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WELCOME LETTER

We are pleased to welcome you as a member of The Fletcher School community!

One of the most unique aspects you will encounter is the range of identities, cultures, values, beliefs, and aspirations represented in our students, fellows, faculty, and staff. We deeply value the diversity of our community, and I expect that you will help us to continue to foster the Fletcher culture that cherishes diversity and inclusion. The perspective and background of every member contributes to the strength of this community and indeed defines it by providing invaluable firsthand information. You are therefore encouraged to share your views, listen carefully, and be respectful in your actions and words. This is, however, often more challenging than it may appear.

Academically, we are trained to analyze rationally and to calmly intellectualize and dissect the complex issues that abound in this world, which often includes examining crises that occur during the school year. In our academic pursuits, in class or out of class, in our debates electronically or in person, it is easy to forget that some members of the community may be impacted on a very personal level and we can inadvertently be insensitive to their realities. As long as world crises and conflict continue and Fletcher remains diverse in its membership and goals, the potential for such misunderstandings will exist.

Mastering civility and mutual respect, finding common values and building community cannot be taught in a classroom or acquired by reading a textbook. These traits are the very core of diplomacy, and often require considerable experience to manage well. This uniquely diverse community provides the opportunity to develop and hone characteristics that will serve your academic, professional, and personal life regardless of where your ultimate career path leads you. They will become aspects of your character for which you will be respected and remembered.

We expect that your time at Fletcher, in a multicultural community, will promote a more balanced and self-examined life while providing you with the knowledge and skills to contribute ultimately to the resolution of the critical tasks confronting our global community.

Sincerely,

James G. Stavridis, Dean

Gerard F. Sheehan, Executive Associate Dean
MISSION AND GOALS OF THE FLETCHER SCHOOL

The primary aim of The Fletcher School remains that conceived by the founders: to offer a broad program of professional education in international relations to a select group of graduate students. This aim is today expressed in the threefold mission statement:

1. To educate international professionals from throughout the world for careers leading to positions of leadership or influence in the national and international arenas;

2. To increase understanding of international problems and concerns through teaching, research, and publications; and

3. To serve the local, national, and international communities in their search to develop relationships of mutual benefit, security, and justice in an increasingly interdependent world.

International relations, once primarily the province of governments, have become more complex and have expanded to include numerous other institutions and agencies, public international organizations, multinational corporations, international banks, charitable and religious organizations, universities and foundations, and the media. It has been and continues to be the goal of The Fletcher School to educate for leadership in the field of international relations, regardless of the type of institution in which its graduates will exercise their talents, recognizing that international issues are inherently multidisciplinary in nature and that effective work in the international environment requires both general and special skills and knowledge, including a command of foreign languages. The Fletcher School pursues its educational mission through an integrated, multidisciplinary curriculum that gives its students the breadth of understanding necessary to confront and resolve international issues now and in the rapidly changing environment in which they will live and work in the future.

The Fletcher School also has an obligation to help students understand the role of ethics in international relations, to be sensitive to the moral dilemmas they are likely to encounter in their professional lives, and to seek ways to establish international relations on an ethical basis.

In addition to educating international professionals, the Fletcher faculty contributes to the progressive development of international relations through research and scholarship that brings clarity to international issues and offers possible solutions to international problems. The School serves as a source of ideas, knowledge, and skills that contributes to the education of its students, to the improvement of understanding and the expansion of cooperation among governments, international institutions and private organizations, and to the enlightenment of the public both in the United States and abroad.
As the first graduate academic institution in the United States devoted exclusively to international affairs, The Fletcher School has a special obligation to assist local, national, and international communities in the area of international relations. In addition to its regular degree programs, it pursues this task through a variety of means, including conferences on international issues, publication of faculty research, special courses and mid-career programs for professionals and other interested persons, advisory assistance to developing countries, and presentations via the appropriate media.

The Fletcher School is a scholarly community founded upon the principles of academic freedom and liberty of inquiry, mutual respect, and the cooperation of its members. At the same time, the multidisciplinary nature of its curriculum and indeed, of its principal subject of study, requires the collaborative and supportive interaction of its faculty to pursue all of its three missions to the fullest.
TUFTS EMAIL ACCOUNT POLICY

Please be aware that the University’s primary method of communicating with students is through email. We will do our best to limit the number of emails that you receive from us but, in many cases, including information about registration, bill payment, campus emergencies, special events, and Commencement, email may be the only communication used.

It is your responsibility to check your Tufts email account regularly.

If you use another email account, please make certain that you forward your Tufts email to the account you regularly use. For information about how to access your email, including the webmail application, setting up email on your devices and forwarding your email, go to https://it.tufts.edu/email.

FLETCHER CONNECT

http://www.fletcher.tufts.edu/FletcherConnect

Fletcher Connect is a student hub that consolidates all of the information you need to complete your coursework, participate in the Community and locate administrative resources. It houses information on classes, registration, academic calendar, student life, career services, library, technology, health/wellness and safety. It also provides a school-wide calendar of events to help you see all the programs happening at Fletcher. The site can be accessed from one of the links on the bottom footer found on every page of the Fletcher website.
## ACADEMIC CALENDAR

***See the most up to date Academic calendar, Admissions office event calendar, and Fletcher Public Calendar on Fletcher connect here: [http://www.fletcher.tufts.edu/FletcherConnect](http://www.fletcher.tufts.edu/FletcherConnect)***

### Fall 2015 semester

#### JULY 2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Wednesday</td>
<td>GMAP July Class of 2015-2016 First Term Reading Period through July 26.</td>
</tr>
<tr>
<td>6</td>
<td>Monday</td>
<td>GMAP July Class of 2014-2015 Third Term Final Residency begins; continues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>through July 17.</td>
</tr>
<tr>
<td>14</td>
<td>Tuesday</td>
<td>GMAP March Class of 2015-2016 Second Term Reading Period continues through August</td>
</tr>
<tr>
<td></td>
<td></td>
<td>15.</td>
</tr>
<tr>
<td>18</td>
<td>Saturday</td>
<td>GMAP July Class of 2014-2015 Commencement – 11:00 AM.</td>
</tr>
<tr>
<td>27</td>
<td>Monday</td>
<td>GMAP July Class of 2015-2016 Initial Residency begins; continues through August</td>
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<td>7.</td>
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#### AUGUST 2015

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<tr>
<th>Date</th>
<th>Day</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>7</td>
<td>Friday</td>
<td>• Deadline for completion of all August 2015 degree requirements, including</td>
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<tr>
<td></td>
<td></td>
<td>grades, Capstone Projects, and foreign language requirements.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• PhD candidates: Last day to submit PhD dissertation (deposit copy) to the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director of the PhD Program.</td>
</tr>
<tr>
<td>16</td>
<td>Sunday</td>
<td>GMAP March Class of 2015-2016 Second Term Midyear Residency (international</td>
</tr>
<tr>
<td></td>
<td></td>
<td>location) through August 28.</td>
</tr>
<tr>
<td>17</td>
<td>Monday</td>
<td>• Pre-Session begins and continues through August 28.</td>
</tr>
<tr>
<td>18</td>
<td>Tuesday</td>
<td>GMAP July Class of 2015-2016 First Term Internet-Mediated Instruction continues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>through September 28.</td>
</tr>
<tr>
<td>Date</td>
<td>Day</td>
<td>Events</td>
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<td>------</td>
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<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>29</td>
<td>Saturday</td>
<td>• Blakeley Hall Residence opens for students.</td>
</tr>
<tr>
<td>31</td>
<td>Monday</td>
<td>• Mandatory Orientation Week activities begin; continues through September 4.</td>
</tr>
<tr>
<td><strong>SEPTEMBER 2015</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Tuesday</td>
<td><strong>GMAP March Class of 2015-2016 Second Term Internet-Mediated Instruction continues through November 16.</strong></td>
</tr>
<tr>
<td>4</td>
<td>Friday</td>
<td>• Equivalency Exams administered in the morning for E201, E210m, and B205. Exams are offered again on January 14, 2016.</td>
</tr>
<tr>
<td>7</td>
<td>Monday</td>
<td>• Labor Day Observed - University Holiday.</td>
</tr>
<tr>
<td>8</td>
<td>Tuesday</td>
<td>• Returning students need to pick up from the Registrar’s Office (Goddard 212) their Registration Materials. After this date, Registration for returning students by permission of the Registrar.</td>
</tr>
<tr>
<td>8</td>
<td>Tuesday</td>
<td>• Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.</td>
</tr>
<tr>
<td>9</td>
<td>Wednesday</td>
<td>• Classes begin.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Registration: Online course enrollment for Fall 2015 Semester begins; continues until Wednesday, September 10 at 11:59 PM, a stroke before Midnight.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• First day of Cross-Registration for non-Fletcher students.</td>
</tr>
<tr>
<td>11</td>
<td>Friday</td>
<td>• Convocation - start of program: 2:00 PM.</td>
</tr>
<tr>
<td>16</td>
<td>Wednesday</td>
<td>• Registration Ends - Online course enrollment for Fall 2015 Semester ends at 11:59 PM, a stroke before Midnight.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Submit Independent Study Registration Forms and Audit Requests by 5:00 PM to the Registrar’s Office.</td>
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<tr>
<td>Date</td>
<td>Day</td>
<td>Event Description</td>
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</tr>
<tr>
<td>18</td>
<td>Friday</td>
<td>Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar's Office.</td>
</tr>
<tr>
<td>26</td>
<td>Saturday</td>
<td>First Foreign Language Reading Comprehension Exams: Non-Roman alphabet languages: 9:00-11:00 AM; Roman alphabet languages: 9:30-11:00 AM; Arabic, Chinese, Japanese, and Korean: 9:00 AM-12:00 PM.</td>
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**OCTOBER 2015**

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<th>Date</th>
<th>Day</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>6</td>
<td>Tues</td>
<td>GMAP July Class of 2015-2016 First Term Internet-Mediated Instruction continues through November 9.</td>
</tr>
<tr>
<td>9</td>
<td>Friday</td>
<td>Last day of the Drop Period.</td>
</tr>
<tr>
<td>12</td>
<td>Monday</td>
<td>Columbus Day Observed - University Holiday - FLETCHER CLASSES HELD.</td>
</tr>
<tr>
<td>22</td>
<td>Thursday</td>
<td>First half of the term ends; Modules (.5 credit) scheduled in the first half of the term end.</td>
</tr>
<tr>
<td>23</td>
<td>Friday</td>
<td>Second half of the term begins. The Add/Drop Period for Modules (.5 credit) scheduled in the second half of the term ends Friday, October 30.</td>
</tr>
<tr>
<td>30</td>
<td>Friday</td>
<td>For February 2016 PhD degree candidates, preliminary review of draft chapters must be completed.</td>
</tr>
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**NOVEMBER 2015**

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<th>Day</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>11</td>
<td>Wednesday</td>
<td>Veterans Day Observed - University Holiday - NO CLASSES.</td>
</tr>
<tr>
<td>17</td>
<td>Tuesday</td>
<td>GMAP March Class of 2015-2016 Third Term Internet-Mediated Instruction continues through December 21.</td>
</tr>
<tr>
<td>24</td>
<td>Tuesday</td>
<td>GMAP July Class of 2015-2016 Second Term Reading Period continues through December 21.</td>
</tr>
<tr>
<td>25</td>
<td>Wednesday</td>
<td>Thanksgiving Recess begins at the end of classes; Thanksgiving</td>
</tr>
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Recess: November 26 and November 27.

