LEAD WITH GLOBAL IMPACT
Since 1933, The Fletcher School has prepared the world’s leaders to become innovative problem solvers in government, business, and non-governmental organizations. With our ongoing commitment and rigorous approach to advancing world knowledge through research and scholarship, Fletcher informs and builds bridges to meaningful global solutions.

The 21st century is being shaped by new realities, and global interdependence has become the norm. 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 these challenges are the myriad connections between history, politics, and culture that we must understand to respond effectively.

The Fletcher School is distinctive among leading professional schools of international affairs for our collaborative, cross-disciplinary approach to identifying and illuminating those connections. Students representing more than eighty countries join with an experienced faculty to inform classroom discussion with diverse viewpoints. Immersed in this dynamic environment, broadly knowledgeable and inquisitive leaders develop a thorough and nuanced grounding in the latest political, economic, business, and legal thinking and translate it into practical actions that shape international issues and events.

If you seek engagement in international affairs and aspire to make meaningful contributions to the world, we invite you to join the Fletcher community and explore a world of possibilities.
ACTIVE & ENGAGED FACULTY

Key to your experience at Fletcher are the relationships you will forge with our internationally respected faculty. Fletcher professors are at the forefront of their fields. They advise world leaders and policy makers, write for scholarly and popular journals, and conduct research to advance the understanding of international issues. Our faculty’s passion for understanding and influencing global affairs is equaled only by their accessibility and commitment to effective, interactive classroom instruction and student mentoring.

Daniel Drezner, Professor of International Politics, has worked as an international economist for the Department of the Treasury and is a member of the Council on Foreign Relations. His research interests encompass economic statecraft, U.S. grand strategy, global civil society, forum-shopping in global governance, and regulatory coordination.

Jenny Aker, Assistant Professor of Development Economics, has been a research fellow for Catholic Relief Services and the Center for Global Development. She focuses on the impact of information technology on markets, and the role of agro-food market performance in producer and consumer welfare, primarily in West and Central Africa.

Peter Uvin, Academic Dean and Henry J. Leir Professor of International Humanitarian Studies, focuses on the relationship of development aid to human rights and conflict. As a Guggenheim fellow, he analyzed young people’s lives in post-conflict Burundi.

Kelly Sims Gallagher, Associate Professor of Energy and Environmental Policy, has participated in international negotiations on global climate change and was a Truman Scholar in the office of Vice President Al Gore. Her focus is the role of policy in spurring the development and deployment of cleaner and more efficient energy technologies.

Michael Glennon, Professor of International Law, has served as a consultant to various congressional committees, the U.S. State Department, and the International Atomic Energy Agency. He is a member of the American Law Institute and the Council on Foreign Relations.

Laurent Jacque, Walter B. Wriston Professor of International Business, is currently involved in research in the area of international financial risk, capital markets, and global strategic management for financial institutions.

Cecile Aptel, Associate Professor of International Law, is a specialist in international criminal law and child rights, and is the Co-Chair of the War Crimes Committee of the International Bar Association.
Students come to Fletcher from all over the world. They bring diverse life and work experience that enrich discussions of pressing world issues. They have impressive academic credentials and a shared passion for making a difference in the world. Fletcher students are spirited and driven, engaging deeply with international affairs. When you choose Fletcher, you are joining a dynamic, close-knit community that spans the globe.

2012 ENTERING CLASS PROFILE

| Number of Students in the 2012 Entering Class | 280 |
| Average Age | 27 |
| Age Range | 21–45 |
| Females | 51% |
| Males | 49% |
| Non-U.S. Students | 40% |
| Citizenship | 58 |
| % U.S. Minority | 28% |

DIVERSE & COLLABORATIVE PEERS

Being surrounded by students with diverse views and experiences has made me more comfortable with analyzing problems from different perspectives. When examining a conflict or a development project, for example, I have a better sense of who the different players—NGOs, the military, politicians, lawyers, economists—may be and how they approach the problem. Keeping all of these perspectives in mind will allow me to analyze and resolve issues more holistically.

AMELA ZANACIC ’12  |  Bosnia and United States  |  BS in Aerospace Engineering; BA in English, California Polytechnic State University

FIELDS OF STUDY
Human Security; International Negotiation & Conflict Resolution

BEFORE FLETCHER
Wind Tunnel Test Engineer/Manager, Jacobs Engineering/NASA Ames Research Center, Moffett Field, U.S.

FLETCHER INTERNSHIP
United Nations Development Programme, Sarajevo, Bosnia and Herzegovina

LANGUAGES
Bosnian, German, French, English
As a student entering Fletcher, you should be prepared for a challenging, intensive academic program that immerses you in both scholarship and collaborative real-world practice. A Fletcher education is designed to be as flexible as it is rigorous. A variety of degree programs allow you to tailor your Fletcher education to meet a specific international interest or career goal. This flexibility encourages you to explore your interests from new perspectives. All Fletcher courses are available to you, regardless of your degree program.

