THE FLETCHER CONNECTION
At The Fletcher School, for more than 80 years, our mission has been to “know the world.” We prepare our students to be practitioners in every dimension of international affairs: economics, finance, diplomatic history, politics, culture, law, and security. The challenges we face in this turbulent 21st century quite literally transcend borders – we must comprehend many disciplines to be ready to connect in every sense of the word.

We seek to build partnerships between nations, government agencies, and the public and private sectors, in order to affect international issues and events. Our extensive network of graduates today serves in every venue in the global milieu — heads of state and government, political leaders in power and opposition, judges, diplomats, senior military officers, corporate leaders, international bankers, and development officials. The Fletcher School not only knows the world, but also contributes to the shaping of it through the global work of our graduates.

Fletcher offers a superb faculty possessing both academic excellence and real-world experience. Our curriculum draws from deep connections and partnerships in the academic and international world. Through their choice of degree program, Fletcher students can mold not only their academic preparation but also the fields into which they will ultimately graduate. They can further choose to broaden their expertise with dual degrees at leading institutions of law, business, medicine, urban policy, nutrition, engineering, and other disciplines, around the world.

If, like Fletcher students, faculty, and alumni, you hunger to “know the world,” then come join us and help shape the international scene for the better in the years and decades to come. We are waiting for you, at The Fletcher School.

Dean James Stavridis is the 12th leader of The Fletcher School since its founding in 1933. A former Admiral in the US Navy, he led the NATO Alliance in global operations from 2009 to 2013 as Supreme Allied Commander. He also served as Commander of US Southern Command, with responsibility for all military operations in Latin America, from 2006–2009. A Fletcher PhD, he won the Gullion Prize as outstanding student, and has published six books and over a hundred articles. His focus is on innovation, strategic communication and planning, and creating security through international, interagency, and public/private partnerships in the 21st century.
As a student entering Fletcher, you should be prepared for a challenging, intensive academic and professional program that immerses you in both scholarship and skill-building. A Fletcher education is designed to be as flexible as it is rigorous, and this flexibility enables you to explore your interests from new perspectives. Our degree programs allow you to tailor your Fletcher education to meet a specific international interest or career goal. 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 multidisciplinary grounding in international affairs. Students build knowledge and competency in a focus area through the Fields of Study, specialized tracks, certificates, and dual degree programs.

All 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 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 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)**
A multidisciplinary, advanced course of study in international affairs.

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**RIGOROUS & FLEXIBLE CURRICULUM**

The flexibility of the curriculum allows me to focus on hard skills like corporate finance, while gaining broad business exposure in courses such as International Strategy and Innovation, and Starting New Ventures, while also taking courses that more closely align with my background in international politics. My favorite class is Law and Development, where we discuss issues as controversial as corruption, land tenure and, female genital cutting, and also learn about the varied legal contexts in which these issues are debated. I also enjoy Professor de Waal’s Conflict in Africa course, where emphasis is placed on practical skills such as memo writing. Students at Fletcher provide a range of personal experiences which add a unique and thought-provoking dimension to conversations and enrich the classroom environment. I particularly enjoy taking classes with students from other programs.

BS, Foreign Service, African Studies, International Politics, Georgetown University
CUSTOMIZING YOUR DEGREE

Fields of Study are the basic building blocks of your education and provide you with depth in a particular area. Each Field consists of a group of courses related to a particular topic or geographic area.

With faculty approval, you may design your own Field of Study by combining courses from Fletcher, other graduate programs at Tufts University, and Harvard University. Recent examples of student-created Fields include international human rights, international migration and refugee studies, and private sector development.

FIELDS OF STUDY
- 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 (with approval)

INTERNATIONAL BUSINESS FIELDS OF STUDY (One field required for MIB candidates, open to others)
- International Finance & Banking
- Marketing
- Public & NGO Management
- Strategic Management & International Consultancy

INTERNATIONAL LAW TRACKS
FOR LLM CANDIDATES (Optional)
- International Business Law
- International Economic Law
- Public International Law

INTEGRATED CAPSTONE PROJECT
Under the direction of a professor, the capstone project allows you to sharpen your analytical skills, build deep knowledge in a niche area of expertise, and create a bridge to your job search. Capstone projects have included business plans, policy memos, case studies, group projects, and academic theses.
CROSS-REGISTRATION AND EXCHANGE OPPORTUNITIES

Fletcher encourages you to make connections and tailor your curriculum to meet your personal interests and professional goals. Fletcher maintains special relationships with many programs and graduate schools at Tufts University and Harvard University. In addition, one-semester exchange opportunities exist with many of Fletcher’s partner institutions listed on this page. Up to 25 percent of your classes can be taken at other institutions through cross-registration or exchange, allowing for further customization.

