<table>
<thead>
<tr>
<th>Program Opportunity</th>
<th>Dartmouth-Tuck School</th>
<th>The MBA program at HEC</th>
<th>The International MBA program at Instituto d’Empresas</th>
<th>CEIBS – China Europe International Business School</th>
<th>ISB – Indian School of Business</th>
<th>Yonsei University, Graduate School of International Studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Hanover, New Hampshire</td>
<td>Jouy en Josas, France</td>
<td>Madrid, Spain</td>
<td>Shanghai, China</td>
<td>Hyderabad, India</td>
<td>Seoul, Korea</td>
</tr>
<tr>
<td>Focus</td>
<td>Business School</td>
<td>Business School</td>
<td>Business School</td>
<td>Business School</td>
<td>Business School</td>
<td>International Studies</td>
</tr>
<tr>
<td># of Participants</td>
<td>Generally One each term.</td>
<td>One or Two</td>
<td>Two</td>
<td>Two</td>
<td>Two</td>
<td>Two</td>
</tr>
<tr>
<td>Duration</td>
<td>Fall 2015 Semester and Spring 2016</td>
<td>Fall 2015 semester (September to December) Spring 2016 term (mid-April - Mid-July)</td>
<td>Fall 2015 semester (early September – end of November)</td>
<td>Fall 2015 (September – December)</td>
<td>Two terms at ISB – Terms Terms 5 and 6: October – January or Terms 7 and 8: January – April</td>
<td>One semester</td>
</tr>
<tr>
<td>Eligibility</td>
<td>1st year MALD candidates. Completion of B200 is required to participate in the exchange.</td>
<td>Preference to 1st year MALD and MIB candidates. Completion of B200 is required to participate in the exchange</td>
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<td>Preference to 1st year MALD candidates.</td>
</tr>
<tr>
<td>Funding</td>
<td>Participants pay tuition to and receive aid from Fletcher/Tufts in accord with normal Fletcher procedures</td>
<td>Participants pay tuition to and receive aid from Fletcher/Tufts in accord with normal Fletcher procedures</td>
<td>Participants pay tuition to and receive aid from Fletcher/Tufts in accord with normal Fletcher procedures</td>
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</tr>
<tr>
<td>For Further Information</td>
<td><a href="http://www.tuck.dartmouth.edu">www.tuck.dartmouth.edu</a></td>
<td><a href="http://www.mba.hec.fr">www.mba.hec.fr</a></td>
<td><a href="http://www.ie.edu/">http://www.ie.edu/</a></td>
<td><a href="http://www.ceibs.edu">www.ceibs.edu</a></td>
<td><a href="http://www.isb.edu">www.isb.edu</a></td>
<td><a href="http://gsis.yonsei.ac.kr">http://gsis.yonsei.ac.kr</a></td>
</tr>
</tbody>
</table>
### Exchange Opportunities for the Academic Year 2015-2016

<table>
<thead>
<tr>
<th>Graduate Institute of International Studies</th>
<th>Institut d'Etudes Politiques (IEP - Sciences-Po)</th>
<th>Kondrad-Adenauer Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geneva, Switzerland</td>
<td>Paris, France</td>
<td>Germany</td>
</tr>
<tr>
<td>International studies</td>
<td>Political science, international studies</td>
<td>Study at any university in Germany</td>
</tr>
<tr>
<td>Two or three</td>
<td>Two</td>
<td>One</td>
</tr>
<tr>
<td>Fall 2015 term or Spring 2015 term</td>
<td>One semester (longer with internship) Fall: mid September to late January Spring: February to June</td>
<td>2015-2016 academic year</td>
</tr>
<tr>
<td>1st year MALD candidates.</td>
<td>Preference given to 1st year MALD candidates.</td>
<td>All Fletcher degree candidates; ideal for Ph.D. research. Candidates should have excellent German language capability</td>
</tr>
<tr>
<td>Tuition at Institute is waived for the first year. $2,500 stipend from Fletcher is given to participants</td>
<td>Participants pay tuition to and receive aid from Fletcher/Tufts in accord with normal Fletcher procedures</td>
<td>All expenses including housing, living expenses and round trip air fare is covered</td>
</tr>
<tr>
<td>Monday, March 9</td>
<td>Monday, March 9</td>
<td>Monday, March 9</td>
</tr>
</tbody>
</table>
General Application Information