Fletcher’s courses are organized into three divisions: International Law and Organizations; Diplomacy, History, and Politics; and Economics and International Business. Selecting classes from across the three divisions ensures a broad and interdisciplinary course of study. Students build knowledge and competency in a particular area through the Fields of Study, specialized tracks, certificates, and dual-degree programs.

All entering students are required to pass written and oral comprehension exams in a language other than their native tongue. The master’s degree programs require the completion of a capstone project. PhD candidates must write and defend a dissertation.

**PROFESSIONAL DEGREES**

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

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

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

**Master of Laws (LLM)**
A one-year program in international law for professionals eligible to practice law.

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

**Doctor of Philosophy (PhD)**
An interdisciplinary, advanced course of study in international affairs.

**FIELDS OF STUDY**
Human Security; Public & NGO Management

**BEFORE FLETCHER**
Global Village & International Volunteer Program Coordinator, Habitat for Humanity, Latin America & Caribbean Office, Costa Rica

**FLETCHER INTERNSHIP**
United Nations Development Programme, Bhutan

**LANGUAGES**
Spanish, Portuguese, English

Working with an international NGO made me realize the importance of viewing development issues from a global perspective and the importance of understanding the business component of programs in order to deliver results. The flexibility of Fletcher’s program lets me do both. I have a wide variety of fields of study to choose from and options outside those fields to further increase my knowledge on a particular topic or region of the world.
FIELDS OF STUDY

MALD, MIB, MA, and PhD candidates
• Development Economics
• Human Security
• Humanitarian Studies
• International Business & Economic Law
• International Business Relations
• International Environment & Resource Policy
• International Information & Communication
• International Monetary Theory & Policy
• International Negotiation & Conflict Resolution
• International Organizations
• International Political Economy
• International Security Studies
• International Trade & Commercial Policies
• Law & Development
• Pacific Asia
• Political Systems & Theories
• Public International Law
• Southwest Asia & Islamic Civilization
• United States
• Self-designed

MIB Candidates
• International Finance & Banking
• Marketing
• Public & NGO Management
• Strategic Management & International Consultancy

LLM Candidates
• International Business Law
• International Economic Law
• Public International Law

CERTIFICATES

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

DUAL DEGREES AND EXCHANGE PROGRAMS

Fletcher offers a number of dual-degree programs in collaboration with institutions including Harvard University, Dartmouth College, HEC School of Management (Paris, France), University of St. Gallen (Switzerland), China Europe International Business School (China), and Tufts University’s graduate programs in medicine, engineering, nutrition, urban and environmental policy, and veterinary medicine.

For detail on specific programs of study, dual-degree options, and exchange programs, visit fletcher.tufts.edu.
Students at The Fletcher School benefit from the School’s close relationships with the nationally renowned graduate programs of Tufts University, as well as from connections with the academic, business, technology, and nonprofit communities of Boston—an academic and intellectual hub, home to more than sixty distinguished colleges and universities and the largest concentration of international students in the world.

Founded in 1852, Tufts is the second-oldest university in the Boston area. A major research university with 9,500 students attending two undergraduate colleges and eight graduate and professional schools, Tufts maintains three campuses in Massachusetts and one in France. Fletcher is located at Tufts’ 150-acre campus in Medford, Massachusetts. Tufts is renowned for its international perspective, emphasis on active citizenship, and strength in the life sciences.

JAMILAH WELCH ’12 | Barbados, Canada, United States | BS in Health Promotion & Disease Prevention Studies; BA in International Relations, University of Southern California

FIELDS OF STUDY
Development Economics; International Business Relations

BEFORE FLETCHER
Assistant Director of Alumni Relations, Polytechnic School, Pasadena, CA; Grants Volunteer, International Rescue Committee, Bukavu, DR Congo

FLETCHER INTERNSHIP
U.S. Overseas Private Investment Corporation, Washington, DC

LANGUAGES
French, English

Medford did not immediately evoke an image of a bustling international community. How wrong I was! There is such a vibrant intellectual and cultural community within Fletcher that has allowed me to push myself to grow. The Fletcher community offers all of the benefits (and more) that I thought would only be possible in New York or DC. The world really comes right to you here, and the possibilities are endless.
Employers around the world value Fletcher’s unique interdisciplinary program, which produces graduates who know how to navigate the increasingly complex and globally integrated world. Fletcher’s Office of Career Services partners with students to connect them to these opportunities through:

- Resources, events, presentations, briefings, technology, and contacts to help you explore career options
- Career programs and counseling to help you develop the professional skills to create opportunities in targeted fields
- Targeted, proactive outreach, marketing, and ongoing relationship management with employers to optimize our students’ employment opportunities

**Global & Connected Network**

Like our professors, Fletcher’s 8,239 living alumni are active players on the global stage who are ready and willing to share their experiences and contacts in the public, private, and nonprofit sectors with current students. Fletcher graduates are innovative leaders and problem solvers in business, government, and non-governmental organizations worldwide. With sixty-eight alumni clubs around the world, connections made at Fletcher impact the academic, personal, and professional lives of our alumni over the course of a lifetime.