DUAL DEGREES

Students have the option of pursuing a dual degree with some of the world’s leading professional schools and graduate programs, listed on this page.

Additionally, students may pursue an ad hoc dual degree. The most common dual degrees combine a Fletcher degree with a degree in Law, Business, Public Health, Education, and Area Studies.

PARTNER INSTITUTIONS

Fletcher partners with the following institutions for dual degrees, exchange programs, and cross-registration. For specific details on each partnership, please see fletcher.tufts.edu/Academic.

- Tufts University (Medford, MA)
- China Europe International Business School (CEIBS) (Shanghai, China)
- Dartmouth College, Tuck School of Business (Hanover, NH)
- Diplomatische Akademie Wein – Vienna School of International Studies (Vienna, Austria)
- Harvard University (Cambridge, MA)
- HEC School of Management (Paris, France)
- IE Business School (Madrid, Spain)
- Indian School of Business (Hyderabad and Mohali, India)
- Sciences Po, Paris School of International Affairs (Paris, France)
- Konrad-Adenauer-Stiftung (16 regional locations in Germany)
- National Research University Higher School of Economics (HSE) (Moscow, Russia)
- The Graduate Institute of International and Development Studies (Geneva, Switzerland)
- Yonsei University, The Graduate School of International Studies (Seoul, South Korea)
- University of California, Berkeley School of Law (Berkeley, CA)
- University of St. Gallen (St. Gallen, Switzerland)

JAKE KUIPERS ’16 | United States | JD/MALD

I am interested in helping states use the rule of law to generate effective and meaningful economic development. Because my interests transcend law, development, and international finance, I am pairing Fletcher’s unique multi-disciplinary and professional curriculum with a law degree from Boston College. Fletcher’s renowned law classes dramatically enhance my formal legal training, while classes that are driven more by policy, analysis, and economics give me the skill set needed to translate my legal knowledge through the lens of international development. Fletcher will empower my law degree by giving me specific expertise and the authority to transition from a passive observer to a dynamic actor in my pursued field.

BA, Political Science, Middlebury College
ENGAGED LEARNING

CONFERENCES AND SPEAKERS
Each year, Fletcher welcomes hundreds of speakers who come to campus representing a wide range of professions and perspectives.

Recent on-campus speakers include:
- Eric Schmidt, Chairman of Google
- Toomas Hendrik Ilves, President, Republic of Estonia
- Rajiv Shah, Administrator of the United States Agency for International Development (USAID)
- General Ray Odierno, Chief of Staff of the US Army
- Robert D. Kaplan, Chief Geopolitical Analyst for Stratfor and author of *The Revenge of Geography: What the Map Tells Us About Coming Conflicts and the Battle Against Fate*
- Peter Maurer, President of the International Committee of the Red Cross (ICRC)

Recent Fletcher conferences include:
- Opportunity in Crisis: Geopolitical, Economic, Resources, Imagination Crises
- The Inclusive City
- Turkey’s Turn: Perennial Linchpin or Emerging Hub?
- Managing Political Risk
- Powering Global Energy Security

Recent appointments at Fletcher:
- President Mikheil Saakashvili of the Republic of Georgia – Senior Statesman
- Dr. Mohamed ElBaradei – Nobel-Laureate-in-Residence

CENTERS AND PROGRAMS
Fletcher hosts a number of special programs and centers that serve as a practical complement to coursework. Students do not “enter” these programs and centers. Rather, they enrich the curriculum by offering a range of activities such as research opportunities, internships, and field trips. They bring a wide array of practitioners and scholars to the School to lecture or participate in conferences.