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<th>Date</th>
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<th>Event</th>
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<tbody>
<tr>
<td>30</td>
<td>Monday</td>
<td>• Thanksgiving Recess ends; classes resume.</td>
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### DECEMBER 2015

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<th>Day</th>
<th>Event</th>
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<tbody>
<tr>
<td>11</td>
<td>Friday</td>
<td>• Last day of classes for the Fall 2015 Semester.</td>
</tr>
<tr>
<td>14</td>
<td>Monday</td>
<td>• Reading Day.</td>
</tr>
<tr>
<td>15</td>
<td>Tuesday</td>
<td>• Reading Day.</td>
</tr>
<tr>
<td>16</td>
<td>Wednesday</td>
<td>• The Final Exam Period begins for In-Class and Self-Scheduled Final Exams. Classrooms for In-Class Final Exams are as assigned on the Course Schedule, one at 9:30 AM and one at 1:30 PM on each day during the Final Exam Period. No exams Saturday or Sunday.</td>
</tr>
<tr>
<td>22</td>
<td>Tuesday</td>
<td>• The Final Exam Period Ends. The last three-hour In-Class Final Exam will begin at 1:30 PM. Winter holiday begins at conclusion of final exams. NOTE DEADLINE: Grades are due to the Registrar's Office by 12:00 NOON, Monday, January 4, 2016.</td>
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### Spring 2016 semester

#### JANUARY 2016

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<th>Date</th>
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<tbody>
<tr>
<td>4</td>
<td>Monday</td>
<td>• Fall 2015 Semester grades due by 12:00 NOON.</td>
</tr>
<tr>
<td>4</td>
<td>Monday</td>
<td>GMAP July Class of 2015-2016 Midyear Residency (international location) continues through January 16.</td>
</tr>
<tr>
<td>5</td>
<td>Tuesday</td>
<td>GMAP March Class of 2015-2016 Third Term Internet-Mediated Instruction continues through February 22.</td>
</tr>
<tr>
<td>Date</td>
<td>Day</td>
<td>Events</td>
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</tr>
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</table>
| 08     | Friday    | • Deadline for completion of all February 2016 degree requirements, including grades, Capstone Projects, and foreign language requirements.  
• PhD candidates: Last day to submit PhD dissertation (deposit copy) to the Director of the PhD Program. |
| 13-15  | Wednesday - Friday | • Mandatory Orientation for incoming January students. |
| 14     | Thursday  | • Equivalency Exams administered in the morning for E201, E210m, and B205. Exams are offered again during Fall 2016 Orientation. |
| 15     | Friday    | • NYC Career Trip.                                                   |
| 18     | Monday    | • Martin Luther King, Jr. Day Observed – University Holiday - NO CLASSES. |
| 19     | Tuesday   | • GMAP July Class of 2015-2015 Second Term Internet-Mediated Instruction continues through April 4.  
• Shopping Day for all once-a-week courses, new courses, and courses taught by new and adjunct faculty members. |
| 20     | Wednesday | • Classes begin.                                      
• Registration: Online course enrollment begins for the Spring 2016 semester.  
• First day of Cross-Registration for non-Fletcher students. |
| 27     | Wednesday | • Registration Ends: Online course enrollment for Spring 2016 Semester ends at 11:59 PM, a stroke before Midnight.  
• Submit Independent Study Registration Forms and Audit Request Forms by 5:00 PM to the Registrar's Office. |
| 29     | Friday    | • Last day for non-Fletcher students to submit Cross-Registration |
Petitions to the Registrar's Office.

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
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<tbody>
<tr>
<td>FEBRUARY 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Friday</td>
<td>• Deadline for submission of May 2016 degree petitions.</td>
</tr>
<tr>
<td>5</td>
<td>Friday</td>
<td>• For May 2016 and Fall 2017 PhD degree candidates, preliminary review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>of draft chapters must be completed.</td>
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<tr>
<td>5</td>
<td>Friday</td>
<td>• Second Foreign Language Reading Comprehension Exams: Non-Roman</td>
</tr>
<tr>
<td></td>
<td></td>
<td>alphabet language: 12:30–2:30 PM; Roman alphabet languages:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1:00–2:30 PM; Arabic, Chinese, Japanese, and Korean: 12:30–3:30 PM.</td>
</tr>
<tr>
<td>12</td>
<td>Friday</td>
<td>• Last day of the Drop Period.</td>
</tr>
<tr>
<td>15</td>
<td>Monday</td>
<td>• Presidents' Day Observed - University Holiday - NO CLASSES.</td>
</tr>
<tr>
<td>17</td>
<td>Wednesday</td>
<td>• Follow MONDAY Class Schedule.</td>
</tr>
<tr>
<td>25-26</td>
<td>Thursday-Friday</td>
<td>Washington, D.C. Career Trip - NO CLASSES.</td>
</tr>
<tr>
<td>29</td>
<td>Monday</td>
<td>GMAP March Class of 2015-2016 Final Residency Session continues through March 11.</td>
</tr>
</tbody>
</table>

| MARCH 2016 |          |                                                                      |
| 7          | Monday   | GMAP March Class of 2016-2017 First Term Reading Period begins; continues through April 3. |
| 8          | Tuesday  | • First half of the term ends; Modules (.5 credit) scheduled in the first half of the term end. |
| 9          | Wednesday| • Second half of the term begins. The Add/Drop Period for Modules (.5) in the second half of the term ends Wednesday, March 16. |
| 12         | Saturday | GMAP March Class of 2015-2016 Commencement - 11:00 AM.               |
| 18         | Friday   | • Spring Break begins at the end of classes.                         |
28 Monday  • Spring Break ends; classes resume.

**APRIL 2016**

| 2  | Saturday | • Third and final offering of the Foreign Language Reading Comprehension Exams. Non-Roman alphabet languages: 9:00-11:00 AM; Roman alphabet languages: 9:30-11:00 AM; Arabic, Chinese, Japanese, and Korean: 9:00 AM-12:00 PM. |
| 4  | Monday   | GMAP March Class of 2016-2017 Initial Residency Session continues through April 15. |
| 12 | Tuesday  | GMAP July Class of 2015-2016 Third Term Internet-Mediated Instruction continues through June 27. |
| 18 | Monday   | • Patriots’ Day – University holiday – NO CLASSES. |
| 22 | Friday   | • Last day to submit PhD dissertation (deposit copies) to the Director of PhD Program for May 2016 degrees. |
| 26 | Tuesday  | GMAP March Class of 2016-2017 First Term Internet-Mediated Instruction continues through June 6. |

**MAY 2016**

| 2  | Monday   | • Last day of classes for the Spring 2016 term.  

• Other than Spring 2016 grades, DEADLINE for completion of ALL DEGREE REQUIREMENTS including grades from prior terms, Capstone Projects, and foreign language requirements. |
<p>| 3-4 | Tues.-Wed. | • Reading Days. |
| 5  | Thursday  | • The Final Exam Period begins for In-Class and Self-Scheduled Final Exams. Classrooms for In-Class Final Exams are as assigned on the Course Schedule, one at 9:30 AM and one at 1:30 PM on each day during the Final Exam Period. No exams Saturday or Sunday. |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Wednesday</td>
<td>The Final Exam Period ends. The last three-hour In-Class Final Exam will begin at 1:30 PM.</td>
</tr>
<tr>
<td>13</td>
<td>Friday</td>
<td>Spring 2016 grades due by 12:00 NOON.</td>
</tr>
<tr>
<td>19</td>
<td>Thursday</td>
<td>Executive and Full Faculty Meeting for degree vote.</td>
</tr>
<tr>
<td>21</td>
<td>Saturday</td>
<td>Class Day Ceremony.</td>
</tr>
<tr>
<td>22</td>
<td>Sunday</td>
<td>Commencement.</td>
</tr>
</tbody>
</table>

**JUNE 2016**

<table>
<thead>
<tr>
<th>Date</th>
<th>Tuesday</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>GMAP March Class of 2016-2017 First Term Internet-Mediated Instruction continues through July 18.</td>
<td></td>
</tr>
</tbody>
</table>

**JULY 2016**

<table>
<thead>
<tr>
<th>Date</th>
<th>Monday</th>
<th>Event</th>
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<tbody>
<tr>
<td>11</td>
<td>GMAP July Class of 2015-2016 Final Residency Session continues through July 22.</td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Saturday</td>
<td>GMAP July Class of 2015-2016 Commencement - 11:00 AM</td>
</tr>
</tbody>
</table>
DEGREE REQUIREMENTS

The degree of Master of Arts in Law and Diplomacy (MALD)

The Master of Arts in Law and Diplomacy (MALD) is a two-year, interdisciplinary, professional degree in international affairs. Students admitted to this program will not be awarded the degree of Master of Arts (MA) if circumstances preclude the completion of the full two-year sequence.

To fulfill the requirements for the MALD degree, a student must:

1. Pass 16 course credits, including courses in each of the three divisions of the curriculum (Diplomacy, History, and Politics; International Law and Organizations; and Economics and International Business) and Quantitative Reasoning. (Refer to Item B of the Academic Policies and Procedures Section of this Handbook.)
2. Fulfill the foreign language proficiency requirement.
3. Complete two Fields of Study.
4. Submit and have approved by a member of the faculty a Capstone Project (Refer to Item H below)
5. Complete the Professional Development Program (PDP). (Refer to Career Development Section of this Handbook.)

Entering students receive a plan of study form in their registration packets. This form enables the student and the academic advisor to determine a plan of study which best suits the student’s educational goals. The student should review the plan of study with the advisor each semester prior to enrolling in courses. A final official plan of study must be submitted to the Registrar upon completion of the Drop period of the student’s fourth and/or final semester at The Fletcher School.

Certificates

Certificates available at Fletcher include:

- International Finance and Banking
- Strategic Management and International Consultancy
- Human Security
- Diplomatic Studies
- International Development
  - Political and Social Change
  - Economic Analysis, Trade, and Investment
  - Sustainable Development

Certificates complement the MALD degree by allowing the students to define themselves in a manner that more closely reflects the realities of a competitive job market and the need to master
certain core knowledge and skills. Consult our website http://www.fletcher.tufts.edu/Academic/Certificates for full certificate requirements.

The degree of Master of International Business (MIB)

The two-year MIB program combines the flexibility of the MALD international affairs curriculum with a core of business courses.

To fulfill the requirements for the MIB degree, a student must:
1. Pass the equivalent of 18 course credits.
2. Complete the core curriculum, including one course in International Law and Organizations (either L230 or L233); two courses in Diplomacy, History, and Politics; and a half-credit Regional Studies elective
3. Fulfill the foreign language proficiency requirement.
4. Complete two Fields of Study: one International Business Field and one International Affairs (MALD) Field.
5. Submit and have approved by a member of the faculty a Capstone Project (Refer to Item H below.)
6. Complete the Professional Development Program (PDP). (Refer to the Career Development Section of this Handbook.)

For the AY 2015-16 the MIB regional studies courses are:
- DHP P266m01: Islamic World (English)
- DHP P287m01: Political Economy and Business of the European Union (English)
- DHP P287m02: L’Economie Politique et le Contexte Mercantile d’Union Europeenne (French)
- DHP P294m01: Political Economy and Business Context of Latin America (English)
- EIB B272m01: The Political Economy and Business Environments of Greater China (English)
- EIB B273: Emerging Africa in the World Economy

The degree of Master of Arts (MA)

The degree of Master of Arts is a terminal one year degree. This degree is normally reserved for mid-career officials on educational leave from government or private international organizations. Students admitted as candidates for the two year MALD are not eligible for the one year MA degree and will not be awarded that degree if they need to terminate their graduate study after only one year.

To fulfill requirements for the degree of MA, a student must:
1. Pass eight Fletcher approved course credits, including at least one Fletcher course credit in each of the three divisions of the curriculum: ILO, DHP, and EIB.
2. Fulfill the foreign language proficiency requirement.
3. Submit and have approved by a member of the faculty a Capstone Project (Refer to Item H below.)

Entering students receive a plan of study form in their registration packets. This form enables the student and the academic advisor to determine a plan of study which best suits the student’s educational goals. The student should review the plan of study with the advisor prior to enrolling in courses.

The degree of Master of Laws in International Law (LLM)

The LLM is a one-year, full-time, post-graduate academic degree program for legal professionals.

To fulfill the requirements for the LLM degree, a student must:
1. Pass eight Fletcher approved courses.
2. Complete a minimum of five (and a maximum of six) courses in Law and at least one Fletcher course in each of the other two divisions, DHP and EIB.
3. Submit and have approved by a faculty member from the Law division a Capstone Project (Refer to Item H below.)
4. Fulfill the foreign language proficiency requirement.
5. Participate in the “high table” colloquiums

The Global Master of Arts Program (GMAP)

The Global Master of Arts Program is an intensive, year-long graduate program that combines three two-week residency sessions with flexible Internet-mediated study. GMAP is uniquely constructed to meet the needs of mid- to senior-level professionals who wish to pursue an advanced degree while remaining in their current professional positions. GMAP graduates receive a Master of Arts degree. There are two sessions of GMAP, March and July.