By March 9, 2015 students must submit TWO copies of the following:

1. **Statement of purpose**: Two page statement outlining why your background, experience, academic and career interests qualify you for the exchange. Be clear as to which exchange you are applying for and for which term (fall or spring).
2. **Transcripts**: Unofficial copies of both your Fletcher record and undergraduate record.
3. **Current Resume/CV**

An internal committee will review your application and make a final determination as to whom is selected to participate in the exchange. We try to make our decisions before the beginning of spring break. Students selected to participate in the exchange may have to provide more detailed information/application to the host school (each one is different).

**Tuition/Fees and Financial Aid**: Fletcher students during the exchange semester pay full tuition to Fletcher and financial aid is granted by Fletcher and Tufts. Participants are expected to cover round trip air fare and all living expenses.

The following provides some general information about each of the exchanges. If you have questions, please contact the Registrar's Office.

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**MBA Program at HEC**

**Background**: HEC (Hautes Etudes Commerciales) is a "grande ecole" and is one of the two leading business schools in France (along with INSEAD). The MBA program was launched in 1969 and is avowedly international in approach including offering a bilingual curriculum. Although located 20 kilometers from Paris on a 300 acre wooded campus, HEC is at the heart of the European business community and close to Versailles. Each year, 200 highly qualified professionals from over 55 nationalities start their MBA experience at HEC. The mix of participants is a balance between 80% international origin and 20% French. The average age is 30 and 17% of the students are female.

**Academic Calendar and Program**: The HEC MBA is a 16-month generalist program with a fundamental phase and a customized phase. Exchange students enter the program in the customized phase and take electives in this period with full-time students. Students can go to HEC either in one of three terms: fall (September 2015 – December 2015); winter (January 2016 – April 2016) or in the spring (April 2016 – July 2016).

**Language of Instruction**: Almost all courses are taught in English. There are a few electives taught in French for those with a mastery of the French language. No French is required to attend the program. However, students will gain more from the exchange experience with at least an intermediate level of French before joining the program.

**Learning Expectations**: HEC has an international business school approach. It combines academic excellence with more practical approach and emphasis on interpersonal skills. Class format: Case studies, discussions, management simulation, student projects and lectures. Attendance in classes is mandatory. Poor attendance will result in a failing grade.

**Transfer Credit**: Students are responsible for arranging transfer credit back to Fletcher through CSAP for work completed at HEC. Students are expected to take a minimum of 24 credits which is generally 8 courses (minimum of 144 hours of class time at HEC (not including any language courses)). Courses taken at HEC along with grades and a grade key will be posted to the Student’s Fletcher transcript. Grading: HEC has moved to the ECTS grading system. Grades of A, B and C will be accepted at Fletcher. Grades lower than C will not be considered passing and the student will be expected to make up this credit. Language courses must be taken as either as an overload of full-time status or must have prior CSAP approval.

**Housing/Campus Facilities**: Fall and winter term: due to high demand, exchange participants will not be housed on campus. Help will be provided to assist in finding rooms before arrival. Information about off-campus housing options and costs is available at: [http://www.saclay-scientipole.org/science-accueil/index.htm](http://www.saclay-scientipole.org/science-accueil/index.htm). Spring term: a limited number of rooms are available on campus in the MBA Residence “Expansiel.” It is recommended that all exchange students consult with former exchange students to sufficiently evaluate means of transportation and determine a preferred location of residence before arrival.

**Career Services**: Exchange participants are welcome to benefit from CMC (Career Management Center) that are almost identical to those provided to full-time students. The Career office expects that exchange students have covered “self-assessment” material and clarified their career plan prior to arrival at HEC. Exchange students are unable to undertake an internship under the auspices of HEC.

**Eligibility**: Exchange open to both MIB and MALD students. Fletcher can send up to two students per year. Students must have taken B200 or have equivalency.