- The Council for Emerging Market Enterprises
- The Center for International Environment & Resource Policy
- The Center for South Asian & Indian Ocean Studies
- The Constantine Karamanlis Chair in Hellenic & Southeastern European Studies
- The Edward R. Murrow Center for Public Diplomacy
- The Fares Center for Eastern Mediterranean Studies
- The Global Development & Environment Institute
- The Hitachi Center for Technology & International Affairs
- The Institute for Human Security
- The Institute for Business in the Global Context
- The International Security Studies Program
- The Maritime Studies Program
- The Program in Southwest Asia & Islamic Civilization
- The Program on Human Rights & Conflict Resolution
- The Sovereign Wealth Fund Initiative
- The World Peace Foundation
A WORLD-RENOWNED FACULTY

Playing multiple roles of instructor, mentor, advisor, and colleague, members of the Fletcher faculty are committed educators who are key to your experience as a student. Internationally respected for their work and at the forefront of their fields, Fletcher professors advise presidents and policy makers, write for scholarly and popular journals, and conduct research to advance the understanding of international issues. Their active engagement with the world translates to stimulating classroom discussion, curriculums that include practical and current real-world skills, opportunities for research collaboration, and valuable career support. Their dedication to the School means that you will find them to be accessible sources of guidance – forging relationships that extend well beyond the duration of your time in residence at Fletcher.

**Jenny C. Aker** is Assistant Professor of Development Economics, Deputy Director of the Hitachi Center for Technology and International Affairs, and a Non-Resident Fellow at the Center for Global Development. She served as Deputy Regional Director in West and Central Africa for Catholic Relief Services, and earned her PhD in agricultural economics at the University of California, Berkeley. Aker’s specialty is African economic development, focusing on the impact of mobile phone technology on agriculture, education, and health outcomes; the determinants of agricultural technology adoption; and impact evaluations of NGO projects. Aker has conducted field work throughout West and Central Africa, as well as in Haiti and Guatemala.


**Eileen F. Babbitt** is Professor of Practice of International Conflict Management, Acting Director of the Institute for Human Security, and Co-Director of the Program on Human Rights and Conflict Resolution at The Fletcher School, as well as a Faculty Associate of the Program on Negotiation at Harvard Law School. Her research focuses on identity-based conflicts, coexistence, and trust-building in the aftermath of civil war. She has worked as a facilitator and trainer in the Middle East and the Balkans, as well as with the UN, the US government, regional inter-governmental organizations, and NGOs. Prior to Fletcher, Babbitt was Director of Education and Training at the US Institute of Peace, and Deputy Director of the Program on International Conflict Analysis and Resolution at the Weatherhead Center for International Affairs, Harvard University.
Michael J. Glennon is Professor of International Law. He was previously Legal Counsel to the Senate Foreign Relations Committee, and has since been a Fulbright Distinguished Professor of International and Constitutional Law (Vytavus Magnus University School of Law, Kaunas, Lithuania), a Fellow at the Woodrow Wilson International Center for Scholars (Washington, DC), Thomas Hawkins Johnson Visiting Scholar (United States Military Academy), Director of Studies at the Hague Academy of International Law, and professeur invité at the University of Paris II (Panthéon-Assas). He is a member of the American Law Institute and the Council on Foreign Relations, and has served on the Board of Editors of The American Journal of International Law. Glennon has been a consultant to the US Department of State and the International Atomic Energy Agency, and is the author of numerous articles on constitutional and international law, as well as several books. He has testified before the International Court of Justice and numerous congressional committees. A frequent commentator on public affairs, he has appeared on Nightline, The Today Show, All Things Considered, and in the pages of The New York Times, The Washington Post, The Financial Times, and Frankfurt Allgemeine Zeitung.

Sung-Yoon Lee, Kim Koo-Korea Foundation Professor of Korean Studies and Assistant Professor, teaches courses on Korea and US-East Asia relations. He is a former Research Fellow with the National Asia Research Program, a joint initiative of the National Bureau of Asia Research and the Woodrow Wilson International Center for Scholars, and Associate in Research at the Korea Institute, Harvard University. He has taught courses on Korean political history at Bowdoin College, Sogang University, and Seoul National University. His recent publications have appeared in Asia Policy 15, Foreign Affairs, and Foreign Policy, as well as The New York Times, The Los Angeles Times, The Wall Street Journal, and The Washington Post. He has testified as an expert witness at a US House of Representatives Committee on Foreign Affairs Hearing on North Korea policy and has advised senior officials and elected leaders in the US government.