To fulfill the requirement for the GMAP degree, a student must:
1. Attend the entirety of three two-week residency periods, two at The Fletcher School (opening and closing) and one at an international location (midyear).
2. Commit to 33 weeks of Internet-mediated learning with an approximate commitment of 30 hours per week.
3. Complete all requirements for a total of eight course credits, made up of full-term and half-term modules.
4. Fulfill the foreign language proficiency requirement
5. Submit and have approved by a member of the faculty a Capstone Project (Refer to Item H below.)
Foreign language requirements and examinations

All students receiving degrees from The Fletcher School must possess the ability to speak a foreign (second) language sufficiently well to exchange ideas in conversation with a native speaker and the ability to read and restate into English primary materials on contemporary topics involving foreign affairs.

Foreign nationals whose native language is not English and who have received a substantial portion of their education in their native language may have English accepted as their second language. Generally, these students will have completed the TOEFL (Test of English as a Foreign Language) exam.

For students whose native language is English, proficiency in a foreign language is demonstrated through reading comprehension and oral examinations. The Fletcher School routinely offers proficiency exams in the following languages: Arabic, Chinese, French, German, Hebrew, Hindi, Italian, Japanese, Korean, Portuguese, Russian, Spanish, Swahili and Urdu.

Subject to the approval of The Fletcher School’s Committee on Student Academic Programs, degree candidates may offer languages other than the ones listed above to fulfill the foreign language proficiency requirement. In those cases, it is the student’s responsibility to identify a qualified individual to serve as their examiner and to have that person approved by CSAP prior to the student’s final semester at Fletcher. The proposed examiner should have credentials as an instructor of the foreign language being offered. Students who wish to offer languages other than those given by Fletcher should speak with The Fletcher School’s Language Coordinator (currently Ann Marie Decembrele).

Levels of proficiency

The level of language proficiency required for all Fletcher School degrees is the same: “Limited Working” proficiency on the oral exam and “General Professional” proficiency on the reading examination.

The only exception to the above is for students offering Arabic, Chinese, Japanese, or Korean where a score of “Limited Working” proficiency is considered a passing score on both the oral and the reading examination.

Students who achieve the General Professional proficiency level or higher on the reading comprehension exam will have satisfied the reading comprehension portion of the requirement. (A score of Limited Working proficiency is not a passing score on the reading comprehension examination except for students offering Arabic, Chinese, Japanese, or Korean).
Students who achieve the **Limited Working proficiency** level or higher on the oral exam will have satisfied the oral component of the foreign language requirement. (A score of Limited Working proficiency on the oral exam is a passing score for all languages.)

Students who do not meet the minimum level of proficiency required on their first attempt at either the reading or the oral exam will need to take that portion of the exam again. Reading comprehension exams are offered three times during each academic year (see Academic Calendar for dates.) Oral exams may be re-scheduled by the student directly with one of the approved oral examiners at any time throughout the academic year.

For purposes of establishing consistent standards of language proficiency, The Fletcher School employs the definitions of reading and speaking proficiency employed by the “Interagency Language Roundtable” (ILR) of the U.S. government. The following levels of language proficiency are provided to place in context the requirements for the Fletcher degree. A more detailed description of these proficiency levels can be found on the web at: [http://www.govtilr.org/](http://www.govtilr.org/).

a. **Limited Working (ILR Level 2)**  
   SPEAKING: Able to satisfy routine social demands and limited work requirements. Can handle routine work-related interactions that are limited in scope.  
   READING: Sufficient comprehension to read simple, authentic written material in a form equivalent to usual printing or typescript on subjects within a familiar context. Limited Working proficiency on the reading comprehension exam is only an option for students offering Arabic, Chinese, Japanese, or Korean.

b. **General Professional (ILR Level 3)**  
   SPEAKING: Able to speak the language with sufficient structural accuracy and vocabulary to participate effectively in most formal and informal conversations on practical, social, and professional topics.  
   READING: Able to read within a normal range of speed and with almost complete comprehension on a variety of authentic prose material on unfamiliar subjects.

c. **Advanced Professional (ILR Level 4)**  
   SPEAKING: Able to use the language fluently and accurately on all levels normally pertinent to professional needs.  
   READING: Able to read fluently and accurately all styles and forms of the language pertinent to professional needs.

d. **Functionally Native (ILR Level 5)**
SPEAKING: Speaking proficiency is functionally equivalent to that of a highly articulate well-educated native speaker and reflects the cultural standards of the country where the language is natively spoken.

READING: Reading proficiency is functionally equivalent to that of the well-educated native reader.

Examinations

Oral examinations are offered regularly throughout the academic year by designated faculty members from the language departments at Tufts University and in a few cases, from faculty at other schools in the Boston area. The oral exam is a 20-30 minute conversation between the student and the examiner. The Fletcher Registrar’s Office maintains a list of approved oral examiners with their contact information. Students schedule appointments for their oral interview directly with one of the approved examiners on the list and are encouraged to do so as early as possible in their Fletcher careers.

Reading Comprehension exams are offered three times each year on specific dates in September/October, February, and March/April as listed on the Academic Calendar. Entering students are strongly encouraged to attempt the reading exam when they first arrive in September. Students entering in January are strongly encouraged to take the exam in February or April of their first term. May degree candidates are strongly encouraged to fulfill their language requirement by April 1st of their graduating term. Students offering non-routine languages must petition for approval prior to their final semester at Fletcher.

Guidelines for the Reading Comprehension Exam

The language exam guidelines reflect a consensus that the Fletcher foreign language reading exam should test students’ abilities to read, comprehend, and restate into English primary materials on contemporary topics involving foreign affairs rather than test students’ abilities to translate with precision foreign journals, newspapers, and scholarly works on international relations topics.

a. Length of reading passage

Students receive a passage from a foreign journal, newspaper, or scholarly work on a current topic in international affairs. The passage will be approximately 300 words in length for students seeking “limited” or “general proficiency” and approximately 500 words in length for students seeking “advanced proficiency.” A single article, approximately 500 words in length, may be used for both proficiency levels. In this case, the 300-words mark will be clearly indicated on the text so that students opting for “limited” or “general proficiency” will understand the end point of their exam.

b. Time limits

Students have one and a half hours (90 minutes) for exams in the Roman alphabet languages and two hours (120 minutes) for exams in the non-Roman alphabet languages except for
exams in Arabic, Chinese, Japanese, and Korean where three hours (180 minutes) is permitted.

c. Dictionaries
Bi-lingual dictionaries (foreign language to English, e.g. Chinese to English), including electronic dictionaries, may be used for all language exams at the limited, general, and advanced proficiency levels. Dictionary usage is not permitted for exams targeting the functionally native proficiency level.

d. English Rendering of Text
The student’s written paragraph-by-paragraph rendering in English will be roughly equivalent in length (that is 300 words for “general and limited proficiency” and 500 words for “advanced proficiency”) to the primary material that is read. Students must restate the foreign text into English but their work will not be judged on the basis of exact translation, specialized vocabulary, or elegance of English expression. However, the meaning of the passage must be accurately and coherently conveyed.

e. Functionally Native Proficiency
Functionally native proficiency will be based on a superior performance on a separate 500-600 word text selection offered during the April exam administration. Dictionary usage is not allowed during exams at this level and students may only attempt a functionally native exam after they have passed at the advanced proficiency level. Interested students should speak with the Fletcher Language Coordinator (presently Ann Marie Decembrele).

Students who are unable to pass the language proficiency exams cannot be allowed to graduate. However, continuing or reinstated students may continue to take the language proficiency exams after leaving Fletcher. If it is a hardship for the students to physically come to Boston, special arrangements may be made for the Fletcher reading comprehension exam to be administered off-site by an approved proctor providing the following criteria are met:

a. Student made a reasonable attempt to pass the proficiency exam while in residence at Fletcher.
b. If feasible, the student returned to Fletcher at least one time for the exam.
c. Arrangements are made with an academic administrator at another university to serve as the exam administrator.
d. Exam administrator agrees to accept the Fletcher text selection; administer the exam in accordance with Fletcher’s approved guidelines; and return it to Fletcher for grading by our approved examiner.
Language Studies at Tufts

Students who have concerns about their required foreign language proficiency are urged to undertake language study in the summer prior to enrollment at The Fletcher School, since it is difficult to devote a lot of time to language study during the course of the academic year. For this purpose, students may enroll in the Tufts University Summer School language programs or may choose to enroll in equivalent programs at other institutions.

However, during the academic year, MALD, MIB, and external admit PhD students who wish to supplement their foreign language learning may enroll, at no extra charge, in language courses for credit at either Tufts University or Harvard through cross-registration. Credit for language study does require approval from the Committee on Student Academic Programs (CSAP) but when the language study is appropriate for the student’s academic program and/or professional goals, the Committee is generally amenable. Foreign language courses taken for credit will be included as one of the four course credits students are permitted to take per term.

In order to be eligible to receive credit for language study, the following criteria must be met:

a. Foreign language instruction should be appropriate for both the student’s Fletcher academic experience and his/her professional career objectives.

b. Foreign language credit will be given for a maximum of two course credits, regardless of the number of language studies the student completes.

c. Allowance of credit for foreign language study should encourage, where there is no conflict with professional demands, a multi-cultural approach to language learning.

Foreign language credit may not be offered for transfer credit and may not be applied to the one-year MA or LLM degree requirements. However, all students, regardless of their degree program, are eligible to audit one language course per term in addition to their normal load of four courses. Audited language courses do not appear on the student’s transcript.

Students may also choose to take a language course for credit as a 5th course during each of two semesters for MALD students or during a single semester for MA or LLM students. If the language course is taken as a 5th course, students are not required to petition for approval but are required to pay an additional course fee. Please refer to the “Fifth Course Enrollment Policy,” included in the Academic Policies and Procedures section of this Handbook, for complete details on registering for five courses in any term.

Capstone project

All Fletcher students must complete a capstone project during their final year. The capstone project must evidence scholarly and/or professional analysis informed by the sustained and appropriate application of analytical methodologies. The capstone project is a significant analytical piece of work:
it represents work of a higher standard than what is normally expected of a term paper and provides an opportunity for students to draw on their methodological, analytical, and substantive learning in a comprehensive written study.

The detailed requirements for any capstone project are determined by the supervising faculty member and can take a wide range of forms, including but not limited to a traditional academic research thesis, a policy paper (whether for a government, an NGO or an international organization, whether for a real client or not), an operational plan (in development, in business, in public diplomacy, etc.), a case study, a business plan. Note that students who intend to apply to the PhD program must choose a traditional academic research thesis for the capstone project.

While all capstone projects are alike in that they must build on significant analytical work and consist of a written final product, the specific form of the final product can differ widely. Students and faculty may choose these different forms in pursuit of their different pedagogical aims, specific career goals, etc. Students are encouraged to make clear arrangements with supervising faculty early on about what the mutual expectations are of the capstone project.

Students are encouraged to use Fletcher seminars and courses as incubators for their capstone projects, although it is not necessary. The Fletcher School has designated a number of courses explicitly as incubator courses: these courses provide opportunities and support for the development of capstone projects. This could be because such courses devote specific attention to appropriate research and analytical methods; because they teach students the methodological and substantive skills required for the elaboration of proposals or projects; because students produce significant and high quality professional work for clients, whether alone or in groups; and, frequently, because these courses provide students with opportunities to discuss and compare their capstone project plans with each other. Ideally, incubator courses will be taken in a student’s third semester, although the second or fourth semesters are possibilities as well. Students in our one-year degrees can enroll in such course in either semester.

Note that incubator courses are open to both students who wish to take these courses as part of their preparation for the capstone project and students who do not (i.e., who will write a different capstone project). In the large majority of incubator courses, the final product of the course itself will be the same for both groups of students. Those students who wish to turn that product into their capstone project will need to take an additional step, specified by the instructor. Students can also, with the permission of the instructor, prepare their capstone project in the context of a course that has not been designated as an “incubator.” In that case, they will usually build off a final paper or product they wrote for that course and develop it further into a capstone project. Students are also able to prepare their capstone projects in connection with independent study courses.
Independent study courses should involve periodic meetings between the student and the instructor throughout the term, as well as supervised readings, methodological preparation, and organization of the capstone project. The School permits group independent studies, in which students work together in the framework of faculty projects, again with the explicit permission of the supervising instructor.