**HEC Website**: [www.mba.hec.edu](http://www.mba.hec.edu)
The Tuck School of Business Administration, Dartmouth College

**Background:** The Tuck School of Business at Dartmouth is organized around the deeply held belief that giving students access to a leading faculty of gifted communicators skilled in discovering new knowledge is essential to providing the highest level of graduate education. Tuck achieves its unique level of student learning by putting outstanding students and a great faculty of thought leaders in close proximity. This way, cutting-edge knowledge can be shared freely and fully. Faculty are chosen for their scholarly excellence and their dedication to student learning. Students are carefully screened for leadership potential, knowledge, education, and diversity of life and business experiences. Tuck provides a setting that maximizes the access its students have to faculty and to each other.

**Eligibility:** Fletcher MALD candidates. We can send one student in the fall semester and on occasion one in the spring semester. Students must have taken B200 or have equivalency.

**Curriculum:** Tuck offers anywhere between 30-35 electives in the fall term. Please see [http://www.tuck.dartmouth.edu/mba/elective-curriculum/elective-courses](http://www.tuck.dartmouth.edu/mba/elective-curriculum/elective-courses) The fall term runs from September-December, mini-term early December – mid-December and Winter (spring) January – March (dates to be confirmed closer to the fall term). Students must take a minimum of 12 credits while on exchange at Tuck. A mandatory orientation is held for all exchange students and is tentatively planned for September 5, 2015 and January 2, 2016 for those coming in the spring. No late arrivals are accepted. All students are required to pay a course fee that covers the costs for copyright and copying. The fee last year was $365. See [http://www.tuck.dartmouth.edu/mba/elective-curriculum/elective-courses/](http://www.tuck.dartmouth.edu/mba/elective-curriculum/elective-courses/) for a listing of elective courses.

**Housing:** Tuck staff will provide basic information regarding off-campus housing in the Hanover, NH area, but the visiting student is responsible for locating his/her housing. Tuck has indicated that you will be required to secure housing in the area in the early summer in order for you to participate in the exchange.

**Laptops:** All students will be required to use a Tuck laptop during their time on exchange. A small fee of $125.00 will be required to set up the laptop.

**Career Management Services:** While on exchange, students will have access to the career development office and most activities while on exchange. The range of services includes access to Tuck recruiters and alumni while on campus. Visiting students have all the rights and privileges of degree candidates with the exception that degree candidates at the home institution receive preference in the recruitment interviewing process.

**Health insurance:** Dartmouth College requires all students to have health insurance coverage for the term they are attending the school. Students will be enrolled in the health insurances for the semester unless you have demonstrated that you have comparable coverage with another provider through a waiver application. There is a $75 (approx.) health service access fee that is assessed to all.

**Website:** [www.tuck.dartmouth.edu](http://www.tuck.dartmouth.edu/)

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China Europe International Business School

**Background:** Established in Shanghai in 1994 as a non-profit joint venture between the Chinese government and the European Union on the basis of the China-EC Management Institute (CEMI) established in Beijing in 1984, the China Europe International Business School (CEIBS) has been leading in all major innovations in business education in mainland China. Widely recognized as the best business school in Asia, CEIBS stands as an example of the success of China-EU cooperation, and as a showcase of the achievements of China’s reform and opening up. CEIBS offers a world-class, 18-month, full-time MBA program taught in English and designed to prepare talented young people with career aspiration, managerial potential, and international orientation for a career of global business leaders in the future. It aims primarily to enhance the student’s ability to identify and utilize business opportunities, solve complicated business problems, motivate people, and develop organizations. CEIBS MBA program pays particular attention to its participants’ leadership, professionalism, sense of social responsibility, cross-cultural competence, and entrepreneurial spirit.

**Eligibility:** A total of two Fletcher Students may study at CEIBS, either MIB or MALD. Students can go Fall term (September-December) or Spring Term (January – March). Students must have taken B200 or have equivalency.