Kelly Sims Gallagher is Associate Professor of Energy and Environmental Policy. She directs the Center for International Environment and Resource Policy (CIERP) at Fletcher, and is a Senior Research Associate at the Harvard Kennedy School’s Belfer Center for Science and International Affairs, where she previously directed the Energy Technology Innovation Policy (ETIP) research group. Her research focuses on energy and climate policy in the US and China, with an emphasis on the role of policy in the development and deployment of cleaner and more efficient energy technologies. She is the author of The Globalization of Clean Energy Technology: Lessons from China. Gallagher was recently named as a Senior Policy Advisor for the White House Office of Science and Technology Policy where she works on climate change and energy policy. A Truman Scholar, she earned a MALD and PhD from The Fletcher School, and an AB from Occidental College. She speaks Spanish and basic Mandarin.

Richard H. Shultz is Professor of International Politics and Director of the International Security Studies Program. He has been the Olin Distinguished Professor of National Security (United States Military Academy), Secretary of the Navy Senior Research Fellow (Naval War College), and Brigadier General Oppenheimer Chair of Warfighting Strategy (US Marine Corps). Shultz has been a security consultant to various US government agencies and military services. With the assistance of the US Marine Corps he recently completed an in-depth study analyzing one of the types of conflicts that he believes will characterize the 21st century security environment—the US Marine Corps’ counterinsurgency campaign in Iraq. It was published in 2013 under the title The Marines Take Anbar: The Four-year Fight to Defeat Al Qaeda in Iraq. He is currently completing a study with Dr. Querine Hanlon of the United States Institute for Peace (USIP) that focuses on developing a new US approach to security sector reform that identifies flexible tools to address dysfunctional security sectors in fragile states. The study will be published in 2015 by the USIP press under the title A Blueprint for Security Sector Reform in the 21st Century. Finally, Professor Shultz has initiated a new research project that will focus on intelligence and military innovation and adaptation in irregular war since 9/11.
Even within the first ten years of graduating from The Fletcher School, our graduates are active players on the global stage. The network developed at Fletcher enhances the academic, personal, and professional lives of our students and alumni over the course of a lifetime.

WHERE CAN A FLETCHER DEGREE TAKE YOU?

INTERNATIONAL ORGANIZATIONS

Camilla Blomquist ‘08  
The World Bank  
Public Sector Specialist  
Harare, Zimbabwe

Kazuhiro Numasawa ‘07  
African Development Bank  
Agricultural Officer  
Tunis, Tunisia

Maya Ilic ‘06  
UNHCR  
Senior Officer  
Geneva, Switzerland

Fabienne Stassen Fleming ‘07  
World Economic Forum  
Senior Editor, Head of Editing  
Geneva, Switzerland

Tania Belisle-Leclerc ‘05  
Special Assistant/Coordinator Officer  
New York, NY

Devon Cone ‘08  
UNHCR  
Protection Officer  
Beirut, Lebanon

Gillian Cull ‘06  
United Nations Department of Peace Keeping Operations (DPKO)  
Strategic Planning Officer  
New York, NY

Tomoko Shimazu ‘04  
United Nations World Food Programme  
Programme Officer  
Juba, South Sudan

Yanina Seltzer ‘10  
CGAP/The World Bank Group  
Financial Sector Analyst  
Washington, DC

Luis Marquez ‘10  
Inter-American Development Bank  
Empowerment Consultant  
Multilateral Investment Fund  
Washington, DC

Cornelia Schneider ‘06  
UN Development Programme  
Global Focal Point for Rule of Law Programme  
New York, NY

NON-PROFIT/NON-GOVERNMENTAL ORGANIZATIONS

Vanessa Corlazzoli ‘11  
Search for Common Ground  
Senior Manager for Design, Monitoring and Evaluation  
Washington, DC

Waidehi Gokhale ‘05  
Sollya  
Director of Organizational Development and Volunteer Engagement  
Toronto, Canada

Suzanne Andrews ‘11  
Catholic Relief Services  
Markets and Agriculture Program Specialist  
Baltimore, MD

Natalie Parke ‘08  
ADRA International  
Business Development Manager  
Silver Spring, MD

Kartika Palar ‘06  
RAND Corporation  
Assistant Policy Analyst  
San Francisco, CA

Rodrigo Ordóñez ‘06  
American Red Cross  
Communication Information and Liaison Delegate  
Port-au-Prince, Haiti

Sara Bowers Posada ‘04  
Nike Foundation  
Pillar Lead  
Portland, OR

Michael-John Myette ‘08  
Ounce of Prevention Fund  
Manager, Strategy and Partnerships  
Chicago, IL

