Thank you for your interest in The Fletcher School and the Map Your Future program. These instructions pertain only to the Map Your Future program for the two-year MALD and MIB degree programs. If you would like to apply to a different program at Fletcher, please use the application instruction sheet for the appropriate degree program. These instructions provide essential information to enable you to complete your application accurately and thoroughly. Please read this document carefully and print it so that you may refer to it as you complete your application.

Please note:

- The Committee on Admissions and Scholarships cannot review your application until all required materials are received.
- With the exception of standardized test scores, please use the online application to submit all information.
- Refer to the Dates and Deadlines section below for specific deadlines.
- You should not submit a duplicate hard copy of your online application. Duplicate materials may cause processing errors and delays in handling.
- Application materials and supporting documents become the confidential property of The Fletcher School and cannot be returned to you. We suggest that you retain a copy of your application for your records and make a copy of those documents that are not confidential.
- Once your application has been submitted, you should wait 10 business days after you receive the confirmation email before contacting the Office of Admissions and Financial Aid about your application status. We will be unable to accurately inform you of your application status before this time.

Fletcher offers an Early Notification process for Map Your Future applicants to the MALD and MIB degree programs. The Early Notification process provides applicants an opportunity to receive an admissions decision by February 1 for September enrollment two years later. Through the Early Notification process, the Committee on Admissions will make an offer of admission, deny admission, or defer the application for further review with Regular Deadline applicants. If deferred, the applicant will be notified of an admission decision by July 1. Early Notification applicants who are denied admission will not be eligible to reapply for the Regular Deadline of the Map Your Future Program or the Regular or Final Deadline of the traditional admission process of the same year. Early Notification is not binding, and applicants may apply to other graduate programs.

We appreciate your interest in The Fletcher School and look forward to receiving your application. If you have any questions about the admissions process or The Fletcher School, please contact the Office of Admissions and Financial Aid at 617-627-3040 or fletcheradmissions@tufts.edu.
### Dates and Deadlines

<table>
<thead>
<tr>
<th>Enrollment Option</th>
<th>Application Deadline</th>
<th>Notification by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2016 Enrollment – Early Notification</td>
<td>December 20, 2013</td>
<td>February 1, 2014</td>
</tr>
<tr>
<td>Fall 2016 Enrollment – Regular Deadline</td>
<td>May 15, 2014</td>
<td>July 1, 2014</td>
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Under the Early Notification process, all required materials, including transcripts, test scores, and recommendations must be received by December 20. If all application materials are not received by December 20, the application will be held to be reviewed during the regular deadline process.

### Application Requirements

All Map Your Future MALD and MIB applicants must submit the following materials.

- **Online Application for Admission**
  Please refer to the Application Instructions section below for information on completing your application correctly and thoroughly.

- **Please note that the application fee of $80 is waived for Map Your Future applicants. Please select that you are a Map Your Future applicant in Preliminary Question #8 on the application, as well as in the degree question in Step 2, page 2 of the online application.**

- **Academic Transcripts (Grade Reports) from all colleges and universities attended**
  Transcripts from all academic work that contributed directly toward your degree(s) are required. You may submit scanned copies of official transcripts with your online application or submit original, official transcripts directly to our office. Upon enrolling at Fletcher, you will be required to submit original copies of all transcripts.

  Course names and grades from study abroad programs must either be listed on your undergraduate transcript or provided in a separate transcript from the host institution.

  If your degree includes credits transferred from another institution (e.g. study abroad, summer school, or transfer credit), the courses and grades associated with those credits must be listed on your degree transcript, or provided in a separate transcript from the original institution.

  While not required, you are encouraged to submit grades for additional course taken outside of a degree program.

  Transcripts not in English must be accompanied by a certified English translation. Transcripts should show the name of each course taken and the grade received, as well as the year/term in which it was taken.

  If your college or university does not use a traditional 4.0 grading scale, please provide (in the Additional Information section of the application) an explanation of the grading system, including systems of designation for honors and distinction.

  Please do not submit any high school transcripts or records.

- **Three Letters of Recommendation**
  We suggest that at least one letter come from a faculty member, academic dean, or an advisor familiar with your academic performance. At least one letter should come from a professional supervisor, mentor or colleague. The third letter should come from either an academic or professional reference.

  We prefer that you use the online recommendation system included with our online application. Please instruct your recommenders to set any spam filters to allow all emails from notification@smtp.embark.com, as this address will be used to communicate with them throughout the recommendation process.
Though we strongly prefer use of the online recommendation system, you may also print recommendation form from the Supplemental Forms section of the online application and have your recommenders submit their letters in hard copy.

