiation and conflict resolution. Working with the Fletcher faculty and Tufts University leadership, the next Dean should be prepared to be actively engaged in stimulating, encouraging and expanding the School’s creative, cutting-edge leadership on emerging issues for the future as it has done in the past.

The Fletcher School also offers customized executive education in the fields of international politics, geopolitics, international business, and security. Working with Fletcher’s distinguished faculty and alumni, its various research programs and centers, including the International Business Center, Center on Emerging Market Enterprises, International Security Studies Program, Hitachi Center for Technology and International Affairs, and the Center for Environment and Resource Policy, the Office of Executive Education develops customized programs for senior managers, corporate boards, country and regional managers, corporate risk officers, and government agencies at the state, national, and international levels. For additional information on executive education and all of the Fletcher School programs see www.fletcher.tufts.edu.

Another valuable asset of the Fletcher School is its alumni network whose loyalty and concern for Fletcher provide resources, connections, and ideas for the School's students, faculty, and administration. Fletcher graduates stay connected to the School and to each other, and the continuing involvement of Fletcher alumni provides introductions and jobs for students, connections between faculty and practitioners around the globe, and other financial and human resources for the School.
Opportunities and Challenges for the Dean of the Fletcher School

The Dean of Fletcher must be engaged, along with the School’s students and faculty, in learning, exploring, researching, teaching others, and adapting as the world evolves. A leader who can use the experiences of the past to navigate the future will be a successful Fletcher Dean. Of the many opportunities and challenges, four stand out, all involving the capacity to develop deeper understanding and insights into the major features that have made and will make The Fletcher School a strong and leading educational institution.

Engage with the Faculty to Realize the Mission of Fletcher as an Academic Enterprise of Excellence and Impact.

First, foremost and always, Fletcher is an academic enterprise committed to research, teaching, and service, instructing students, creating new knowledge and applying that knowledge in the service of society. Regardless of his or her past roles, in the role of Fletcher’s Dean, the new leader must have the capacity, interest, and resolve to support Fletcher’s academic mission. In this regard, encouraging scholarship and finding ways to assist and encourage faculty to research and publish, while continuing to instruct and mentor students are vital. One of the Dean’s critical challenges is to guard against intellectual stasis in the academy. Meeting that challenge will require engagement and collaboration with the faculty in an intense and supportive way.

Manage Fletcher’s Resources Optimally and Align Fletcher Within the Tufts Community.

Fletcher is not a business, but it should operate efficiently to achieve its academic mission. Managing staff, developing budgets, implementing programs, finding ways to save money and improve systems, and being more efficient are not immediately obvious challenges, but they are significant in the operation of the School. There are some important challenges in this regard that will have to be managed in the next few years. One is finding more physical space for the School. Another is engaging the human and technical resources to better support the academic mission of Fletcher. An additional challenge is to create synergies with Tufts University that benefit Fletcher as well as the other components of the University.

The Dean of Fletcher acts within a larger, interdependent institution that is seeking ways to enhance local strengths while also capitalizing on interdisciplinary opportunities. The challenge for any dean or the leader of an academic unit at every university is to find and maintain the balance between supporting central university initiatives and maintaining and advancing the excellence, traditions, and distinctive features of the school or faculty that s/he represents. Maintaining and strengthening healthy relations between Fletcher and the rest of Tufts present opportunities for mutually beneficial coherence and collaboration. For example, Fletcher clearly complements and strengthens the mission of Tufts in meeting the challenges and opportunities of globalization. The better the Dean understands Tufts and vice versa, the stronger
Fletcher and the University will become. The Dean should be an advocate for Fletcher within the Tufts community and at the same time be an engaged collaborator with University leaders and other school deans at Tufts.

**Raise Goodwill, Financial Resources, and Human Capital for Fletcher’s Academic Mission.**

The Fletcher School Dean’s principal challenge is enhancing Fletcher’s goodwill, financial resources, and human capital in ways that improve the ability of the School to achieve its academic mission. The Dean will not be able to meet the other challenges without meeting this fundamental challenge.

Ideally, the next Dean will have a track-record of achievement in these areas, but the essential keys to success in attracting talent, treasure, and goodwill are an understanding of the mission of the School, a passion for this mission, and the ability to translate that passion to engage and enlist others - funders, alumni, faculty, students, staff, and peers across the globe.

**Lead Fletcher in Continuing its Impact on International Affairs**

The Fletcher Dean will be expected to come from a career of leadership, either from a position in academia or from a position in the practice of international affairs, and with a strong background in both. The challenge for the next Dean is to translate that experience and leadership to help Fletcher maintain and enhance its standing as a pre-eminent school of international affairs. A related challenge for the Dean is demonstrating how the knowledge and study developed at Fletcher can be applied in the “real” world, and consistently asserting to multiple audiences the essential value that Fletcher offers the international community. In addition, Fletcher is committed to expanding leadership roles for women in international affairs and to the study of international issues using the lens or frame of gender in order to discover new approaches and solutions; the Dean should fully embrace this commitment.

**Experience and Qualifications**

As The Fletcher School’s Dean, Tufts University seeks an exceptional leader who is passionate about the Fletcher mission, committed to its standards of excellence, and farsighted and optimistic about its future potential. The University is open to considering candidates from all parts of the world and from a variety of backgrounds, including leadership in the academic, private, professional, military, nonprofit, and government sectors. The position calls for vision, breadth, and good judgment; proven intellectual leadership skills; an enthusiasm for fund raising; demonstrated financial and staff management experience; an understanding of the mission of an academic enterprise; and a collaborative leadership style that can motivate all participants within a mission-driven culture.
No single candidate will possess all of the ideal qualifications, but the University seeks a Dean who has a track record of experience and the personal talent to lead and build an exceptional School within a great University. The following qualifications are of particular interest:

- Commitment to Fletcher’s values and its mission to connect teaching, research, practice, and public service for addressing important global issues
- Significant, successful experience in international relations as a scholar, practitioner, or both; for example:
  - An accomplished scholar, with a Ph.D. or an equivalent, relevant terminal degree, with academic achievement and experience that qualifies for the rank of professor
  - An accomplished practitioner with a record of innovative and/or entrepreneurial leadership at the senior level in the public or private sector
- Demonstrated success in a senior leadership capacity within the academy, business, the professions, or the public sector
- Demonstrated knowledge of the opportunities and challenges facing higher education today
- A commitment to diversity
- A leadership style that is both inclusive and decisive
- Demonstrated fund-raising experience with foundations, government agencies, or individual donors
- Strategic acumen and the ability to use available resources to greatest effect
- An institution builder with strong relational skills
- Superior written and oral communication
- Multi-national and multi-disciplinary exposure and experience
- An affinity and aptitude for work in multi-cultural settings
- Enthusiasm for the opportunity to lead and develop the School
- Fluency in multiple languages and experience living and working in more than one country.

Application Procedure

Nominations, inquiries, and applications, including a resume, cover letter and list of references should be sent in confidence to:

Tim McFeeley or Sean Farrell
Isaacson Miller, Inc.
1300 19th Street, Suite 700
Washington, D.C. 20036
Telephone: 202-682-1504
4686@imsearch.com

Electronic submissions are strongly encouraged.

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