Bede Sheppard ‘05  
Human Rights Watch  
Deputy Director, Children’s Rights  
Barcelona, Spain

Neeraj Doshi ‘06  
Jaipur Initiative & RAINwater  
Co-founder  
Jaipur, India

Erik Dahl ‘04, ‘08  
Naval Postgraduate School  
Assistant Professor  
Monterey, CA
PRIVATE

Diana Stockwell '07
State Street Global Advisors
VP Institutional Sales for Latin America and the Caribbean
Boston, MA

Davide Chalude '10
Strateco Consulting
CEO
Abidjan, Côte d’Ivoire

Daisuke Takato '08
Credit Suisse
Vice President – Japan Equity Research
Tokyo, Japan

Rachel Gangji '09
State Street Global Markets
Vice President
London, UK

Joon Park '12
Deloitte Consulting LLP
Consultant
New York, NY

Amlan Saha '07
M.J. Bradley and Associates
Operations Research Analyst
Boston, MA

Poomsanti Wairith '10
Mitsubishi Corporation/Thai-MC Co., Ltd.
Deputy Manager, Renewable Energy Business Development
Bangkok, Thailand

Jeff Walsh '08
Goldman Sachs International
Executive Director
London, UK

Lenore Hickey '06
Moody’s
Assistant Vice President, Global Diversity and Inclusion
New York, NY

Stephane Tomagian '05
SIX Securities Services
Head of Strategy
Zurich, Switzerland

Bryan Stewart '07
Liberty Global Partners
Director
Shanghai, China

PUBLIC

Jason Conroy '07
US Department of State
Foreign Service Officer
Brazzaville, Republic of the Congo

Dong Song '10
Ministry of Foreign Affairs of China
Deputy Director for Climate Change
Beijing, China

Erin Clancy '09
US Department of State
Political Officer
Muscat, Oman

Seref Coskun '11
Republic of Turkey, Ministry of Economy
Foreign Trade Specialist
Ankara, Turkey

Bernie Burrola '07
US - Indonesia Joint Council on Higher Education Partnerships
Executive Director
Washington, DC

Jason Taylor '07
USAID
Deputy Chief, Assets Livelihoods and Transition Office
Addis Ababa, Ethiopia

Mariana Benitez Tiburcio '12
Ministry of Foreign Affairs of Mexico
Deputy Attorney General for Legal and International Affairs
Mexico City, Mexico

Jacqueline Pilch '12
US Department of Homeland Security
Refugee Officer
Washington, DC

Jamie Lynn Decoster '10
Surface Tactical Development Group
Tactics Analyst
Virginia Beach, VA
Students come to Fletcher from all over the world. They bring diverse life and work experiences 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 close-knit community that spans the globe.

Student life outside of the classroom at Fletcher is vibrant and dynamic. With over 60 student organizations, students regularly engage in academic, professional, cultural, and social activities. Fletcher is known for its sense of community and abundance of traditions, including cultural nights, weekly social hours, an annual ski trip, and the Diplomats Ball.

FLETCHER BY THE NUMBERS

- Founded in 1933
- Oldest exclusively graduate school of international affairs in the US
- Approximately 550 students
- 42% of students are international
- 80+ citizenships represented annually
- 52% female, 48% male students
- Approximately 30% US minority students
- Average age: 27
- Average full-time professional experience: 2–4 years
- Summer internships in over 50 countries
- Over $300,000 in summer internship funding
- 170+ courses per year
- Average class size: 24 students
- 85 faculty members
- 43 full-time faculty and 42 part-time faculty
- 8,000+ living alumni in more than 130 countries
- 68 alumni clubs
- $7 million in scholarship aid each year

FEDRA ROSSI ’14 | Indonesia | LLM

I came to Fletcher not only for the strong quality of the education I would receive, but also for the supportive community I would learn alongside. As a student, you will be able to draw upon Fletcher’s wonderful network regularly, whether you are seeking advice on what course to take, or suggestions for where to travel during school breaks, or are looking for a job or internship opportunity. I am surprised by the diversity of my friends’ backgrounds and I’m constantly amazed by the conversations I have with them. My classmates’ stories enrich my understanding of the world, and I can say that I gain as much knowledge from my peers outside of the classroom, as I do inside the classroom. I’m very proud to be part of this supportive and fascinating community.