**Language of Instruction:** All MBA courses are taught in English.

**Academic Program:** Orientation is mandatory and it is expected that exchange students will arrive on campus in time to attend the mandatory orientation before the start of classes. Class attendance is mandatory. Class participation is usually a percentage of the final grade. In most circumstances, a 2-hour written exam is scheduled at the end of each course. A detail listing of courses and syllabi are available three months before the exchange program starts. Students are expected to earn a grade of B or better in their courses at CEIBS.
Each credit is equal to 10 class contact hours. Students must transfer in a minimum of 11 credits to count as one full semester at Fletcher. Language courses cannot count toward the minimum credits unless prior CSAP approval is received. Only second year MBA courses are open to exchange students.

**Housing:** On campus housing is available, but not very limited. Housing costs run approximately RMB 6,000-20,000 per month, meals RMB 3,000 per month, transportation RMB 1,200 per month. Health insurance is compulsory and the entire period of the exchange must be covered. Insurance offered by Tufts University should be sufficient and a copy of the health insurance coverage must be presented one month prior to attending courses.

**Career Services:** CEIBS Career Development Center services are open to all exchange students during the exchange period only, including career counseling, campus presentation and job application, except Career Leader Assessment.

**Website:** [www.ceibs.edu](http://www.ceibs.edu) or [http://www.ceibs.edu/mba/academics/intlexchange/index.shtml](http://www.ceibs.edu/mba/academics/intlexchange/index.shtml)

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**Indian School of Business - Hyderabad and Mohali Campuses**

**Background:** The School evolved from a need for a globally top-ranked and distinctive business school in the Asian region dedicated to providing the best management education. The School is the dream of some of the best minds from the corporate and academic world. Their aspiration in creating the ISB is to establish an internationally top-ranked, research-driven, independent management institution that grooms future leaders for India and the world. The ISB vision is to become an internationally top-ranked, research-driven, independent management institution that grooms future leaders for India and the world. The ISB’s aspiration to groom tomorrow’s leaders is grounded in the belief that leadership skills can be learned and that successful leaders must take charge of their own development and growth to achieve their true potential. However, it is our strong belief that whatever your model of leadership, it should be grounded in a strong foundation of core values. ISB has two state of the art campuses: Hyderabad and Mohali. Exchange students can attend either campus.

**Academic requirements for exchange students:**

- Students may take up to 5 courses per term. The minimum course load is three or four courses per term. At the end of two terms students must have completed 8 credits at ISB to have this count as one term at Fletcher.
- Students are required to be in attendance for two consecutive terms.
- The medium of instruction is English, and English language fluency is required. Laptops are required.
- Exchange students are allocated course-bidding points on a pro-rata basis depending upon how many courses they choose to enroll in. They are equal bidders vs. other exchange students in this bidding process.

<table>
<thead>
<tr>
<th>ISB Term</th>
<th>Start Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term 5</td>
<td>mid Oct – end November</td>
<td>6 weeks</td>
</tr>
<tr>
<td>Term 6</td>
<td>End Nov 28 – early January</td>
<td>6 weeks</td>
</tr>
<tr>
<td>Term 7</td>
<td>Early January – mid February</td>
<td>6 weeks</td>
</tr>
<tr>
<td>Term 8</td>
<td>End February – early April</td>
<td>6 weeks</td>
</tr>
</tbody>
</table>

**Eligibility:** Open to both MIB and MALD students. Students must have taken B200 or have equivalency.

**Housing:** Limited on-campus housing. It will be given on first-come, first serve basis. In case they miss out on ISB Campus accommodation, the exchange office will assist the students in finding suitable accommodation closer to the School.

**Estimated Expenses:** Housing runs a between Rs 18,000Rs to 30,000Rs per six week term. Food: Rs 90 per meal for vegetarian food in the cafeteria, or Rs 150 per meal for non-vegetarian food; Books/Course Materials: Course materials are provided free for all courses. Books may be purchased at prices ranging from 10% to 100% of the North American cost; Transport: Free shuttle service twice daily to city. Cabs cost about 650Rs for a four-hour rental.