Only in extraordinary circumstances will a student be permitted to prepare their capstone project outside the context of a course or independent study. This will require approval by CSAP. The Capstone Project is one of the cornerstones of the Fletcher education. After decades of requiring a traditional academic thesis, The Fletcher School decided, in the summer of 2012, to broaden the range of options, in order to respond to the breadth of students’ professional and intellectual needs. However, it must be clear that, while the range of final products has become wider, the importance of high-quality analysis, informed by solid methodology and in-depth knowledge of an area, remains unchanged. The Capstone Project provides a unique opportunity to work long and hard-longer than one can usually do in professional life, and with more intellectual freedom and rigor-on an issue of interest to our students. This is a great opportunity, and students are encouraged to start thinking about it and talking to faculty about their Capstone Project as soon as they can.

The list of faculty members who have identified their courses as Capstone Project incubator courses with their specified courses can be found on the Fletcher website at:

http://fletcher.tufts.edu/Academic/Capstone-Project-Policy

**Projection form, deadlines and submission requirements**

***See forms for capstone, and other registrar related forms on Fletcher Connect here:

http://www.fletcher.tufts.edu/FletcherConnect

**Projection form**

All MA, LLM, MALD and MIB students must provide the Registrar’s Office with information on their plan to meet the Capstone Project Requirement by completing a Capstone Project Projection Form. The projection form must be endorsed by the Fletcher faculty member supervising the Capstone and be filed with the Registrar’s office prior to submitting the completed Capstone Project to the faculty supervisor. MIB and MALD students are required to submit the Capstone Projection Form by the course drop deadline of their third semester. LLM and MA students are required to submit the completed Capstone Projection Form by the course drop deadline of their second semester.
Deadlines

A final grade and signed Report Form on all Capstone Projects must be filed in the Registrar’s Office by the faculty member supervising the capstone.

- If the CP is being completed for a course taken in a term other than the spring of when the student is graduating, the final grade and CP report are due to the Registrar’s Office from the faculty supervisor on the last day of classes for that spring semester.
- If the CP is being completed for a course taken in the spring term in which a student is graduating, the final grade and CP report are due from the faculty supervisor when spring grades are due.

It is important that students consult with their CP supervisor to determine a deadline for submitting the CP that will allow the faculty member to provide the Registrar’s Office with the student’s final grade and Capstone Project Report by the required deadlines listed above.

Submission requirements

Upon submitting their final Capstone Project to the faculty supervisor, all students are required to complete the Survey Monkey online form at:
https://www.surveymonkey.com/s/Fletcher_Capstone_Project

Completion of the online Survey Monkey will provide The Registrar’s Office with the necessary information to record the student’s submission and forward the required Capstone Project Report Form (the capstone grading form) to the faculty supervisor for completion.

The CP title page should include the following information:

(MALD, MA, MIB, or LLM) CAPSTONE
TITLE
SUBMITTED TO PROFESSOR(S)
COURSE(S)
(SEMESTER, YEAR)
NAME OF STUDENT
In (partial) or (full) fulfillment of the (MALD, MA, MIB, or LLM) Capstone requirement
(DATE OF SUBMISSION)
**Dissertation and citation information**

Information regarding preparing dissertations and proper citation style can be referenced at the following websites:

1. Guides for the preparation of dissertations at The Fletcher School of Law and Diplomacy
   [http://researchguides.library.tufts.edu/content.php?pid=228260](http://researchguides.library.tufts.edu/content.php?pid=228260)

2. Ginn library citation style guide
   [http://www.library.tufts.edu/ginn/pdf/FootnoteandReference-1.pdf](http://www.library.tufts.edu/ginn/pdf/FootnoteandReference-1.pdf)
PHD INFORMATION

The degree of Doctor of Philosophy in International Relations is reserved for a limited number of students. Granting of PhD candidacy requires superior performance in course work, particularly in course work directly relevant to proposed PhD work and in the MALD/MIB thesis.

The length of time needed to complete the PhD will vary according to the outline of the work undertaken by the candidate, but the average for recent graduates was 5.5 years from matriculation in the program to graduation.

Admissions

The PhD Admissions Committee will decide admission to the PhD Program only once annually, in the spring semester. The application deadline is February 1st and candidates applying internally from Fletcher programs and externally (through the direct admit process) will be reviewed together in determining the incoming PhD candidate class.

External applicants must apply directly to the Fletcher Office of Admissions by December 10th for a September start.

Internal applicants must apply by following the PhD Program Office internal applicants’ link on the Fletcher admissions system by February 1st for a September start.

Deferral of Admission

A student admitted to PhD candidacy may be granted a deferral for a maximum of ONE year. At the conclusion of one year, the student will be expected to start the PhD program or forfeit his/her admission.

Internal applicants admissions requirements

To be considered for admission to the PhD program, applicants from inside Fletcher must have an approved plan of study for a two-year master’s degree, and a proposed PhD plan of study indicating the two fields of study in which they will be examined in their comprehensive exams. Additionally, students must have completed three semesters of coursework (12 courses), the thesis and the language proficiency exams. Admission of internal applicants to the PhD Program will be conditional on the completion of remaining courses and the maintenance of an adequate GPA (3.6 minimum) at the time of entry into the PhD Program.

All internal applicants must submit the following electronically via the PhD Program Office internal applicants' link on the Fletcher admissions system by 12:00pm on February 1st:
1. A one page PhD application form available via the link
2. A master’s thesis or equivalent as evidence of scholarly ability; internal applicants must choose a traditional academic research thesis for the capstone project.
3. A transcript with GPA*;
4. A five page preliminary proposal for doctoral dissertation research;
5. A statement of purpose explaining why the applicant wishes to complete a doctorate and why s/he wants to do so at The Fletcher School;
6. Three letters of recommendation, two of which must be from faculty members knowledgeable about the applicant’s work and capabilities, and who can comment on the likelihood that s/he can successfully complete doctoral level research. Two faculty members must be from Fletcher and at least one must have read the thesis. (Recommenders upload their letters directly).
7. A signed statement from at least one member of the fulltime Fletcher faculty (tenured or tenure-track), who has read the PhD dissertation proposal, indicating that s/he is willing to supervise the student during doctoral work (note that this can be included in a recommendation letter);
8. A curriculum vitae;
9. A Plan of Study, available via the link, outlining how the applicant plans to fulfill requirements for the required two fields of study and the four courses to be taken during the following year; and
10. For students applying for financial aid, the aid application via the link is also due by February 1st along with the other documents.

*Note that undergraduate transcripts may also be considered during the PhD admissions process.

**Dissertation Director**

During the semester the student applies for PhD candidacy, s/he will choose a member of the Fletcher executive faculty teaching in his/her proposed field of study who agrees to serve as his/her dissertation director. The Dissertation Director will approve a dissertation topic, about which the student will write his/her dissertation proposal. If admitted to the PhD Program, this faculty member will advise the student in choosing courses, appropriate to that field of research, to be taken during the following year (see next section).

**PhD Coursework Phase**

Internally admitted candidates to the PhD Program are required to spend one year in residence following their admission. During the fall of that year, they are required to enroll in DHP P210: Research Design and Methodology, and during the spring they are required to enroll in DHP P201: Seminar in Comparative Politics and International Relations. Normally, students would also be taking the balance of their required PhD coursework (an additional two credits) during that year.
PhD Plan of Study

Before beginning the PhD coursework phase, candidates must submit to the Registrar a PhD Plan of Study indicating their two fields of study and the four courses to be taken during the coursework phase* (3rd semester and 4th semester for Direct Admits).

All PhD candidates are required to register for:

• DHP P210 Research, Design and Methodology courses;
• DHP P201 Comparative Politics;
• EIB E213 Econometrics;
• An additional methodology course of their choice;
• An IR theory course (P200 or H204);
• As well as take the field-specific theory course in their chosen fields.

In other words, the student cannot petition out of these courses except in the rare case of a petition for equivalency or if they have previously taken them in the MALD/MIB program.

Both the PhD Program Director and the student’s PhD Advisor must endorse the Plan of Study before it is signed by the student and turned in to the Registrar’s Office.

*Note: Due to methodology course sequences, the required P210 is presently offered in the Fall semester and the required P201 is offered in the Spring semester. E213 is offered in both fall and spring semesters, while P200 is usually in the fall, and H204 in the spring (pending sabbatical leaves).

Comprehensive Examinations

Within one year of completing the PhD coursework, students must pass their PhD comprehensive exams: two 7.5-hour exams (one in each of their two fields of study) and one one-hour oral exam. Comprehensive examinations test proficiency in the literature of the fields. They are held four times a year during the last two weeks of September, November, February, and April.

A student with compelling or extenuating circumstances who is unable to take the comprehensive exams during one of the regularly scheduled time blocks may consult with the Registrar to determine if an alternative exam period can be arranged that is agreeable with all faculty members concerned. The student will be required to petition the PhD Committee for consent.

The two written field exams must be taken during the same examination period and must be completed within two weeks. They cannot be split between semesters and the oral comprehensive examination cannot be split among examiners.
The one-hour oral exam will 1) focus on issues raised in the written examinations and 2) integrate the student’s two fields of study. The oral exam will be scheduled by the Registrar’s office approximately 10-14 days after the last written exam.

Within one week of completion, each written field exam will be graded by the field supervisor as pass, fail, or withhold. A grade of “withhold” indicates that the field supervisor has reservations and/or questions about the student’s responses on the written exam that s/he will try to clarify during the oral exam. Students receiving a grade of “withhold” will be notified and will have an opportunity to meet with the field supervisor prior to their oral examination.

If a student fails a written field exam, the oral exam will be postponed until the written exam has been successfully re-taken. If a student fails one or more fields during the oral exam the student must re-take the oral exam in the failed field(s) only. However, if one field is failed, two members of the original examining committee must be present at the re-examination. If two fields are failed, all members of the examining committee must be present at the re-examination. All make-up exams (written or oral) must be completed before the lapse of two PhD exam blocks (approximately 5-6 months) but will normally be completed more quickly.

Students who fail either the written or oral exam are allowed one re-examination.

**Dissertation Statement of Intent**

This form (maximum of eight pages) should be completed within three months of passing comprehensive exams. Students should obtain the signature of their proposed dissertation chair and give the names of their other committee members. The form should be returned to the Director of the PhD Program after the chair has reviewed it and signed off on it.

The purpose of this form is to help initiate meaningful student-advisor contact and its aims are threefold:

- to help students to seriously start planning for what they need to do to prepare themselves for dissertation research and writing post-coursework (or maybe need to take more coursework);
- to enable them to initiate closer contact with their advisor/future dissertation committee members and to solicit their input and help in choosing courses, methodology/ies to use, etc.;
- to encourage faculty members to play a closer role in helping prepare students for dissertation research and writing and to provide suitable advice during the research and writing phases

This document is not set in stone but, rather, can be revised at any time by the student or committee members in conjunction with the student.
PhD Dissertation Proposal

Within nine months after passing the comprehensive exams (normally six months after submitting the Dissertation Statement of Intent), the student must present and orally defend a written thesis proposal before his/her Dissertation Director and two others who will form his/her dissertation committee. In addition to the Director, at least one other member of this committee must be a regular Fletcher faculty member. With approval of the PhD Committee, the 3rd reader may be a faculty member or expert from another institution.

Upon successful completion of the oral defense, all three members of the dissertation committee will certify that the thesis proposal is feasible and, if completed as proposed, it will meet the standards of The Fletcher School. Subsequent to the oral defense, the signed certification, one copy of the proposal, and a 1-2 page Executive Summary of the proposal should be submitted electronically and in hard copy to the Director of the PhD Program for presentation to and formal approval by the PhD Committee. If one of the committee members is an outside reader, his/her curriculum vitae must be included (please follow guidelines in Section F: Guidelines for Submitting PhD Dissertation Proposals to PhD Committee). Institutional Review Board (IRB) approval or exemption is also required at this time if the student is conducting research involving human subjects.