SH (Bachelor of Law), University of Indonesia
STUDENT CLUBS
Student clubs are an integral part of life at Fletcher. Students publish journals, host speakers and conferences, connect with international experts, and organize trips to key cities of interest.

A sampling of student clubs:

REGIONAL CLUBS
- Africana Club
- Asia Club
- European Affairs Society
- Post Soviet Nations Club
- China Studies Society
- Latin America Group
- South Asia Society

PUBLICATIONS
- Fletcher Forum of World Affairs
- Praxis: Journal of Human Security
- Fletcher Security Review

PROFESSIONAL CLUBS
- Diplomacy Club
- Fletcher Energy Consortium
- Fletcher Food Policy Club
- Humanitarian Action Society
- Fletcher Political Risk Club
- Fletcher Students in Security
- Fletcher United Nations Club
- Gender and Equality Project
- Global Health Group
- Human Rights Project
- International Business Club
- International Development Group

AFFINITY GROUPS
- Fletcher Veterans
- Fletcher Christian Fellowship
- Fletcher GLBT
- Ralph Bunche Society
- Fletcher Families

FOR FUN!
- Ambassachords
- Fermentation 101
- Fletcher Fútbol
- Performing Arts Club
- Running Club

In every room at Fletcher, the ambiance exudes diversity, collaboration, cultural sensitivity, and intellectual curiosity. I love that we can talk about social enterprise in India and Africa one day, political changes in Latin America and the Middle East the next day, and the Euro crisis later in the afternoon. I enjoy the breadth of international experience, as well as depth of knowledge, that each of my classmates bring to each session. The environment that we create at Fletcher pleasantly forces us to think outside the box.

BS, Agricultural Science, Escuela Politecnica del Ejercito – Ecuador
The Fletcher School offers you a unique environment in which to acquire the knowledge, skills, tools, and preparation needed to excel in today’s highly competitive global economy. Graduates of Fletcher have a breadth of knowledge, as well as the ability to be highly skilled specialists. Each year Fletcher graduates accept challenging positions in the public, private, and non-profit sectors, as well as with international organizations. Employers around the world value Fletcher’s unique multidisciplinary program, which produces graduates who have practical skills and who know how to navigate the increasingly complex and globally integrated world. The ability of Fletcher graduates to work comfortably across sectors is very attractive to employers who are addressing major global challenges. Fletcher’s Office of Career Services partners with you to connect you to these opportunities through:

- 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 your employment opportunities

**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, Boston, and Washington, DC
- Internship and job-posting database, extensive website, career resource library, and job search center

98% of 2013 graduates found employment, obtained fellowships or internships, or had gone on for further study within six months of graduation, based on employment survey responses.

Fletcher does a great job recognizing that a world-class education is of little use if you can’t apply it somewhere. To that end, the support students receive from Career Services is truly impressive. From organizing countless information sessions, to arranging career trips, to providing access to the legendary Fletcher network – it’s obvious that the School takes our professional pursuits seriously. Fletcher goes to great lengths to ensure that we not only get a job, but a job that matches our personalities and aspirations. One need only look at the Professional Development Program, a workshop for first-year students to improve their employability, for evidence that Fletcher makes a real effort on behalf of its people.

**BA, History, College of the Holy Cross**
2013 EMPLOYMENT OUTCOMES

Employment Breakdown by Sector

- 26% Public Sector
- 38% Private Sector
- 6% International Organizations
- 5% Continuing Education

Non-profit

- 28% Social/Charitable Organizations
- 24% Research/Think Tanks
- 6% Other
- 30% Education
- 12% Foundations

Private

- 18% Other
- 30% Consulting
- 16% Consumer Goods/Services
- 7% Technology
- 8% Entertainment
- 16% Finance
- 5% Energy

Public

- 41% US Government
- 38% Foreign Governments
- 2% State Government
- 19% International Organizations

SAMPLE CAREER PATHS

- Banking & Finance
- Capitol Hill / Campaigning
- Conflict Resolution
- Consulting
- Corporate Management
- Corporate Social Responsibility
- Development
- Diplomacy
- Economic Policy
- Energy & Environmental Policy
- Governance & Rule of Law
- Government / Public Relations
- Humanitarian Assistance
- Human Rights Protection
- Journalism/Media
- Marketing
- Microfinance
- Negotiation & Mediation
- Political Risk & Intelligence
- Project Management & Evaluation
- Public Sector Management
- Private & Public Law
- Refugees & Migration
- Research & Think Tanks
- Security & Defense
- Technology & Innovation
- Trade Policy
## Sample Employers

