GMAP
GLOBAL MASTER
OF ARTS PROGRAM
One year Master of Arts degree. Three 2-week residency sessions. 35 dynamic international professionals. Innumerable opportunities to further develop your global skills and leadership capabilities.

GMAP is a combined residency and Internet-mediated degree program for mid-to-senior level international professionals. Three 2-week residency sessions and 33 weeks of Internet-mediated study allow 35 accomplished individuals from around the world to earn a Master of Arts degree from The Fletcher School without interrupting their careers.

The interdisciplinary curriculum provides a 360-degree perspective of international affairs necessary to succeed as an international leader. Through an intuitive technology platform, students remain connected with faculty and classmates as they continue the learning that begins during the residency sessions.

Expand your global leadership capabilities with GMAP and the Fletcher network.
“Our students are leaders who come here to interact with other leaders.”

—Deborah Winslow Nutter

For more than 75 years, The Fletcher School has prepared the world’s leaders. Since the year 2000, its innovative Global Master of Arts Program (GMAP) has allowed practicing international professionals to remain at their jobs while gaining what we call a 360-degree perspective on international affairs—one that combines international politics with economic, legal, financial, humanitarian, environmental and security studies. International leaders—aid workers, businesspeople, diplomats, officials from the United Nations and nongovernmental organizations, physicians, lawyers, journalists and others—all have joined the dynamic GMAP community to enhance their understanding of the world and hone their ability to lead within it.

The Global Master of Arts Program couples this century’s technology with the dynamic exchange of ideas characteristic of Fletcher’s cosmopolitan community of faculty, students and alumni. Participants join a peer group drawn from around the world, whose members share their passion for international affairs and their desire to study global issues in depth. By engaging in such a community and developing camaraderie with other accomplished international professionals, students form a powerful network through GMAP that they take with them throughout their lives.

For over a decade I have had the honor and privilege of knowing and teaching the remarkable students who enroll in GMAP. We look forward to your joining them.

Deborah Winslow Nutter

DEBORAH WINSLOW NUTTER, PhD
Senior Associate Dean and Professor of Practice
Director, Global Master of Arts Program
“GMAP helps you make connections between issues on the world stage, understanding the nuances and complexities of international relations.”

One of the highlights of the program is that it focuses on strengthening subject areas where you are weak and enhancing areas where you are strong. The team structure GMAP operates within was very beneficial in helping me learn and develop quickly in new subjects while giving me an opportunity to help my other teammates in subjects where I had expertise. I graduated a much more confident individual than when I entered the program.

GMAP helped me understand the world from a political, economic, trade and security point of view. It gave me both depth and breadth in areas that any private or public sector manager would need to operate effectively today.

GMAP helps you make connections between issues on the world stage, understanding the nuances and complexities of international relations. Working globally, GMAP has noticeably increased my participation in management team discussions on currency exchange, finance, geopolitical issues and probably most importantly, has made a significant impact on my negotiation and team communication skills.

SANDRA COYLE, ’11
UNITED STATES
B.A., Journalism and History, Rutgers University
CURRENT POSITION
Head of Global Communications, Global Alliance for Improved Nutrition
LANGUAGES
English, French
I joined the GMAP program for multiple reasons. I needed a more solid grounding in politics. I wanted to do more analytical writing on Africa’s issues and challenges, and I felt that sometimes one needs to take a step back and look at the key issues and challenges from a theoretical point of view, so as to be better able to formulate good analyses. I also must admit that I applied to GMAP to fulfill the deep and abiding desire to challenge myself in an academic program of its stature. The knowledge and skills I gained during the program will be vital and crucial to my career.

MARY KIMANI ’09
KENYA
B.A., Communications, Daystar University
M.A., Communications Psychology, Warnborough University
CURRENT POSITION
Program Officer, Office of the Special Advisor on Africa, United Nations, New York
LANGUAGES
Swahili, Kikuyu, French

“GMAP equips its graduates with the skills, knowledge and experience for them to succeed as 21st-century international professionals and global citizens.”