Note: If, subsequent to approval of the proposal, research plans are fundamentally changed, re-certification will be required, with members of the student’s dissertation committee approving the revised proposal. The Dissertation Director will determine whether the changes are sufficiently extensive to require re-certification. If any of the readers should change after the proposal has been approved, full re-certification is not necessary but the PhD Committee must approve the new readers after they have indicated in writing their satisfaction with the dissertation proposal.

PhD Dissertation Writing

Write a dissertation which 1) bears evidence of independent and original investigation, 2) constitutes a substantial contribution to the subject, and 3) is presented in good literary form. As each chapter of the dissertation is completed it should be submitted to the Dissertation Director for comments and suggestions. It is the policy of The Fletcher School not to accept a dissertation later than five years after a student has passed the comprehensive examinations.

PhD Dissertation Defense

PhD students must successfully pass a public oral defense of the dissertation to the satisfaction of the Dissertation Committee. The defense will be given after the dissertation has been accepted by the Director and readers and will cover the specific subject and general field of the dissertation.
Upon approval by the Dissertation Committee and completion of the thesis defense, an electronic copy of the dissertation must be sent to ProQuest/UMI (details provided at time of defense)*. Exact submission dates can be found on the academic calendar, but are generally four weeks before graduation dates.

*This copy should be in a format that is acceptable to the Director of the Ginn Library.

Rules for Reentry into the PhD Program

Students who have not maintained active status in the PhD program through lack of payment of required fees or personal withdrawal from the program may petition the PhD Committee for Reentry into the program if they were in good standing and one of the following applies:

- Student was in the post coursework phase and not more than 2 years have lapsed since they separated from Fletcher
- Student was in the post comprehensive exam/pre dissertation proposal phase and not more than 5 years have lapsed since they separated. If more than 5 years have lapsed, the student may be re-instated but he/she will be required to re-take the comprehensive exams.
- Student was in the post dissertation proposal phase and not more than 10 years have lapsed. Student may be reinstated but will be required to re-write their dissertation proposal and have it read by two full-time faculty who support the request for reinstatement and agree to serve as chair and reader on the dissertation committee.

Direct/external admit candidates admission requirements

The following seven steps apply to Direct Admit PhD candidates and replace steps one through three in the preceding section, which apply to internal degree recipients. Direct Admit/External PhD candidates must:

1. Spend at least three semesters in residence at The Fletcher School and complete a minimum of 12 courses. Nine of the 12 courses must be Fletcher courses; only three of the 12 may be cross-registered courses.
2. Meet divisional requirements for Direct Admit Candidates (two courses in each of two divisions and one course in the third division) and complete two Fletcher fields of study, with four courses per field with only one “exception” (non-Fletcher course, independent study, etc.) per field.
3. Submit a thesis for evaluation by a Fletcher faculty member. A Master’s thesis written prior to enrollment at Fletcher may be submitted in lieu of a MALD-type thesis. In either case, the evaluating faculty member must write a thesis report that will form part of the basis for continuation of PhD degree candidacy.
4. Pass the School’s reading and oral foreign language examinations.
5. In the first eight courses taken as an enrolled Fletcher student, achieve a cumulative GPA of at least 3.60 which meets the same standard as that imposed on internal students being admitted to the PhD program. Further, the 3.60 must be maintained through completion of all PhD coursework.

6. Petition the PhD Admissions Committee for formal admission to PhD Candidacy. Upon completion of eight Fletcher courses, the thesis requirement, and the language proficiency exams, the Direct Admit candidate should petition for PhD candidacy. Normally, this would occur after two semesters of full-time enrollment at Fletcher. In addition to having completed the above, the student’s petition should include a transcript and a PhD Plan of Study, and a thesis/capstone project.

7. Complete a 3rd semester of coursework (four courses) and any remaining division or field requirements during the term immediately following admission to PhD candidacy.

8. Upon admission to PhD candidacy and having completed steps one through seven above, the student would follow steps five through ten which apply to MALD/internal degree recipients. Direct/external PhD candidates are not eligible to receive a MALD or MA degree.

Degree Requirements

Internal Candidates

To apply for admission to the PhD program, a MALD/MIB student must:

a. Have completed 12 courses, reading and oral foreign language exam, a Capstone Project that is a traditional academic research thesis and B205/B206 (Statistics) or have passed the B205/B206 equivalency exam prior to starting the PhD Program.

b. Be admitted to PhD candidacy by the PhD Admissions Committee.

c. In addition, to complete the program, the student must pass 20 course credits and complete two fields of study of four courses each. Four courses, in addition to the 16 required for the master’s degree, will normally be taken during the following year. Students admitted to candidacy are required to take or have taken the following courses: DHP P210 (Research Design and Methodology), DHP P201 Comparative Politics, EIB E213 Econometrics, either P200 or H204 (IR theory), and a third methodology course of their choosing.

d. Take 7.5 hour written comprehensive examinations in each of the two fields of study, plus a one-hour oral examination that will focus on issues raised in the written examination, as well as integrate the two fields of study.

e. Prepare a Dissertation Statement of Intent within three months of passing comprehensive exams.

f. Present and orally defend a written dissertation proposal before his/her Dissertation Committee within nine months of comprehensive exams. Subsequent to the Dissertation Committee’s approval, forward the proposal and a one page Executive Summary to the
Director of the PhD Program for presentation to and formal approval by the PhD Committee. Apply to the Institutional Review Board (IRB) by time of dissertation proposal defense for approval or exemption, if doing research involving human subjects, or for exclusion if not doing research involving human subjects.

g. Successfully propose, research, and write a dissertation. The completed dissertation should bear evidence of independent research and should constitute a substantial contribution to the subject.

h. Successfully pass a public oral defense of the dissertation. This defense will be given after the director and readers have accepted the dissertation and will cover the specific subject and general field of the dissertation.

**External Candidates**

Each year, a very small number of students with appropriate Master’s degrees and a demonstrated ability to conduct research are admitted directly into the PhD program without having to first earn the MALD degree. Applicants who are directly admitted to the PhD program are generally able to complete all pre-dissertation requirements in three semesters rather than the five semesters normally required for MALD candidates who seek the doctorate. In lieu of steps a through c listed under Internal Fletcher Two-Year Degree Recipients, direct admission candidates must complete the following in the order listed:

a. Complete the requirements for eight Fletcher courses with a GPA of 3.60 or better; pass the School’s written and oral foreign language examination; and submit a Master’s thesis for evaluation by a Fletcher faculty member. A Master’s thesis written prior to enrollment at Fletcher may be submitted in fulfillment of the thesis requirement. (See section H: Master Thesis Requirements.) They also need to have passed the equivalence exam for B205 Data Analysis and Statistical Methods.

b. Petition the PhD Committee for formal admission to PhD candidacy. The student’s petition should be submitted to the Director of the PhD Program with a copy of his/her PhD Plan of Study, Fletcher transcript, and thesis report. Students admitted to candidacy are required to take the following courses: DHP P210 (Research Design and Methodology), DHP P201 (Comparative Politics and International Relations), and an IR theory course (either P200 or H204), EIB E213 (Econometrics), and a third methodology course of their choice.

c. After admission to the PhD program, the direct admit candidate will complete the requirements for at least an additional four courses (bringing the total number of courses to at least 12); fulfill requirements for his/her fields of study and complete remaining division requirements. Nine of the student’s 12 courses must be Fletcher courses; only three of the courses may be cross-registered courses. Transfer credit is not an option for Direct Admit PhD candidates. Generally, the third semester of work will be completed during the term immediately following admission to PhD candidacy.
After completing the above three steps, the direct admit PhD candidate will continue by following steps d through h of the listing for general admit PhD candidates.

**Comprehensive examination**

**Coordinating faculty by fields of study**

Each field of study has a faculty member responsible for coordinating the PhD comprehensive examination in that field. The coordinating faculty member is the first faculty member listed below in each field. The field coordinator is responsible for consulting with all faculty members in the field regarding examination preparation and grading, preparing for students a description of how the exam will be written and graded, and ensuring that the exam is delivered to the Registrar at the appropriate time.

This faculty member is also responsible for informing PhD students, when contacted by them, of the material that they will be tested on in the comprehensive exams. PhD written exams are graded pass, fail, or withhold (see Item 5: Comprehensive Examinations in the previous listed steps to the PhD). Note: Field supervisors will submit one exam per PhD comprehensive exam time period. Generally, however, different students may take the exam at different times during the same exam period.

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<tr>
<th><em>Development Economics</em></th>
<th>International Business and Economic Law</th>
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<td>Steve Block</td>
<td>Joel Trachtman</td>
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<td>Jenny Aker</td>
<td>Jeswald Salacuse</td>
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<td>Zeynep Bulutgil</td>
<td>Carsten Kowalczyk</td>
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<td>Caroline Gideon</td>
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<td>Richard Shultz</td>
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<td>Katrina Burgess</td>
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<td>Nancy Hite</td>
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<td>*International Negotiation and Conflict Resolution</td>
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<td>Hurst Hannum</td>
<td>Joel Trachtman</td>
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<th>*Political Systems and Theories</th>
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<td>John Perry</td>
<td>Robert Pfaltzgraff</td>
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<td>Sung-Yoon Lee</td>
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<td>Sulmaan Khan</td>
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<th>*International Organizations</th>
<th>*Southwest Asia and Islamic Civilization</th>
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<td>Ian Johnstone</td>
<td>Andrew Hess and Leila Fawaz (consult both faculty)</td>
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<th>International Business Relations</th>
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<td>Alan Henrikson</td>
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<td>Bernard Simonin</td>
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*See the PhD website “Student Life Guide” for descriptions of comprehensive examinations in the fields starred above ([http://fletcher.tufts.edu/phd/student-life-guide.shtml](http://fletcher.tufts.edu/phd/student-life-guide.shtml))

**Dissertation research colloquium and evening seminar series**

PhD students at all levels are expected to attend this weekly colloquium and are encouraged to present their work in progress at various times during their PhD years. Presentations range from informal discussions of preliminary research ideas to “full dress rehearsals” of proposals and dissertation defenses. Students may also present dissertation chapters, as well as a variety of other work, including but not limited to conference papers or articles on which they seek comments prior to submission for publication.
There will be a monthly “PhD Evening Seminar Series” which will be a forum for presentations by faculty and staff on a variety of matters of interest to the PhD students. Such presentations will focus on research strategies and methodologies, dissertation writing, publishing journal articles and books, applying for academic and non-academic positions, presenting conference papers, and learning new library skills.

**PhD Dissertation**

**Guidelines for submitting PhD dissertation proposal to PhD committee**

After completion of the PhD comprehensive exams, the student will present and orally defend a written dissertation proposal before his/her dissertation committee. Upon their written approval, the candidate will then submit one hard copy and one electronic copy of the dissertation proposal, including a 1-2 page executive summary, to the Director of the PhD Program to be presented to the PhD Committee for their formal approval. At the same time, the student should provide proof of Institutional Review Board approval, exemption, or exclusion (see [http://www.fletcher.tufts.edu/FletcherConnect](http://www.fletcher.tufts.edu/FletcherConnect)). After the dissertation proposal defense and before the dissertation proposal is submitted to the PhD Committee for approval, the student should meet with Ginn Reference Librarian (Rhys Sevier) to review dissertation formatting rules.

The dissertation proposal should contain the following elements:

1. The title of the proposed dissertation with the names of the three committee members listed below;
2. A brief statement concerning the general scope of the problem;
3. A brief statement concerning the work of others, completed or on-going in the field, to show how the proposed work relates to this literature;
4. A more detailed statement of the research questions and/or hypotheses to be investigated, and an indication of the expected findings. This is the heart of the proposal;
5. A statement concerning the methodology to be employed and the nature and availability of source materials to be used;
6. A statement concerning the study’s expected contribution to the field;
7. A statement concerning the feasibility of the proposed research, and the student’s preparation for undertaking it (e.g. knowledge of relevant foreign languages, relevant work or research experience in the field, particularly relevant courses taken, etc.);
8. A statement by the appropriate faculty member of approval and agreement to serve as Dissertation Director;
9. A request for approval of two readers in addition to the Dissertation Director. If the third reader is not a Fletcher faculty member, submit a copy of the curriculum vitae of the suggested third reader.