- **Essay 1: Personal Statement** (600-800 words, single-spaced, Times New Roman 12 point font)
  Fletcher’s Committee on Admissions seeks to ensure that there is a good match between each admitted student and the School. Please tell us your goals for graduate study at Fletcher and for your career. Describe the elements of your personal, professional, and/or academic background that have prepared you for your chosen career path. Why is The Fletcher School the right place to pursue your academic objectives and to prepare you to meet your professional goals? Why have you selected the degree program to which you are applying? If you are planning to pursue a joint degree, please be sure to address this interest in your personal statement.

- **Essay 2** (500 words maximum, single-spaced, Times New Roman 12 point font)
  Share something about yourself to help the Committee on Admissions develop a more complete picture of who you are.

- **Essay 3** (500 words maximum, single-spaced, Times New Roman 12 point font)
  What professional opportunities do you intend to pursue during the next two years? What do you hope to learn and what skills do you hope to cultivate?

- **Résumé**
  Provide a current résumé that includes information on, and dates of, your educational history, employment, academic honors and awards, international travel, scholarships, publications, and extracurricular, community, and volunteer activities. Please account for any gaps in your résumé. If you feel that this information is inappropriate for your résumé, please explain gaps in the Additional Information section of the application.

- **Official Test Score Reports** *(please read carefully for requirements)*
  All applicants are required to take either the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT). Subject tests of the GRE are not required.

  If your native language is not English and you have not earned a university degree (undergraduate degree or graduate degree lasting two or more years) where English was the language of instruction, you are required to take either the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS), or the Pearson Test of English (PTE). A score of 100 on the Internet-based TOEFL, with subscores of 25 on each of the four components (reading, writing, listening, speaking) is generally considered evidence of sufficient English language ability for graduate study at The Fletcher School. Equivalent scores of 7 on the IELTS (with subscores of 7), or 68 on the PTE are also considered indication of sufficient ability.

  Applicants must contact the testing service to have their official score reports sent to The Fletcher School. For the GRE or TOEFL, the institutional code is 3399. For the GMAT, the institutional code is 7JB-L3-70. No department codes are required. **To ensure timely score reporting, we suggest that you take the required standardized test at least one month prior to the admissions deadline.**

- **On-Campus Evaluative Interview** *(optional)*
  An evaluative interview is a valuable way for you to share information about yourself and to learn how The Fletcher School will meet your academic and professional goals. The interview is strongly recommended, but is not a required part of the admissions process.

  - **Online Video Interview** *(optional)*
    Should circumstances preclude you from joining us at Fletcher for an on-campus interview, we also offer the opportunity for you to submit a video interview. While video interviews are optional, they can provide valuable supplemental information to your application. The video interview allows you to respond to pre-recorded questions from current students. To register for an interview, email fletcheradmissions@tufts.edu with your name, preferred email and an attached résumé. If you do not submit a resume, we cannot process your request. Full instructions for the video interview process are available on the Office of Admissions & Financial Aid web page.

- **Scholarship Application**
  Map Your Future applicants do not need to fill out the Scholarship Application at this time as scholarship aid will not be offered at the time of admission. Rather, admitted and enrolling Map Your Future candidates will be sent an application for scholarship aid the November prior to their year of enrollment. Applications for scholarship aid must be submitted to the Office of Admissions and Financial Aid by January 10 of the year of enrollment. Admitted Map Your Future candidates who
sumitted scholarship application are guaranteed a minimum award of $5,000. However, scholarship awards are based on a combination of merit and need and may exceed the $5,000 minimum.

PLEASE NOTE: Application materials and supporting documents become the confidential property of The Fletcher School and cannot be returned. We suggest that, for your own records, you retain a copy of the application and make a copy of those documents that are not confidential.

It is the longstanding policy of Tufts University and The Fletcher School to actively support equality of opportunity for all persons and no individual shall be denied admission or be otherwise discriminated against because of race, color, sex, sexual orientation, age, marital or veteran status, religion, national or ethnic origin, or disability

APPLICATION INSTRUCTIONS

This section outlines sections of the application or questions that merit special attention. Please refer to the guide below when completing your application.

Page 1: Personal Information
- Other Name: Use this field to inform us of any surnames or family names you have used in addition to the name listed under Legal Last/Surname. This includes names such as maiden names or secondary family names. If any alternate names or spellings are listed on your transcripts or official documents, please list them here.

Page 1: Contact Information
- Valid until: Please provide the date through which your mailing address is valid. After this date, all correspondence will be sent to the address provided in the permanent address section.

Page 1: Recommendation Information
- Providing your recommenders' contact information is **required**. Please complete this section thoroughly for each recommender.