I chose to pursue an advanced degree not because I felt I needed it to be competitive for a promotion, but because I felt intellectually ripe to return to the classroom. I had an itch to explore subject areas that would not only provide me new tools and insights related to international affairs, but also broaden my intellectual curiosity beyond my narrow expertise.

At its core, GMAP is concise, relevant and powerful.

The one-year program is designed carefully to teach students what they need to know about today’s international environment. GMAP’s curriculum is immediately applicable to issues I confront every day working as a foreign policy and security analyst. Both the people I have met in GMAP, and the lessons I have learned from it have deeply affected both my personal and professional outlook on today’s world—something beyond what a diploma or a line on a résumé can convey accurately.

GMAP equips its graduates with the skills, knowledge and experience for them to succeed as 21st-century international professionals and global citizens.

MICHAEL CASSIDY ’08
UNITED STATES
B.S., Foreign Service, Georgetown University
CURRENT POSITION
Analyst, US Department of Defense Arlington, VA
LANGUAGES
Chinese

“The knowledge and skills I gained during the program will be vital and crucial to my career.”

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Past GMAP residency locations:

SAN JOSE, COSTA RICA | ÁVILA, SPAIN | ATHENS, GREECE | MEXICO CITY, MEXICO | SINGAPORE |
THE HAGUE, THE NETHERLANDS | BUENOS AIRES, ARGENTINA | OTTAWA, CANADA |
LISBON, PORTUGAL | BRUSSELS, BELGIUM | BUDAPEST, HUNGARY | NICOSIA, CYPRUS | HANOI, VIETNAM |

STUDY FROM AFAR
Get closer to your international goals.

International Organizations/NGO
- United Nations and its Specialized Agencies
- NATO
- Regional Organizations

Public Sector
- Diplomacy
- Security
- Ministries
- Other Agencies

Private Sector
- International Business
- Journalism
- Law
- Health
- Engineering

70% of students have between 10 and 15 years of experience.

NON-US STUDENTS: 50%
COUNTRIES REPRESENTED: 20+
AVERAGE AGE: 40
THE FLETCHER SCHOOL’S GLOBAL MASTER OF ARTS PROGRAM
A GREATER PERSPECTIVE

Residencies. Intensive classroom experiences that provide the foundation for building teams. And friendships.

Three residency sessions are the core of the GMAP year. Each GMAP course begins with face-to-face sessions with the faculty. In the classroom at The Fletcher School during the first residency, participants begin to understand the theories that will underpin the courses throughout the entire term. Students also engage with classmates and hear the many perspectives that will shape the discussions in the weeks to come. The second – or midyear – residency takes place in either August or January at an international location, where students attend lectures for the second and third term courses, as well as connect with Fletcher alumni and learn from local experts, politicians, and thought-leaders. Past classes have met with the Minister Mentor of Singapore, the former Prime Minister of Canada, and the Prosecutor for the International Criminal Court. After a year of study, the class returns to The Fletcher School to complete third term coursework and defend masters’ theses before graduating and joining the network of GMAP alumni around the world.
Interactive learning. The world, literally, at your fingertips.

The community formed during the three residencies is sustained by using the intuitive tools of the GMAP technology platform. The online collaboration system helps students easily access all necessary communication tools, schedules, and syllabi. Weekly discussions and team assignments ensure a high level of engagement in which no perspective is overlooked. Collaboration with fellow team members takes place around the world as new influential global networks are built. Each student receives a laptop computer configured with all hardware and software required by the program. Students have varied technological backgrounds, and the GMAP technology staff works closely with the class during the residencies to provide the technical support necessary to master these tools.

Teams. Connect intimately with fellow teammates.