Note that any time there is a change of readers, the new reader must have read the dissertation proposal and agreed to it at the time the student petitions the PhD Committee for change of reader.
Final specifications for PhD dissertations

It is strongly recommended that the Reference Librarian of the Ginn Library be consulted before final typing of the dissertation in order to ensure compliance with formats for footnotes and bibliography (see the following guidelines).

The required process for review of the dissertation’s format and its footnotes and bibliography is for an early draft of one chapter to be given to the library’s reference staff for detailed review and feedback. It is expected that this review of one chapter will provide the author with sufficient feedback to complete the dissertation using the correct formats. Please check the Academic Calendar each year for the deadline date by which the preliminary review of draft chapters must be completed. Generally, the deadline is sometime in February for both May and early Fall degree candidates.

Format requirements are described on the Ginn Library website at http://www.library.tufts.edu/ginn/howdoi-formatcitations.shtml. It is the author’s responsibility to fulfill the format requirements. While the library will review the final copy to ensure that it is ready to be bound, as well as to be sent electronically to ProQuest/UMI, no detailed editorial corrections will be made. If, at that point, the format requirements are not met, the dissertation will be returned to the author for further work. If the dissertation is not in acceptable final form at the time of the Registrar’s deadline, acceptance will be deferred until the following term, assuming the needed corrections are made.

The title page of the dissertation should appear as follows:

TITLE
A thesis
Presented to the Faculty
of
The Fletcher School of Law and Diplomacy
by
FULL NAME OF CANDIDATE
In partial fulfillment of the requirements for the Degree of Doctor of Philosophy
MONTH/YEAR
Dissertation Committee
NAME, Chair
NAME
NAME
The PhD candidate must submit an electronic copy of the dissertation to ProQuest (see instructions in the letter you receive after your oral defense). A Ginn librarian also examines this electronic copy for final format review. The copy must adhere to the requirements outlined in the Guide for Preparations of Dissertations located at [http://www.library.tufts.edu/ginn/howdoiformatcitations.shtml](http://www.library.tufts.edu/ginn/howdoiformatcitations.shtml).

The electronic copy should not be sent until the readers have approved the final draft of the dissertation. The electronic copy of the dissertation must be accompanied by a curriculum vita, including the place and date of birth of the author, an outline of his/her formal education, a list of degrees or special honors that have been conferred, and a list of published writings.

Each dissertation must be accompanied by an abstract of not more than 350 words. It should include the scope of the subject, the method of approach, the nature of the materials used, and it should provide summary of the substances and conclusions of study.

Fulfillment of degree requirements involves the submission of all of the above. The faculty will not consider the award of the degree to a candidate who has not fulfilled all requirements.

**Multiple essay theses**

Multiple-essay theses are common in economics and in business to the extent that they might today constitute the majority of doctoral theses written in these areas. Among the reasons for this development is that most academic writing in these disciplines takes the form of articles and reports, not book length manuscripts.

In political science, some leading university departments allow multiple-essay theses in formal theory, but multiple-essay theses are rarely seen in qualitative or quantitative analysis. In history, the multiple-essay format is, we believe, virtually unknown. In law, where doctoral thesis writing is rare, the multiple-essay format is permitted, for example, at Harvard.

The Executive Faculty approved that “A PhD candidate writing in economics or business may, with the approval of the student’s advisor, submit a multiple-essay PhD thesis. Multiple-essay PhD theses in other areas of research may be approved by the PhD Committee under appropriate circumstances.” The following criteria for multiple-essay doctoral theses shall apply:

**Broad criteria**
In addition to criteria normally applied to PhD candidates in the dissertation process, PhD candidates using a multiple essays structures should be guided in their work and judged on their progress based on two additional broad criteria:

a. PhD candidates using a multiple essays structure should be able to explain the common theme from the broad field of International Relations linking each individual essay into a coherent whole;
b. PhD candidates using a multiple essays structure should be able to show how each individual essay as well as the collective findings of the essays taken as a whole contribute to scholarly and professional understanding and future research in the broad field of International Relations.

These two criteria, in addition to those normally applied to the PhD dissertations, should guide PhD dissertation candidates, their advisors and readers, PhD Committee members, and others charged with the responsibility of reviewing and approving PhD dissertations. Failure to meet these two additional criteria for PhD dissertations using a multiple essays structure is grounds for rejection of the PhD dissertation proposal and/or the final PhD dissertation.

**Specific requirements**

Consistent with these broad criteria for evaluating PhD dissertations using a multiple essays structure, such a thesis must satisfy the following requirements in addition to those normally applied:

a. PhD candidates using multiple essays structures must have at least three separate essays constituting three distinct scholarly inquiries related to the broader subject matter of the PhD dissertation.
b. PhD candidates using a multiple essays structure must include in the PhD dissertation proposal an introductory chapter summarizing the overall theme of the PhD dissertation, the aims and prospective scholarly and professional contributions of each individual essay included in the PhD dissertation, and the prospective scholarly and professional contributions of the essays taken as a whole.
c. PhD candidates using a multiple essays structure must include in the final PhD dissertation a concluding chapter summarizing the overall theme of the PhD dissertation and the key implications for scholarly and professional understanding and future research of the results from each individual essay included in the PhD dissertation and of the results from the essays taken as a whole.

**PhD program management: roles and responsibilities**

**Director of the PhD program**

In general, the Director of the PhD Program is responsible for maintaining close working relationships with Fletcher faculty involved in the PhD Program, the PhD Committee Faculty Chair,
the Registrar’s Office, the Academic Dean, and the Executive Associate Dean. Major areas of responsibility include:

- PhD student support,
- PhD admissions for direct admit (external) candidates and internal candidates,
- PhD Committee,
- PhD student activities,
- Fares Research Center,
- Fellowships/job opportunities, and
- Dissertation defense process.

**Office of the registrar**

In general, for PhD students, the Registrar’s Office handles all matters and issues from the time of enrollment through the successful completion of the comprehensive exams. This includes:

- PhD plans of study forms,
- Scheduling and obtaining comprehensive exams and all processes related to comprehensive exams,
- Fields of study matters,
- CSAP petitions, and
- Posting to transcripts.

Registration, whether a student is pursuing coursework or not, is also arranged through the Registrar’s Office.

**PhD Committee**

(Composed of several faculty members, Registrar or Associate Registrar, Director of the PhD Program, and two PhD students.)

- Serves as PhD Program policymaking body.
- Gives guidance on PhD issues.
- Determines admission for PhD students – both external/direct admits and internal/MALD.
  (The Director of Admissions also takes part in these decisions.) PhD students are not part of the PhD admissions Committee.
- Decides outcome of student petitions and other issues.

**PhD representatives to PhD Committee**

(Elected by all PhD students in the spring semester prior to the year in which they serve.)*

- Represent PhD student views at the committee.
- Act as liaison for PhD student issues that need to be discussed or acted on by committee.
• Apprise PhD students of outcomes/actions taken at PhD Committee Meetings.
*Note: 1st year PhD students should not be chosen for this committee as it entails a certain knowledge of PhD student matters.

PhD representative to student council

(Elected by all PhD students in the spring semester prior to the year in which they serve.)
• Makes sure that PhD student issues, as well as student issues in general, are heard at Student Council meetings.
• Apprises PhD community of discussion/actions taken at Student Council meetings.

PhD student group leaders

(Volunteer to serve/chosen by consensus in April-May preceding the academic year in which they serve.)
• Help organize PhD lectures, informational sessions, and other academic/social activities.

PhD colloquium coordinator(s)

(Volunteer to serve/chosen by consensus in April-May preceding the academic year in which they serve.)
• Organize and run the Ilga B. Paddock PhD Student Colloquium by setting the dates, reserving rooms, arranging speakers (PhD students, appropriate Fletcher School staff/faculty and others), and ordering and setting up/cleaning up food served.

PhD conference coordinator

(Chosen by PhD Program Director and previous year’s coordinators)
• Organize and run annual day-long PhD Conference the last Friday in September
• One person deals with panelist coordination, the other with keynote speaker, website and registration

Faculty directors of PhD research colloquium

• Attend all colloquia.
• Provide comments on the seminar.
• Write up comments for the students after the seminar.
• Be available to read drafts of proposals/chapters both before and after colloquium, and to discuss methodological and other issues as well (e.g. conceptual, theoretical issues).
ACADEMIC POLICIES AND PROCEDURES

Residence

The MA and LLM degrees require one year of course work in residence. The MALD and MIB degrees require two years of course work in residence. The PhD degree normally requires three semesters of course enrollment for external admit candidates and six semesters of course enrollment for those coming from internal Fletcher programs. MA, LLM, MALD and PhD Students generally enroll in no more than four courses for credit per semester. (See item X below for policy on enrolling in five courses.) MIB students generally enroll in no more than 5 course credits in each of two terms and no more than 4.5 course credits in the remaining two terms.

For MA, LLM, MALD, and MIB degree candidates, all degree requirements must be completed and recorded in the Registrar’s Office within one year from the start of the student’s final semester of Fletcher coursework. (In other words, students who complete their coursework in the spring must complete all degree requirements, including thesis, before the start of the following spring semester.) Students are expected to submit their coursework and/or capstone project to faculty with sufficient lead time to allow the faculty member to meet the deadlines outlined above. It is the student’s responsibility to discuss these deadlines with their faculty in advance to determine a due date for their work that allows the faculty to meet these deadlines.

Reinstatement

If all degree requirements are not met by the completion of the additional time outlined above, students must petition the Committee on Student Academic Programs for reinstatement to extend their degree candidacy. Requests for reinstatement must be received in the Registrar’s Office before the last day of classes of the term (fall or spring) for which reinstatement is requested. If approved, reinstated candidates will be charged a Reinstatement Fee during each semester that their candidacy is extended. For MA and LLM candidates, extended degree candidacy begins 1 ½ years after the date of entrance. For MALD and MIB candidates, extended degree candidacy begins 2 ½ years after the date of entrance. Students enrolled in dual degree programs should consult with the Registrar as extended degree candidacy may begin sooner in some cases. Reinstated students are not considered enrolled and are not eligible for loan deferral.

It is expected that all students (with the exception of doctoral candidates) will complete their degree within seven years of their initial matriculation date.

Doctoral candidates who do not maintain active student status either through payment of the PhD course tuition fee or payment of the PhD enrollment fee will be eligible to petition the PhD Committee for reinstatement of degree candidacy based on their stage in the program and the time
lapse since their separation. Please refer to “Rules for Reentry” in the PhD section of this Handbook.

If reinstatement is approved, PhD candidates will be charged the Reinstatement Fee in addition to their PhD tuition charges.

**Divisional/breadth requirement**

All students are required to take Fletcher courses in each of the three divisions of the curriculum: International Law and Organization; Diplomacy, History, and Politics; and Economics and International Business.

**MA and LLM degree candidates** are required to take a minimum of one Fletcher course credit in each of the three divisions (ILO, DHP, and EIB).

**MIB degree candidates** are required to take:
- either L230: International Business Transactions or L233: International Financial and Fiscal Law to fulfill their International Law and Organization (ILO) requirement;
- two Fletcher courses in the Division of Diplomacy, History, and Politics (DHP) as detailed in the proceeding section.

**MALD degree candidates** are required to take:
- two Fletcher courses in the Division of Diplomacy, History, and Politics (DHP) as detailed in the proceeding section
- one Fletcher course in the Division of International Law and Organization (ILO);
- one Fletcher course in the Division of Economics and International Business (EIB) as detailed in the proceeding section; and
- one Fletcher course in Quantitative Reasoning.

Specific requirements/options for each of the three divisions as well as Quantitative Reasoning are noted below. (See *Course equivalence and placement exams* section for how to place out of courses).

**Division of Diplomacy, History, and Politics (DHP)**

Each **MALD and MIB student** is required to take two courses from the DHP Division.