**Website:** [www.isb.edu](http://www.isb.edu)

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**I.E. Business School – Madrid, Spain**

**Background:** Founded: in 1973 as a private, independent and plural academic institution, Instituto de Empresa focuses on three areas: the business, legal and financial training of directors and entrepreneurs in line with the new global economic framework, the generation of collective wealth via sustained support for the creation of new businesses, and the role of forum of opinion for the analysis of new trends and events within the world of business.
and the economy. Instituto de Empresa’s guiding principles throughout these years have been: the permanent quest for quality and innovation in the training of executives and business people, a steadfast commitment to the promotion of business ethics, and resolute backing for the creation of businesses. All this in the firm conviction that this is the driving force of economic growth and advancement of social welfare.

**Eligibility:** One or two Fletcher students (either MIB or MALD) may study at IE in the fall term and one or two Fletcher students may study at IE in the spring term. A basic knowledge of Spanish is helpful but not necessary. There are no nationality restrictions. Students must have taken B200 or have equivalency.

**Language of Instruction:** English and Spanish. Fluency in the language in which you take classes is required.

**Transfer Credit for IE work:** Participants in the exchange should follow normal Fletcher CSAP procedures in order to obtain transfer credit for work completed at IE. Students are expected to earn a grade of B-or better in their courses at IE. Students must enroll in a minimum 105 class sessions and a maximum of 140 sessions. Classes are typically 12 and 20 sessions each. If a student takes a language course, it must be in addition to the minimum of class sessions required or have received prior CSAP approval. The elective list of courses available to exchange students will be made available in May. There are approximately 70 electives offered although the access to certain elective courses will be limited and that exchange students are not automatically assured a place in all electives that they have selected.

**Housing:** IE staff will provide basic information regarding housing in Madrid, but the visiting student is responsible for locating his/her housing. There is no on-campus residences.

**Access to Career Services:** This services includes access to the IE careers training programs, IE alumni agenda, career events on campus including the annual Career Fair in the fall and the IE Career Portal during the program and the following six months after.

Website: [http://www.ie.edu/business-school/the-school/rankings-recognition](http://www.ie.edu/business-school/the-school/rankings-recognition)

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**Graduate Institute of International and Development Studies,**
**Geneva**

**Background:** The Graduate Institute of International and Development Studies is an institution of research and higher education dedicated to the study of world affairs, with a particular emphasis on the cross-cutting fields of international relations and development issues. Through core activities, they aim to promote international cooperation and make a contribution to the progress of developing societies. More broadly, they endeavor to develop creative thinking on the major challenges of our time, foster global responsibility and advance respect for diversity. The Graduate Institute is a cosmopolitan community located in the heart of Geneva, an international city and a center of global governance. By intensely engaging with international organizations, NGO’s, governments and multinational companies, they participate in global discussions and prepare future policy-makers to lead tomorrow’s world. The faculty come from all regions of the world, and approximately 850 students enroll from about 100 different countries. The Institute’s international character is further emphasized by the use of both English and French as working languages. The Fletcher school has had an exchange of students with the Institute since 1967. Two to three Fletcher students may participate in the exchange.

**Term Information:** Students may spend one semester fall (mid-September – late December) or spring (February – June)

**Academic Program:** Students are expected to take a minimum of 30 ECTS credits at the Institute (not including any language courses). Grading: The Graduate Institute has moved to the ECTS grading system. Grades of A, B and C will be accepted at Fletcher. Grades lower than C will not be considered passing and the student will be expected to make up this credit. Language courses must be taken as either an overload of full-time status or must have prior CSAP approval.

**Eligibility/Qualifications:** Open to MALD students. The majority of classes are taught in English and although useful, French language skills are not required.

**Financial Aid:** A special McJannet grant is awarded to students who participate in the exchange which is approx. $2,500. This scholarship is awarded in addition to any other scholarship awarded.

**Housing:** No housing is provided. Geneva is one of the more expensive cities worldwide. The most recent University of Geneva information estimates that expenses run at the rate of SF 1800 per month. Health insurance is required.