Page 3: Post-Secondary Education
- Primary Undergraduate Degree Institution: Use this section for the school from which you will receive/received your undergraduate degree.
- Other Post-Secondary Institutions from which you earned/will earn a degree: Use this section to list all other degrees, most recent school first. This includes Associate degrees. Please do not list high school education.
- Other Post-Secondary Institutions attended: Use this section to list all other post-secondary schools attended including study abroad, certificate, and exchange programs. Please note that official transcripts/records must be provided for institutions listed in this section. For study abroad or exchange programs that are not listed on your university’s transcript, a separate transcript must be provided.

Page 4: Language Proficiency
- Foreign Languages: It is not necessary to repeat the native language and primary language spoken at home in this section.

Page 2: Intended Fields of Study
- MALD and MIB candidates must choose **two different** fields of study. For MIB candidates, the first field must be an international business field (marked MIB). The second field must be an international affairs field. The fields of study indicated in the application are non-binding and only provide the Committee on Admissions a sense of your interests.

Page 2: Countries of Residence
- Please list countries where you have lived for six months or longer. Study abroad and exchange programs should not be listed in this section, regardless of length of stay. They should be listed in the International Travel and Study Abroad section of the application.

Page 7: Essay 1: Personal Statement
- Use this section to upload your personal statement. The personal statement should be between 600 and 800 words. Please use the following format: single-spaced, Times New Roman 12 point font.
Page 8: Essay 2
- Use this section to upload your answer to essay 2. Your essay should be no more than 500 words. Please use the following format: single-spaced, Times New Roman 12 point font.

Page 9: Essay 3
- Use this section to upload your answer to the essay question provided. Your essay should be no more than 500 words. Please use the following format: single-spaced, Times New Roman 12 point font.

Page 11: Additional Information
- Please use this section to provide answers to questions that did not fit in the application form or to provide additional information that you would like to bring to the attention of the Admissions Committee. Please do not upload writing samples as they will not be considered as part of the application.

Page 12: Transcripts/Academic Records
- Scanned copies of transcripts from each college or university attended where credit was earned towards an undergraduate, graduate, or professional degrees are required. Transcripts for study abroad programs or transfer programs are not required if the course titles, grades, and credit hours are all included on the transcript of the degree-granting institution. If the original document is not in English, also provide a certified, exact (literal) English translation.
  - Scan all pages of each transcript. If the reverse side of the transcript provides information on the university’s grading policies, please scan and submit one example.
  - All transcripts should be scanned into a single document. PDF files preferred, but additional formats (.doc, .jpg, .gif, .tiff, .bmp) are accepted.
  - Ensure file size does not exceed 2 MB.
  - Scanned documents must be clearly legible and able to be printed on standard U.S. 8.5” x 11” paper.
  - Tips for reducing file size:
    - Scan as a low resolution image, or in black and white only.
    - Make a low-resolution black and white photocopy of your transcripts and scan each photocopy.

APPLICATION PROCESSING

The Office of Admissions and Financial Aid strives to compile and evaluate each application as quickly as possible. Please read the information below to understand how your application is processed once you submit it electronically.

1. **Recommendations:** Once your online application has been submitted, the system will match your application with any recommendation letters that have been submitted online. If one of your registered recommenders has not yet submitted a recommendation letter, your application will not be forwarded to the next step. Please ensure that all recommenders submit their letters on time to avoid a delay in processing.

2. **Confirmation email:** After all letters of recommendation from your registered recommenders have been submitted, your application will be uploaded by the Office of Admissions for processing. At this point, you will receive an email confirming receipt of your online application. This email will include a username and password to the Tufts Graduate Admissions Management System (GAMS) that will allow you to check the status of your application and ultimately your admissions decision. Please keep this email for your records.

3. **Please note:** It takes several business days to match your electronic application with paper documents sent by mail, and GAMS is not updated until we are able to do this (see step 4). As such: **PLEASE WAIT 10 BUSINESS DAYS AFTER YOU RECEIVE THE CONFIRMATION EMAIL BEFORE CONTACTING THE OFFICE OF ADMISSIONS ABOUT YOUR APPLICATION STATUS. WE WILL BE UNABLE TO ACCURATELY INFORM YOU OF YOUR APPLICATION STATUS BEFORE THIS TIME.** If you check GAMS immediately after receiving the confirmation email, you will see that many of your application credentials are listed as “missing.”

4. **Paper Documents:** After we receive your online application and recommendations, we will match them with the paper materials received in the office, including transcripts, test scores, and paper recommendations. At this time we will update your GAMS account with the appropriate information. We will email you if any of your credentials are missing.

5. **Decision Notification:** Once all required credentials have been received, your application will be evaluated by our Committee on Admissions. All applicants will receive an email from The Office of Admissions when an admissions decision has been reached. Please be aware that we do not have a rolling admissions process. Please refer to the Dates and Deadlines chart on our website for notification dates.