**At least one** of those courses must be one of the following:
- DHP P200: International Relations: Theory and Practice
- DHP H200: The Foreign Relations of the United States to 1917
- DHP H201: The Foreign Relations of the United States Since 1917
• DHP D200: Diplomacy: History, Theory and Practice
• DHP D210: The Art and Science of Statecraft (not offered in 2013-14)
• DHP D220: Processes of International Negotiation
• DHP P201: Comparative Politics
• DHP P216: Research and Writing in the Global Political Economy
• DHP P217: Global Political Economy
• DHP P219: International Political Economy of Development
• DHP P240: The Role of Force in International Politics

For the second credit in the DHP division, **MALD and MIB students** may choose any course(s) with a DHP designation with the exception of DHP P203: Analytic Frameworks for Public Policy Decisions which **cannot** be offered to meet the DHP division requirement.

**Division of Economics and International Business (EIB)**

Each MALD student is **required to choose one** of the following options to fulfill the EIB/Economics requirement:

• enroll in EIB E201: Introduction to Economic Theory or
• enroll in EIB E211: Microeconomics or
• pass the placement exam for E201 and enroll in one of the higher level Economics courses listed below. (Please note that some of these courses may have further prerequisites.)
  o EIB E211: Microeconomics
  o EIB E212: Macroeconomics
  o EIB E213: Econometrics (may meet distribution requirement for either EIB or QR, not both)
  o EIB E214: International Economic Policy Analysis
  o EIB E218: Applied Microeconometrics (may meet distribution requirement for EIB or QR, not both)
  o EIB E220: International Trade and Investment
  o EIB E221: Advanced International Trade and Investment
  o EIB E230: International Finance
  o EIB E240: Development Economics
  o EIB E241: Development Economics: Policy Analysis
  o EIB E242: Development Economics: Micro Perspectives
  o EIB E246: Environmental Economics
  o EIB E247: Econometric Impact Evaluation for Development
  o EIB E248: Agriculture and Economics
  o EIB E262: The Economics of Global Health and Development

The placement exam for E201: Introduction to Economic Theory is offered each year only during Orientation in the fall and spring terms. Students who pass the E201 placement exam may still choose to enroll in E201 but are encouraged to enroll in either E211: Microeconomics or one of the upper level Economics courses listed above.
Division of International Law and Organization (ILO)

Each MALD student is required to take one of the following courses:
- ILO L200: The International Legal Order
- ILO L209: International Treaty Behavior
- ILO L210: International Human Rights Law
- ILO L213: International Criminal Law
- ILO L220: International Organizations
- ILO L223: International Environmental Law
- ILO L232: International Investment Law
- ILO L240: Legal and Institutional Aspects of International Trade
- ILO L250: Law and Development

Quantitative Reasoning (QR)

Each MALD student who does not pass the equivalence exam for B205 or E210m (offered during fall and spring Orientation) is required to take one of the following courses to fulfill the Quantitative Reasoning requirement.
- EIB B205: Data Analysis and Statistics
- EIB B206: Data Analysis and Statistics for Business
- EIB B262: Marketing Research and Analysis
- EIB E210m: Quantitative Methods
- EIB E213: Econometrics (may meet distribution requirement for EIB or QR, not both)
- EIB E218: Applied Micro-econometrics (may meet distribution requirement for EIB or QR, not both)
- DHP P203: Analytic Frameworks for International Public Policy Decisions

A single course may be offered to meet only one distribution requirement.

Fields of study

The Field of Study is the basic building block of the Fletcher curriculum. Fields enable students to develop a specific set of skills related to a functional topic or geographic area.

PhD degree candidates are required to complete two fields of study with a total of 4 course credits in each and no more than one exception is allowed per field.

MA and LLM students are not required to present fields of study, though some do.

MALD and MIB candidates are required to complete two fields of study. MIB candidates must combine one international business field with one international affairs field. MALD candidates will offer two international affairs fields or may, with approval, offer one international affairs field and one international business field.
A course may be counted for credit in only one field. In those cases where a course is listed in more than one field, the student may choose the field in which it is to be credited. Courses, however, may be used to meet both divisional and field requirements simultaneously. For MALD and MIB candidates each field must consist of at least 3 course credits and, in some cases, at least 4 or 4.5 credits.

**Self-designed fields**

Field requirements may also be satisfied through the use of special self-designed fields. Enrolled students may apply to the Committee on Student Academic Programs (CSAP) for permission to design fields to satisfy MALD, MIB, or PhD degree requirements. Petitions for Self-Designed Fields must be presented to CSAP prior to the student’s final semester at Fletcher.

To be approved, a Self-Designed Field must satisfy the following requirements:

1. A resident member of the Fletcher faculty must assume responsibility for advising the student on the Self-Designed Field and must support the request in writing. The Self-Designed Field must consist of at least three course credits for the MALD and at least four for the PhD.
2. The Self-Designed Field must include at least one Fletcher course credit as the required course for the field; for PhD candidates, 3 of 4 course credits in the field must be Fletcher courses.
3. The Self-Designed Field should consist of a group of courses with a clear methodology, a respectable volume of theoretical and applied literature, and boundaries that enable a clear distinction to be made between the subject of the Special Field and related subjects outside the field, and between the Special Field and existing Fields of Study.

The Field should have an international component that reflects the flavor of the Fletcher curriculum.

**Course equivalence and placement exams**

When an equivalence/placement exam is offered, students may only gain equivalence by passing the equivalence exam. The following equivalence exams are offered by Fletcher (the next section details when they are offered):

- E201: Introduction to Economic Theory
- B205: Data Analysis and Statistical Methods
- B206: Data Analysis and Statistical Methods for Business
- E210m: Quantitative Methods
- E212: Macroeconomics
- E217m: Managerial Economics
When an equivalence exam is not offered, students who have previously completed graduate level work equivalent to Fletcher School courses may apply for a certification of equivalency for those courses. Such equivalence requires the written approval of the professor teaching the Fletcher course for which equivalency is desired. Equivalency does not constitute transfer credit; it does not entitle the student to count that course for credit; nor does it affect normal distribution requirements. The option to obtain equivalency for a required course exists only for the purpose of eliminating the necessity of repeating course work previously taken. It is not intended that students may obtain equivalency for required courses through cross-registration in similar courses at Harvard or elsewhere during the academic year.

A faculty member’s certification of course equivalency should be based upon review of the student’s academic record, including course description of relevant courses; upon discussion with the student to determine their knowledge of the content of the required course; or upon examination.

Placement exams

Placement/equivalence exams for MALD and MIB required courses are offered at different times during the academic year.

<table>
<thead>
<tr>
<th>Placement Exam</th>
<th>Time offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>* E201: Introduction to Economic Theory</td>
<td>Fall &amp; Spring orientation</td>
</tr>
<tr>
<td>* B205: Data Analysis and Statistical Methods</td>
<td>Fall &amp; Spring orientation</td>
</tr>
<tr>
<td>* E210m: Quantitative Methods</td>
<td>Fall &amp; Spring orientation</td>
</tr>
<tr>
<td>† B206: Data Analysis and Statistical Methods for Business</td>
<td>Late Fall</td>
</tr>
<tr>
<td>† E212: Macroeconomics</td>
<td>Late Fall</td>
</tr>
<tr>
<td>† E217m: Managerial Economics</td>
<td>MIB Fall pre-session</td>
</tr>
</tbody>
</table>

*required MALD course
† required MIB course

MALD students

For Economics placement, all students are encouraged to take the E201: Introduction to Economic Theory examination. MALD students who pass the E201 exam will be exempt from taking E201 but will be required to fulfill the EIB divisional requirement by taking one course from an extensive selection of Economics courses included in divisional requirements section. MALD students who do not pass the E201 placement exam must register to take the E201 (Introduction to Economic Theory) course or E211 Microeconomics course.
For the Quantitative reasoning requirement, MALD students will have to pass either the exam for B205: Data Analysis and Statistics or the exam for E210m: Quantitative Methods. MALD students who pass either of these exams will have fulfilled the Quantitative Reasoning requirement. MALD students who do not pass one of these exams (for B205 or E210m) will be required to take one course from a selection of five offerings listed in Section B above.

Questions regarding the equivalence exams should be directed to Professor Carsten Kowalczyk (for the E201 exam), Professor Robert Nakosteen (for the B205 exam), Professor Michael Klein (for the E210m exam).

MIB students

MIB students who pass either or both the E212 and E217m exams must still take a total of 1.5 economics credits at Fletcher, but they may take any of the higher level economics courses offered at Fletcher with the exception of E201: Introduction to Economic Theory. MIB students who pass the B206 exam must substitute for it with any elective course of their choice.

Questions regarding the equivalence exams should be directed to Professor Robert Nakosteen (for the B206 exam), and Professor Lawrence Krohn (for the E212 exam).

Course examinations and grades

Students must take course examinations at the regularly scheduled time with exceptions granted only in extraordinary circumstances such as for medical or compassionate reasons. In those cases, the student should notify the Registrar’s Office as well as the course instructor prior to the exam taking place. For medical excuses, a note from a physician or the University Health Service is required.

Grades

Passing grades at Fletcher have the following range: A, A-, B+, B and B-. Numerical equivalents for letter grades are as follows: A = 4.0, A- = 3.67, B+ = 3.33, B = 3.0, B- = 2.67. Grade point averages are not recorded on transcripts. However, such averages are one criterion used in considering PhD candidacy, in awarding fellowship funds, and in making other selections or awards.

In the case of courses taken away from Fletcher, non-letter grades will be accepted only if: 1) letter grades are not an option or 2) non-letter grading (i.e. Pass/Fail or Credit/Fail) is specifically recommended by the program. In the latter case, students must petition the Committee on Student Academic Programs in advance of the course start date for approval to be graded on a non-letter grade basis.
Failing grades

Any grade less than B- is a failing grade. A failing grade must be offset by additional course work taken for credit. This policy also applies to cross registered courses even though grades under B- are considered passing at other graduate schools. Students participating in any of our formal exchange programs are subject to the passing standard applied at the host institution.

Transcripts

Current students and alumni who have a Tufts Username (UTLN) and Password may now order an Official Transcript online (or download an unofficial transcript online) using SIS. Requests for official transcripts submitted via SIS will be processed by the Fletcher Registrar in the order they are received. Normally, a request will be processed within two working days but may take up to a maximum of five days during peak periods (August/September and May).

Only students who have been enrolled or graduated since 2006 with an active Tufts UTLN and Password may order their transcripts online via SIS. All others will be required to submit a signed request either in person, by postal mail, via fax, or as a scanned email attachment sent to FletcherRegistrar@tufts.edu.

For more detailed instructions on ordering transcripts, please visit the Registrar’s Office webpage at http://www.fletcher.tufts.edu/FletcherConnect

There is no longer a fee for transcripts; all transcripts are free.

Audits and Independent/Reading research courses

Audits

Full-time Fletcher students may, with the permission of the instructor, register to audit one Fletcher course per semester. Upon satisfaction of requirements specified by the instructor, the audit will be recorded on the student's transcript. Audits are not credited toward degree, course distribution or field of study requirements. A student who is registered full-time may also, subject to the discretion of the professor, attend classes that he or she is neither auditing nor taking for credit. There is no additional payment for auditing a class.

“300” Independent research courses

A total of not more than two “300” level independent research courses may be offered in fulfillment of field requirements, with no more than one such course in a single field, providing the field supervisor agrees to the inclusion of the independent study in the field and the prior consent of the CSAP has been obtained.
A “300” level course may not be substituted for a required course and may not be offered in satisfaction of divisional/breadth requirements. An independent study (300 level) course with a Fletcher faculty member that is based on attending a course at another area institution will be considered a non-Fletcher course and will be counted against the total number of non-Fletcher course credits the student is permitted to take (i.e. four course credits for MALD and MIB candidates, two for MA and LLM candidates, and three for external PhD candidates).

“400” Reading and research courses

Students who are engaged in researching and writing their PhD dissertation are required to register each semester for one “400” level non graded course for full, half or part-time credit.

Field study courses

MA, MALD, and PhD students may not take more than one “field study” course such as B237: Field Studies in Global Consulting during their studies. This also includes courses taken outside of Fletcher that are considered field study courses. Students with questions should consult the Registrar, Mary Dulatre.