GMAP students work on teams throughout the term – studying, completing assignments, and becoming lifelong colleagues. Beginning either in March or July, a GMAP cohort enrolls in the set curriculum, allowing the teams to work across subject areas, with each member contributing his or her individual expertise. The GMAP team approach emulates real-world project management and problem solving, a hallmark of all programs at Fletcher. During the first of three residency sessions, teams write a charter that governs the interaction of members. Weekly conference calls help teams organize assignments, identify best practices, and stay connected. The class will be reconfigured into new teams at the midyear residency leading into the second and third terms, allowing the group to work closely with a second set of classmates, each with unique skills and experiences.
GMAP students and alumni join the large Fletcher School network around the world. There are currently more than 700 GMAP graduates living and working in over 85 countries. Their careers span the private, public, and nonprofit worlds, and as their professional needs and interests evolve, they take advantage of the connections made during their GMAP year to begin the next phase of their international leadership.
LEADERSHIP AND MANAGEMENT

Leadership and Management explores the global strategic and managerial challenges that decision makers increasingly face in both public and private sectors. It attempts to reconcile their evolving role and competency requirements with the new global business imperative. In particular, the module aims at benchmarking best practices from the disciplines of strategy, management and marketing and at transposing them to the field of action of the “new diplomat.” This reengineering of skills constitutes an invitation to challenge established organizational wisdom and to adopt new strategic and managerial orientations with respect to a variety of issues.

FOREIGN POLICY LEADERSHIP

Foreign Policy Leadership focuses on seven world leaders who are known for major accomplishments in foreign policy: Elizabeth I, Napoleon, Woodrow Wilson, Winston Churchill, Mao Zedong, Mikhail Gorbachev and Nelson Mandela. The varying strengths and weaknesses that these leaders demonstrated in the myriad situations they faced at home and abroad provide lessons and models for those who are interested in and aspire to leadership themselves. In this module, each figure is examined within the context of the pressing international problems of her/his time and within a foreign policy paradigm of leadership.

INTERNATIONAL NEGOTIATION

International Negotiation explores the processes, rather than specific substantive issues, of international negotiation and dispute resolution. The topics to be covered include the nature of conflict in the international arena; the nature of negotiation and types of bargaining; preparation and pre-negotiation; power, strategy and tactics in negotiation; the role of culture in international negotiations; the role of agents; implementation and renegotiation; mediation; and multilateral negotiations.

INTERNATIONAL MACROECONOMICS

This International Macroeconomics module presents frameworks for understanding the performance of economies that are linked to the rest of the world through trade in assets as well as through trade in goods and services. After reviewing the cross-border aspects of national income accounting, this section will teach models of the short- and long-run determination of exchange rates, trade and current account balances, in addition to other macroeconomic variables. These models are then used to analyze general issues such as the choice of exchange-rate regime, open-economy fiscal and monetary policy, the performance of the international monetary system, optimum currency areas, as well as specific current topics.

CORPORATE FINANCE AND GLOBAL FINANCIAL MARKETS

This module provides a conceptual and operational overview of corporate finance as it is practiced by financial managers and bankers in the private sector. Four major themes are explored: 1) financial planning and budgeting; 2) financing techniques including securitization and instruments as available from banks and capital markets; 3) Risk management and the use of financial derivatives; and 4) valuation metrics used in selecting among projects, acquiring existing firms, or structuring large-scale project finance.

INTERNATIONAL TRADE

This course investigates why nations trade, what they trade and the distribution of gains from trade. Topics include trade and growth, technology, the product cycle, multinationals, international labor migration, tariffs, dumping, regional economic integration, and international competitiveness of firms and nations. Throughout the course there will be special emphasis on how policies affect outcomes.

TRANSNATIONAL SOCIAL ISSUES: HUMANITARIAN AID

This module will put complex emergencies and humanitarian crises within a global perspective, focusing on key institutional actors in the field of humanitarian aid. The module will analyze the political, economic, and ethical issues raised by humanitarian interventions in war situations.
and explore the tools available to aid agencies to program in crisis situations. Building primarily on experiences in Africa and Asia, the module explores linkages between relief and development as well as looking at the possible long term future of the international humanitarian aid system. (July)

INTERNATIONAL ORGANIZATIONS
The theory and practice of international organizations (IOs) is a dynamic and increasingly important dimension of world politics and international law. This course provides an introduction to the field. It begins by exploring the role of international institutions in global affairs, from the perspective of first international relations theory and then international legal theory. It then proceeds to an overview of the international legal order as embodied in the UN and regional organizations, focusing on the function of IOs as makers and interpreters of the law. That is followed by a close look at the substantive work of IOs in three broad fields: peace and security, human rights, and sustainable development. The course concludes with consideration of reform issues, ranging from the growing role of nongovernmental organizations to the expansion of membership of the United Nations Security Council. (March)