### Public Sector & International Organizations

#### Foreign Governments
- Australian Securities and Investments Commission
- Foreign Ministry of China
- Foreign Ministry of Greece
- Japan External Trade Organization
- Uganda Human Rights Commission
- Export Development Canada

#### US Government (local, state, and federal)
- Federal Reserve Bank of New York
- New York Police Department: Intelligence
- Massachusetts Port Authority
- National Nuclear Security Administration
- National Security Agency
- The White House - Office of Management and Budget
- US Department of Commerce
- US Department of Defense
- US Department of Energy
- US Department of State
- US Senate
- USAID

#### International Organizations
- African Union Commission
- Council of Europe
- European Commission
- Inter-American Development Bank
- International Finance Corporation
- International Food Policy Research Institute
- International Labor Organization
- International Organization for Migration
- NATO
- The World Bank
- World Food Programme
- UN Children's Fund
- UN Development Programme
- UN Environment Programme
- UN Office for the Coordination of Humanitarian Affairs
- UN Office of Legal Affairs
- UN Office of the High Commissioner for Refugees
- UN Secretariat

### Private Sector

#### Consulting
- Booz Allen Hamilton
- Booz & Company
- Control Risks
- CSP Partners
- Monitor Deloitte
- McKinsey
- Simon-Kucher and Partners

#### Finance/Management
- Aberdeen
- Asia Pacific Investment Partners
- Bank Santander
- BNP Paribas
- Brown Brothers Harriman
- Fidelity Investments
- JP Morgan
- New World Investment Management
- State Street Financial Services

#### Energy
- California Energy Efficiency Industry Council
- Enel Green Energy
- EnerNoc
- General Electric
- IHS - Emerging Energy Research
- International Petroleum

#### Other
- Amazon
- APCO Worldwide
- CargoMetrics
- Chicago, Bridge and Iron (CB&I)
- China Beijing Environment Exchange
- Cisco Systems
- Converse
- Edelman PR
- Hitachi Research Institute
- Hogan Lovells US LLP
- K2 Intelligence
- Kroll
- Liberty Mutual
- Mandiant Corporation
- Mitsubishi Corporation-Thailand
- P&G
- Raytheon Integrated Defense Systems
- Scholastic
- Unilever
- Veracity

### Non-Profit Sector

- Accion International
- Action Against Hunger
- American Jewish World Service
- AmeriCares
- Amideast
- Amnesty International
- Ashoka
- Brookings Institution
- CARE International
- Catholic Relief Services
- Ceres
- Clinton Global Initiative
- CSIS
- Human Rights Watch
- Innovations for Poverty Action
- Inter-American Dialogue
- International Center for Research on Women
- International Crisis Group
- International Rescue Committee
- Kiva
- Management Sciences For Health
- Mercy Corps
- National Democratic Institute
- Nike Foundation
- Open Society Institute
- Oxfam America
- Partners In Health
- Project Concern International
- Save the Children
- Search for Common Ground
- The Advocacy Project
- The Asia Foundation
- The United Nations Foundation
- Unitarian Universalist Service Committee
- United Way Worldwide
- World Economic Forum
- World Resources Institute
- World Wildlife Fund
Students at The Fletcher School benefit from the School’s close relationships with the internationally-renowned graduate programs of Tufts University, as well as from connections with the academic, business, technology, and non-profit 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 on Tufts’ 150-acre campus in Medford, Massachusetts. Tufts is distinguished for its international perspective, emphasis on active citizenship, and strength in the life sciences.

ON-AND-OFF-CAMPUS HOUSING

The suites of Blakeley Hall, conveniently located next door to Fletcher, can accommodate eighty-three Fletcher students. Each suite contains two or three private bedrooms and a shared bathroom. Blakeley also has laundry facilities, a lounge, and a newly renovated kitchen. For more information, visit fletcher.tufts.edu/blakeley.