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**Institut D’Etudes Politiques (IEP) de Paris (SciencesPo)**

**Background:** The Institut d’Etudes Politiques de Paris (Sciences-Po) occupies a special position among French universities. Founded in 1872 as the Ecole Libre des Sciences Politiques, it was originally a private school established to analyze the contemporary world. In 1945, the Fondation Nationale des Sciences Politiques (a private foundation) was created, and the Ecole Libre was transformed into a public institution (Sciences-Po) while maintaining the objective of offering a multidisciplinary education for a “merit-based elite” who will develop “first-class analytical and decision-making capabilities.” Sciences-Po effectively has the stature of a “grand ecole” in the French educational system. It offers programs at the undergraduate, graduate (Master’s), and doctoral levels. There are 4,000 students total, of which approximately 20% are from abroad. Sixty percent of the 1,200 faculty members are practitioners from the public and private sectors, 30% are drawn from other French universities, and 10% are drawn from the seven research institutes affiliated with Sciences-Po. The School is located in the historical
Yonsei University – Graduate School of International Studies (GSIS)

Background: Yonsei University, the oldest private university in Korea, is generally considered one of the two leading universities in Korea, and one of the most international of Korean universities. Yonsei, located on the outskirts of Seoul, has a spacious, quiet, and well-wooded campus, 15 minutes from the economic, political, and cultural centers of Seoul’s metropolitan downtown. In 1987 Yonsei University established the Graduate School of International Studies (GSIS) which is considered the leading professional school of international studies in Korea. GSIS offers MA degrees in international studies and Korean studies. It also offers the doctoral degree. The MA in international studies offers 4 tracks: area studies; international cooperation; international trade and finance; and international management. GSIS currently has 38 full and part-time faculty members. Almost all of the faculty have extensive teaching and research experience at leading global institutions. There are currently three Fletcher PhDs on the GSIS faculty. There are approximately 300 students at GSIS, of which approximately 40% are non-Korean.

Academic Program: Students must take a minimum of 12 credits at Yonsei. Students should consult with the Fletcher Registrar’s office to ensure that they are taking the number of required credits to satisfy one semester at Fletcher. Students are expected to earn a grade of B or better in their courses at Yonsei. Language courses cannot count toward the minimum credits unless prior CSAP approval is received. Classes are conducted in English.

Term Information: Students are expected to attend orientation which is held around the end of August. Classes begin the first weekday of September. Final exams are from approximately mid to late December.

Housing: Exchange students will be responsible for locating appropriate housing but the host institution will assist/facilitate the search for housing to the extent possible. There is a dormitory on campus, International House, that can accommodate 240 students. This dorm is open to all undergraduate, graduate, and Korean Language Institute Students. Housing in the dorm costs approximately 1,250,000 won per semester. Housing in the dorm is not guaranteed. There is off-c campus housing available in the vicinity and costs range from 350,000 won to 600,000 won per month (including meals and laundry).

Eligibility/Qualifications: Open to MALD degree students. Although useful Korean language skills is not required.

Website: http://gsis.yonsei.kr
Exchange Program with the Konrad Adenauer Foundation (Germany)

**Background:** The Konrad-Adenauer-Stiftung (KAS) is the party foundation of the Christian Democratic Party (CDU) in Germany. It is not a university. It does have a major research institute and close ties with the government, banking, and industrial establishment in Germany. Under the agreement between The Fletcher School and the KAS, Fletcher may send one master or Ph.D. candidate every year to any German university for advanced study or research. In return, KAS sends one student every two years to complete the two-year MALD program. KAS will facilitate the placement of the Fletcher student at an appropriate university or research center, will support the Fletcher student with the arrangement of an internship, and will invite Fletcher students to participate in the seminars of the Foundation.

**Eligibility:** MALD and PHD candidates. Fluency in German is required.

**Application:**
Fletcher students interested in the exchange must submit the following:
(a) Documents certifying German language proficiency, or if unavailable, an outline of past study of German language study and residence in Germany.
(b) A draft "Application for acceptance for support from the Konrad-Adenauer-Stiftung." Copies available in the Registrar’s office, Goddard 212.

Be sure to attach to the draft KAS application the following:
(a) An essay detailing your study plans, goals, and timetable (item VI of the application).
(b) A detailed curriculum Vitae ("Lebenslauf").
(c) Transcripts from Fletcher and other institutions attended (unofficial will suffice for the moment).

**Cost:** KAS will cover all expenses, including housing, living expenses, and roundtrip airfare to Germany.