INTERNATIONAL BUSINESS AND ECONOMIC LAW
This course provides an introduction to the legal context of international commerce. It examines international trade law as a major component of the international legal system, with great relevance for international commerce. It explores selected issues within the international trade law system: including tariffs, discrimination, protectionism, health and environmental protection. It also examines selected issues of the regulation of international business, including the scope of jurisdiction, taxation and bribery. It examines contractual forms and legal constraints in private international commercial relations, including the formation of contracts, letters of credit and international loan agreements. Finally, the course concludes with an examination of the application of these concepts to international Internet-based commerce. (July)

INTERNATIONAL POLITICS
International Politics considers contemporary political and economic developments in the context of their historical antecedents, and weighs divergent interpretations of influential ideas and political and economic developments. The course examines contradictory interpretations of these events and their significance; focuses on “big picture” visions of political-economic developments; and seeks to apprehend the historical, political, economic, and cultural factors behind them. Part I introduces each topic and is intended to raise questions and provoke discussion during the residency period. Part II delves into each topic in greater detail, sometimes by focusing on multi- or supra-national institutions, and sometimes by examining particular regions and countries that exemplify the trends and counter-trends discussed in Part I.

TRANSNATIONAL SOCIAL ISSUES: ENVIRONMENT
In the past 25 years, global environment and resource policy has joined human rights and humanitarian and development issues at the forefront of international policy. Developing sound agreements requires an ability on the part of the diplomat, political leader, corporate decision-maker, or environmental practitioner to understand the scientific basis of the problem, the economic costs of addressing or not addressing it, and the technological and political possibilities for proposed solutions. In this module students will examine a diverse suite of environmental issues ranging from ocean fisheries to forest conservation, all the while examining each issue through the lens of climate change. The module will explore how environmental challenges arise to become part of the international agenda, how environmental treaties are negotiated, and how their implementation takes place in industrial and developing countries.

TRANSNATIONAL SOCIAL ISSUES: HUMAN SECURITY
This module explores issues of vulnerability and livelihoods and the interventions that NGOs and governments use to reduce risk and promote security and well-being. It focuses on both stable and unstable environments and complex situations where both conflict and poverty are present. It further investigates the principal humanitarian and development frameworks for understanding problems and aid interventions, both successful and failed, designed to mitigate those problems. (March)

SECURITY STUDIES
This course examines the political, economic, military and ethical factors affecting the use and utility of military force in international relations today. It aims to provide both the theoretical foundation and the tools needed to analyze current security challenges confronting the United States and other countries. Topics addressed may include debates about grand strategy, military transformation and force structure; theories and practice of coercion; theories and practice of crisis and post-crisis management; the causes of terrorism; nuclear, biological and chemical weapons (NBC) proliferation and counter-proliferation strategies; dynamics of military occupations, counterinsurgencies, and “nation building”; and the security implications of epidemic disease, border controls and demographic trends.

THE MASTER’S THESIS
The thesis module occurs in the third term of the program. It presents students with an opportunity to explore a topic in depth and in closer collaboration with faculty. During the midyear residency, students discuss potential topics with a master’s thesis instructor, who works with students to facilitate the thesis preparation process. During the third residency, students defend the thesis (25–40 pages long) before a faculty advisor and their team.

The GMAP curriculum includes all aspects of international affairs that leaders in any discipline must master. The courses are drawn from the three fields of study at The Fletcher School: Diplomacy, History and Politics; Economics and International Business; International Law and Organizations. In addition to the eight courses, GMAP students write and defend a master’s thesis drawn from a course or their career experience.

fletcher.tufts.edu/GMAP
GMAP Faculty

The expertise and experience of Fletcher’s GMAP faculty in the fields of law, politics, economics and security studies is unsurpassed. Please refer to the GMAP website for a complete list of recent faculty publications, professional activities and research interests.