MALD Application Instructions
CURRENT TUITION AND EXPENSES (2013-2014 ACADEMIC YEAR)

The cost of a Fletcher education is similar to comparable institutions, especially in light of the financial aid resources available to students. The cost of living varies widely depending on students’ needs and preferences. Tuition and fees normally increase 3 to 5 percent annually.

MALD Tuition $39,618
MIB Tuition $46,371
Health Service Fee (mandatory) $710
On-campus Room and Board $9,000 (Blakeley Hall and 10 meals a week)
Off-campus Room and Board $14,400
Personal Expenses $2,250
Books and Supplies $1,000
Health Insurance $2,037 (Waived with proof of other coverage)

APPLYING FOR SCHOLARSHIP AID

A Fletcher education is a significant investment, and it is essential that you formulate a plan to finance your education as early as possible by exploring all potential sources of funding including personal savings, family contributions, outside scholarships, and educational loans. The Fletcher School is committed to providing scholarship assistance to as many students as possible; however, our resources are limited. Therefore, your plan for paying for tuition and other expenses should not rely solely on financial assistance from Fletcher.

A variety of financial aid resources are available to Fletcher students, including scholarship aid, on-campus employment, loans guaranteed by the U.S. federal government, and private educational loans. Many Fletcher students find it necessary to borrow educational loans to finance their graduate studies.

Map Your Future applicants do not need to fill out the Scholarship Application at the time of application. Scholarship aid will not be offered at the time of admission. Rather, admitted and enrolling Map Your Future candidates will be sent an application for scholarship aid the November prior to their year of enrollment. Applications for scholarship aid must be submitted to the Office of Admissions and Financial Aid by January 10 of the year of enrollment. Admitted Map Your Future candidates who submit a scholarship application are guaranteed a minimum award of $5,000. However, scholarship awards are based on a combination of both merit and need and may exceed the $5,000 minimum.

The Fletcher School awards over $7 million in scholarship aid annually. Fletcher scholarship awards are calculated based on a combination of merit and need. Financial need is determined through an evaluation of an applicant’s resources, which includes income and asset information. No distinction is made between domestic and international students in awarding scholarship funds. While over ninety percent of the candidates requesting scholarship aid receive at least partial funding, Fletcher students need to formulate a financial plan that does not rely solely on Fletcher scholarship aid. The middle 50 percent of scholarships awarded are in the $8,000 to $18,000 range. Please note that Fletcher offers very few full-tuition scholarships, and assistance to support living expenses is not available.

Applicants are also strongly encouraged to research outside sources of scholarships as early as possible. The deadlines for many scholarships sponsored by private organizations are often in October or November of the year before a student intends to matriculate. Applicants from the United States are urged to consult their undergraduate placement, counseling, and financial aid offices regarding fellowship programs that may support graduate study. International students should apply for awards offered by their governments or by governmental and private agencies in the United States or elsewhere.
Please collect and send all paper materials (transcripts, hard copy letters of recommendation, fee check, etc.) in one large envelope. Application materials and supporting documents become the confidential property of The Fletcher School and cannot be returned to you. We suggest that you retain a copy of your application for your records and make a copy of those documents that are not confidential.

Mail all documents to:

The Fletcher School
Office of Admissions and Financial Aid
160 Packard Avenue
Tufts University
Medford, MA 02155
Phone: 617-627-3040, Fax: 617-627-2929
Email: fletcheradmissions@tufts.edu
Web site: http://fletcher.tufts.edu

Other Important Addresses

Tufts University Student Financial Services
Dowling Hall Student Services Center
Tufts University
419 Boston Avenue
Medford, MA 02155
Phone: 617-627-2000, Fax: 617-627-4691
Email: StudentServices@ase.tufts.edu
Web: http://uss.tufts.edu/finaid/gradaid

Free Application for Federal Student Aid (FAFSA)
Institutional Code Number: 002219
Phone: 800-433-3243
Web: http://www.fafsa.ed.gov

Graduate Record Examination (GRE)
Institutional Code: 3399
Email: gre-info@ets.org
Web: https://www.ets.org
Phone: 609-771-7670

Graduate Management Admissions Test (GMAT)
Institutional Code: 7JB-L3-70
Phone: 800-717-4628
Email: gmat@ets.org
Web: http://www.gmat.org

Test of English as a Foreign Language (TOEFL)
Institutional Code: 3399
Phone: 609-771-7100
Email: toefl@ets.org
Web: http://www.ets.org

International English Language Testing System (IELTS)
Email: ielts@ieltsintl.org
Web: http://www.ielts.org

Pearson Test of English (PTE)
Phone: +44 845 543 0243
Web: http://pearsonpte.com/TestMe/Pages/TestMe.aspx