Students wishing to live off campus typically find housing in the communities of Medford, Somerville, Arlington, and Cambridge. Those seeking off-campus housing should visit the area at least one to two months before classes begin to make living arrangements. Students with children should, as early as possible, contact school systems in the communities in which they may live to ensure a smooth transition for their children.
Fletcher actively seeks to enroll a diverse class of students who have a record of academic excellence; a wide range of personal, professional, and academic experience; and a strong commitment to an international career. We seek students who, by virtue of their backgrounds, achievements, and experiences, can contribute to the education of their peers and to the scholarship and practice of international affairs.

**ACADEMIC PREREQUISITES**
Candidates must hold a bachelor’s degree or its equivalent. Fletcher students have pursued a wide range of undergraduate majors, including international relations and other social sciences, the humanities, business, physical sciences, and engineering. LLM applicants must have a law degree, and PhD applicants must receive a Master’s degree before enrolling. For additional information, please see fletcher.tufts.edu/Admissions/Apply-to-Fletcher/Preparation-and-Prerequisites.

**LANGUAGE PREPARATION**
Applicants must have a strong familiarity with a second language. Students in all degree programs must pass a proficiency exam in a second language before graduation from Fletcher. English is considered the second language for students whose first language is not English. Since there is limited time for language study while at Fletcher, students need to have a solid foundation in a foreign language before enrolling.

**QUANTITATIVE PREPARATION**
For MALD and PhD candidates, we strongly encourage microeconomics and macroeconomics prior to enrollment. Prior exposure to quantitative coursework is useful (but not required) for LLM and MA candidates if they intend to pursue quantitative courses while at Fletcher. MIB students must be able to thrive in a rigorous academic environment that includes substantial quantitative coursework.

**PROFESSIONAL EXPERIENCE**
Full-time work experience is not required, but is strongly recommended for the MALD, MIB, LLM and PhD programs. The Committee on Admissions carefully reviews each applicant’s personal and professional experience to assess readiness for graduate study. Voluntary positions, internships, and part- and full-time experience all play a role in preparing students for study at Fletcher. The MA is a mid-career degree program and requires eight or more years of professional experience.

**INTERNATIONAL EXPERIENCE**
International experience is not required, but it is strongly recommended. There is no requirement as to the length or nature of international experience, but students should have a demonstrated exposure to the international arena. International experience includes time spent living, studying, working or volunteering outside of the applicant’s home country.

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**APPLICATION REQUIREMENTS**
- Online application and fee ($80)
- Academic transcripts
- Three letters of recommendation
- Personal statement and essay
- Resume/CV
- GMAT or GRE test score reports
- TOEFL or IELTS for applicants whose native language is not English and who did not earn a university degree where English is the language of instruction
- Optional evaluative interview (video or in-person)
APPLICATION DEADLINES

- **October 15** – Spring Enrollment (MALD and MIB only)
- **November 15** – Fall Enrollment/Early Notification (non-binding)
- **December 20** – Map Your Future Deadline
- **December 20** – PhD Deadline
- **January 10** – Fall Enrollment/Regular Deadline (with scholarship aid consideration)
- **February 10** – Fall Enrollment/Final Deadline (MALD and MA, no scholarship aid consideration)
- **March 1** – Fall Enrollment/Final Deadline (LLM and MIB, with scholarship aid consideration)
- **May 15** – Map Your Future Deadline

SCHOLARSHIP AID

Each year, The Fletcher School awards over $7 million in scholarship aid, based on both merit and financial need. All applicants who complete the Fletcher Scholarship Application by the deadline are eligible for scholarship aid consideration. No distinction is made between domestic and international students in awarding scholarship funds. Scholarship awards are renewable for the second year of study.

In addition, Fletcher offers eligible students a variety of financial aid resources including US Federal Loans, private educational loans, work-study, and on-campus employment, including teaching and research assistantships. Fletcher graduates with educational loan debt who pursue careers in the non-profit or public sector are eligible to apply for the Tufts University Loan Repayment Assistance Program (LRAP).

For more details on financial aid, please see fletcher.tufts.edu/Admissions/Financing-Your-Education.

MAP YOUR FUTURE

Students in their final year of undergraduate study may apply through Fletcher’s Map Your Future (MYF) pathway. MYF allows for professional development and career exploration while guaranteeing a position in a future class. This highly selective program is intended for those with excellent academic preparation, a clear professional focus, and a demonstrated track record of success, and it guarantees admitted applicants a place in the MALD or MIB program after completing two to three years of professional experience in a Fletcher-approved position. Please visit fletcher.tufts.edu/myf for more details.

EXPERIENCE FLETCHER

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.