**Resources**

- Professional development program for first-year students
- On-campus recruiting, including information sessions, résumé collections, and interviews
- Career development workshops covering résumé and cover-letter writing, interviewing, and networking
- Individual counseling, including self-assessment, job search strategy, and videotaped mock interviews
- Networking/career exploration events in New York; Washington, DC; and Boston
- Internship and job-posting database, extensive website, career resource library, and job search center

**FIELDS OF STUDY**

- International Organizations
- Law & Development
- Pacific Asia

**BEFORE FLETCHER**

- Visiting Lecturer, Korea Development Institute, Seoul, South Korea
- Marketing Manager, Tokyo Parawood, Klaeng, Thailand

**FLETCHER INTERNSHIP**

- China Study Tour, Asia Foundation, China
- UNESCO, Bangkok, Thailand

**LANGUAGES**

- Korean, Thai, English

I was surprised at the level of support from the Office of Career Services (OCS). In my previous academic experience, OCS was a separate entity that was very “hands-off.” At Fletcher, professional development is integrated into the first-year curriculum, and there are weekly visits from alumni representing a wide variety of career fields. The Office of Career Services at Fletcher is actively dedicated to helping students not just in finding the next job, but discovering the right career path.
GLOBAL IMPACT

Fletcher students engage with real-world issues both during and after their time at the School. Most students participate in summer internship opportunities in the U.S. and abroad with a wide variety of organizations. Fletcher students completed internships in fifty-seven countries during the summer of 2011. Graduates pursue diverse careers worldwide in public, private, nonprofit, and international organizations. Through the combination of theory and practical experience from a Fletcher education, graduates are prepared to lead in many careers throughout the world.

FULL-TIME EMPLOYMENT

Employment Breakdown by Sector

Public
- 44% U.S. Government
- 33% Foreign Governments
- 23% International Organizations
- 33% Public Sector

Private
- 30% Consulting
- 33% Financial Services
- 7% Energy
- 30% Other

Nonprofit
- 22% Social/Charitable Organizations
- 17% Foundations
- 30% Education
- 22% Research/Think Tanks
- 9% Other
SAMPLE EMPLOYERS OF RECENT FLETCHER GRADUATES

Public
Belgian Ministry of Foreign Affairs
Central Intelligence Agency
Export Development Canada
Federal Reserve Bank of New York
Japanese External Trade Organization
Mexican Ministry of Economy
Overseas Private Investment Corporation
U.S. Department of Energy
U.S. Department of State
USAID
White House Office of Management and Budget

International Organizations
African Union Commission
European Commission
International Labor Organization
International Organization for Migration
NATO
The Palestinian Authority
The World Bank
UN Children’s Fund

Nonprofit
Action Against Hunger
Amnesty International
Brookings Institution
CARE International
FINCA International
Human Rights Watch
Kiva
Mapendo
Mercy Corps
Open Society Institute
Oxfam America
Partners In Health
Search for Common Ground

Private
Amazon.com
APCO Worldwide
Banco Santander
Banco Itaú
BNP Paribas
Booz & Company
Chicago Bridge & Iron
China Beijing Environment Exchange
Cisco
Deloitte Consulting
General Electric
Hitachi Research Institute
Juwi Solar, Inc.
Nomura Securities
Pfizer
Procter & Gamble
State Street Bank
Unilever

Average Starting Salaries

<table>
<thead>
<tr>
<th>Sector</th>
<th>Average Salary</th>
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<tbody>
<tr>
<td>Public Sector</td>
<td>$57,725</td>
</tr>
<tr>
<td>International Organizations</td>
<td>$59,000</td>
</tr>
<tr>
<td>Nonprofit Sector</td>
<td>$51,490</td>
</tr>
<tr>
<td>Private Sector</td>
<td>$86,891</td>
</tr>
</tbody>
</table>

SUMMER INTERNSHIPS

Internship Breakdown by Sector

- Private Sector: 19%
- Nonprofit Sector: 38%
- International Organizations: 18%
- Public Sector: 25%

Internship Locations

- North America: 44%
- Asia: 24%
- Africa: 15%
- Central/South America and Caribbean: 8%
- Europe: 9%
We invite you to learn more about Fletcher by visiting classes, meeting students, and attending an information session. A well-planned visit will assist you in the application process and help you feel confident that your academic and professional interests are well matched with Fletcher’s programs.

An on-campus evaluative interview provides a special opportunity for you to share information about yourself and to learn more about The Fletcher School. The interview is recommended, but not required, as part of the admissions process. You should schedule an interview during the fall prior to applying.

Visit information, application instructions, deadlines, and the online application can be found at fletcher.tufts.edu/admissions.

Thank you for your interest in The Fletcher School. We look forward to working with you as you plan the next stage of your academic, professional, and personal life.

fletcher.tufts.edu