Eileen Babbitt, PhD  
(Massachusetts Institute of Technology)  
Professor of Practice of International Conflict Management

Richard Blackhurst, PhD  
(University of Chicago),  
Adjunct Professor of International Economics

Diana Chigas, MALD, JD  
(Harvard Law School)  
Professor of Practice of Conflict Resolution

Laurent L. Jacque, PhD  
(University of Pennsylvania)  
Walter B. Wriston Chair of International Business Relations

Ian Johnstone, JD  
(University of Toronto)  
Associate Professor of International Law

Carsten Kowalczyk, PhD  
(University of Rochester)  
Associate Professor of Economics

Lawrence Krohn, PhD  
(Columbia University)  
Professor of Practice, International Economics

William R. Moomaw, PhD  
(Massachusetts Institute of Technology)  
Professor of International Environmental Policy

Deborah Winslow Nutter, PhD  
(Columbia University)  
Senior Associate Dean and Professor of Practice

Robert L. Pfaltzgraff, Jr., PhD  
(University of Pennsylvania)  
Shelby Cullom Professor of International Security Studies

Annamaria Seleny, PhD  
(Massachusetts Institute of Technology)  
Professor of Practice of International Politics

Richard Shultz, PhD  
(Miami University)  
Professor of International Politics

Bernard Simonin, PhD  
(University of Michigan)  
Associate Professor of Marketing and International Business

Jeffrey Taliaferro, PhD  
(Harvard University)  
Associate Professor in Political Science

Joel Trachtman, JD  
(Harvard Law School)  
Professor of International Law

Peter Walker, PhD  
(Sheffield University)  
Irwin H. Rosenberg Professor of Nutrition and Human Security

Kim Wilson, MBA  
(Simmons College)  
Lecturer, International Business

“GMAP students have a range of expertise and experience that enhances the teaching of ideas and concepts by bringing pragmatic insights to the issues of environment and sustainable economic development. The interaction among the students is a delight to watch—and teaching in GMAP is a very satisfying experience.”

—William Moomaw, PhD

fletcher.tufts.edu/GMAP
In an ever-globalizing world, a deep understanding of international affairs is an essential tool for any public, private or nonprofit professional to be truly competitive in today’s economic environment. The GMAP program helped me tremendously in that regard. Its rigorous curriculum provides a wide-angle view of global issues, allowing students to interpret them from multiple—yet key—facets, such as political, economic and legal. The faculty bolstered the debate with both theory and practical exercises, which allowed us to quickly apply the learned concepts to real-world situations. Back in the business world, I can unequivocally say that I utilize what I learned in GMAP on a daily basis, from everyday negotiations, budget development and general management to planning for growth opportunities abroad.
GMAP ADMISSIONS REQUIREMENTS

APPLICANT REQUIREMENTS
Successful GMAP applicants possess:
- Minimum of eight years of professional experience
- International focus
- Bachelor’s degree
- Knowledge of a second language

APPLICATION PROCESS
Applications can be downloaded from our website at: fletcher.tufts.edu/GMAP
Applicants to GMAP must submit the following:
* Official GMAP application form
* Essay responses
* Résumé or CV
* Two letters of recommendation
* Official undergraduate academic transcripts
* Letter of understanding from employer
* Application fee (check or money order payable in USD to “The Trustees of Tufts College”)
* Official TOEFL or IELTS scores (if applicable: see website for details)

DEADLINE AND NOTIFICATION DATES
The GMAP admissions committee accepts applications year-round.
- Applications to start in July are typically reviewed between November and June.
- Applications to start as a midyear student are typically reviewed between August and December.
Non-US citizens are encouraged to apply early to allow ample time to obtain the appropriate US visa.

TUITION
GMAP tuition covers all educational expenses, including a laptop computer and necessary software, room and board for the three residency sessions, and all books and course materials. It does not include travel to and from residency sites or Internet service provider costs.
The Global Master of Arts Program has a limited amount of financial aid available. Priority is given to applicants demonstrating both need and merit who come from developing areas of the world. We encourage all who think they might qualify for these competitive scholarships to submit the application for financial aid with their GMAP application materials.