Modular courses

The Fletcher School has a limited number of half-credit (modular) courses offered every year. Additionally, modular courses are also offered at other institutions where we have cross-registration agreements. In an attempt to encourage and allow LLM, MA, MALD, and PhD students to take these modular courses, we allow students to take an overload of credits (4.5) in a given semester with no additional tuition charge. However, this overload of credits can be done only one time during the student’s enrollment at The Fletcher School. MIB students are not able to take a modular course overload. LLM and MA students may not exceed a total of 8.5 credits overall; MALD students may not exceed a total of 16.5 credits overall and MIB students may not exceed a total of 18 credits overall.

The following are potential options available to students who take a half-credit course at Fletcher. They do not cover all potential scenarios. Please contact the Registrar’s Office for questions that are specific to your academic program.

Scenario A:
Fall Semester: Enroll in four credits (three full credit courses, and two half-credit courses.) The tuition charged will be for four courses.
Spring Semester: Enroll in four credits. The tuition charged will be for four courses.
Scenario B:
Fall Semester: Enroll in 3.5 credits (three courses and one half-credit course.) The tuition charged will be for four courses.
Spring Semester or Future Semester: Enroll in 4.5 credits (four courses plus an additional half-credit course.) The tuition charged will be for four courses.

Scenario C:
Fall Semester: Enroll in 4.5 credits (four courses and one half-credit course.) The tuition charged will be for four courses.
Spring Semester or Future Semester: Enroll in 3.5 credits (three courses and one half-credit course.) The tuition charged will be for four courses.

Scenario D:
Fall Semester: Enroll in 4.5 credits (four courses and one half-credit course.) The tuition charged will be for four courses.

Non-Fletcher courses
For MALD, MA, LLM, and external admit PhD degree candidates, a maximum of twenty-five percent of a student’s program may be fulfilled with non-Fletcher courses and no more than one of the courses offered as part of a field may be taken outside of The Fletcher School. This policy applies to transferred courses (if applicable) as well as to those taken in cross registration and to independent study courses taken at Fletcher that are based on following classes at another institution. In accordance with this policy, normally a maximum of four non Fletcher course credits (including course work at Harvard and at Tufts) may be used to fulfill MALD and MIB requirements and a maximum of two cross-registered course credits may be used to fulfill MA and LLM requirements.

For LLM candidates, only one of the two cross-registered courses may be taken at Harvard Law School. In such cases, the Harvard Law School course may count toward the total number of law courses the LLM candidate is required to take. Courses taken at Harvard Law School or other graduate programs at Harvard cannot be offered to fulfill the DHP or EIB distribution requirement.

For MIB candidates, a maximum of four cross-registered course credits may be offered to fulfill degree requirements and only two of the four cross-registered courses may be taken at Harvard Business School.

For external admit PhD candidates, a maximum of three cross-registered course credits may be used to fulfill requirements.
**Students on exchange at Fletcher** for one semester may cross-register at Harvard or Tufts for a maximum of one course credit.

**Internal admit PhD students** may cross-register for two non-Fletcher course credits during their PhD coursework phase, regardless of the number of non-Fletcher credits that were taken to meet MALD or MIB requirements.

Non-Fletcher courses may not be offered to fulfill breadth requirements nor may they be offered to fulfill the required course in a field unless equivalence for the required course has been approved based on previous graduate level work done elsewhere. In such a case, the student may petition the CSAP to have an alternate Fletcher course approved as the required course for the field.

A maximum of two cross registered course credits may be taken in one semester (under the assumption that the student is enrolled full-time). Courses offered during the January term at Harvard (and Fletcher) are considered spring term courses and without exception must be credited toward a student’s spring term enrollment.

**Transfer credit**

Transfer credit is not an option for MA, LLM, MIB, and PhD candidates. The only exception is for MIB candidates enrolled in exchange or joint degree programs. **MALD students** may petition the Committee on Student Academic Programs (CSAP) for transfer credit and if approved will be eligible to reduce their course enrollment at Fletcher. It is expected that students will petition for transfer credit at least 3 months prior to the semester when they plan to reduce their enrollment so the Registrar’s Office can accurately manage the student’s future enrollment and tuition charges. Students who reduce their enrollment after the start of the term will be subject to the University Refund Policy outlined in the Tuition and Fees section of this Handbook.

Transfer credit approved by the CSAP will not be entered on the Fletcher transcript until eight Fletcher courses have been completed and an official transcript is received. Petitions for transfer credit will be reviewed providing:

1. The course is taken at an accredited graduate school and is comparable to course offerings at The Fletcher School;
2. The student is registered as a graduate student at the time the coursework is completed;
3. The grade received is a B or better and an official transcript is submitted;
4. If the course is offered at a time other than the academic year, documentation is submitted demonstrating that the course is comparable to the courses taught during the academic year;
5. A course description, reading list and/or bibliography are submitted;
6. The course is evaluated and approved by a Fletcher faculty member who offers coursework in this area. Approval is based on a review of the course content;
7. The student presents a strong justification as to the relevance of the proposed transfer credit to his/her academic program at Fletcher;
8. The course(s) was (were) not offered toward a prior degree; and
9. If transferring multiple courses (i.e. dual degree candidates), all courses and supporting material are presented as a complete package at one time.

Students may transfer no more than the equivalent of four courses (including cross-registered courses taken while enrolled at Fletcher) for MALD degree requirements at The Fletcher School. This total includes Fletcher courses taken prior to enrollment as a degree candidate through the summer session or through the employee benefit program. The only exception to the four-course limit applies to official participants in Fletcher’s degree programs with the Diplomatic Academy in Vienna and the University of St. Gallen. Other than in a Fletcher dual degree program, courses used toward the awarding of a previous degree will not normally be approved for transfer credit.

**Dual degree candidates** are cautioned that courses they plan to offer for transfer credit should not be taken during the same semester that they intend to graduate from Fletcher. Due to differences in academic calendars, the final grades and official transcripts for these courses may not reach the Fletcher Registrar’s Office in time for degree approval that semester.

Students enrolled in dual degree programs, whether formal or ad hoc, must obtain transfer credit approval through the Committee on Student Academic Programs (CSAP) for the courses they wish to credit towards the MALD degree. As part of the petitioning process, a Fletcher faculty member from the appropriate division should evaluate and approve each course intended for transfer credit and should indicate their approval by signing the petition form. Courses will be approved that either: 1) have an international or comparative component, or 2) are otherwise relevant to the student’s Fletcher studies. For example, for a student who studies international human rights at Fletcher, constitutional law would qualify under 2. For a student who studies international finance at Fletcher, securities law would qualify under 2. On the other hand, the law faculty believes that it would be difficult, for example, to justify a clinical course in U.S. real estate law. In the case of law school programs, students need to transfer three or more courses for a minimum of eleven credits to equivocate a semester’s worth of credit at Fletcher.

Dual degree students must submit their petition for transfer credit at least three months prior to their graduation from Fletcher and prior to receiving their degree from the other program.

Dual degree students are also cautioned that transferred courses may not be offered to meet breadth requirements.
Incomplete work

A student, who due to unusual circumstance is unable to complete the work of a course by the end of the semester, may request permission from the instructor to take a grade of Incomplete. The decision to allow a grade of Incomplete, with or without a reduction of grade for lateness, is at the discretion of the instructor. It is the responsibility of the student to request the incomplete from the instructor and submit an approved Extension Form to the Registrar’s Office before the due date of the required work.

If an incomplete is granted, all work in the course must be completed and a grade submitted within one year from the start of the semester in which the course was taken. (In other words, for fall incompletes, the work must be done before the start of the following fall semester; for spring incompletes, before the start of the following spring semester.) The instructor has the authority to shorten this deadline and has the discretion not to grant an incomplete. The student must submit the completed work to the instructor in a timely manner, sufficient to enable the instructor to review the work and to submit a final grade to the Registrar within one year from the start of the semester in which the course was taken.

If the student is unable to complete the work by the stated deadline, then the grade for this course will become a permanent Incomplete. Students who wish to petition for an extension of the above deadline must write a letter to the Committee on Student Academic Programs stating the basis for the request and include an endorsement from the course instructor.

The work for all courses must be reviewed and graded by the faculty member with whom the course was taken.

If students receive a grade of Incomplete for a cross-registered course, they must check with the registrar at the host school for its policy on a grade of Incomplete.

At the end of each semester, the Registrar’s Office will review the academic records of all students. If, at that time, a student has two or more incompletes in a given semester and/or if the student has not completed 50% of the prior semester’s work, notification will be sent to the Academic Dean.

In cases where a student fails a course, the Registrar will notify the Academic Dean and will personally meet with the student to determine a course of action that will get the student back on track toward completion of the degree.
Course withdrawal

Students who choose to withdraw from a class after the official deadline to drop classes has passed must file a Request for Late Withdrawal with the Registrar’s Office. The withdrawal code of “W” will be recorded on the student’s transcript. Requests for Late Withdrawal submitted after the final meeting of the class must be endorsed by the course instructor or the Academic Dean.

Leaves of absence and withdrawals

Students who wish to take a leave of absence for one or two semesters or who wish to withdraw from The Fletcher School should consult the Registrar and Manager of Student Academic Programs, Mary Dulatre. Generally, a leave of absence is granted for no more than one year with the exception of medical and compassionate leaves of absence. Students who wish to go on a leave of absence for a non-medical related reason must petition the Committee on Student Academic Programs (CSAP). Students on leave of absence are generally not considered enrolled and are neither eligible for loans nor loan deferral.

Personal or academic leave

Students seeking a personal or academic leave of absence must complete the appropriate form available in the Registrar’s Office along with submission of a petition to the Committee on Student Academic Programs (CSAP). Students in joint degree programs (both official and ad hoc) must request a leave of absence for those semesters when they are not registered at Fletcher. In cases where the student is requesting a leave of absence solely for the purposes of pursuing a joint degree program, petitioning CSAP is not required. Leaves may also be granted for temporary jobs or internship opportunities. Students on leave who do not resume studies by the date approved on the leave of absence form are withdrawn from degree candidacy.

Medical leave

Medical leave is an option available to students who, for physical or psychological reasons, are unable to continue at The Fletcher School. Appropriate medical evaluation is a required part of the process. Although medical leave may be initiated by the student, in certain cases, medical health practitioners or physicians may recommend that it is not in the student’s or the community’s best interest for the student to continue at the university. Students on medical leave may not be on Tufts campus or participate in course work or extra-curricular activities.

1) Student-Initiated Leave
   i) The student would obtain a letter from his or her primary care physician, or other treating physician, recommending a medical leave of absence. This letter should indicate...
the reason for the leave and the expected duration. The student should submit the letter to the Registrar who will review the request and determine whether or not leave is to be granted.

2) **School-Initiated Leave**

- The Executive Associate Dean or the Registrar and Manager of Student Academic Programs may place a student on medical leave of absence after consultation with the University’s health professionals in the Health Service and/or the Counseling and Mental Health Service, as well as the University’s Health Recommendation and Medical Leave Committee. The standard leave is one year. Students on medical leave should use this time to address the life events and circumstances precipitating their leave and to develop their independence and stability.

- Students must apply to return from medical leave of absence. Final decisions about return are made by the Health Accommodation and Medical Leave Committee; a group comprised of professional staff from The Fletcher School and Arts, Sciences, and Engineering as well as professional staff members from the Health Service and the Counseling and Mental Health Service. All students applying to return from medical leave must have an evaluative interview by the Executive Associate Dean and/or the Registrar and Manager of Student Academic Program as well as a staff member from the Health Service and/or the Counseling and Mental Health Service. The decision to reactivate is based on evidence of the student’s recovery and/or ability to demonstrate over a significant period of time to be independent and productively involved in some way during the leave.

- Students on medical leave of absence may apply to return by notifying the Registrar and Manager of Student Academic Programs. For students wishing to resume their studies in the spring semester, notification must be made by November 15th; for fall semester, August 1st; and before April 15th for the summer session.

3) **Required Evaluations**

- Concern about a student’s well-being is raised when the student’s conduct occurs in a public or private setting and:
  - demonstrates danger to self or others;
  - inflicts mental or bodily harm upon any person (including self-harm);
  - the student engages in any intentional or reckless action from which mental or bodily harm could result (including self-harm);
  - causes a person to believe that they may suffer bodily or psychological harm;
  - and/or any other behaviors or physical conditions that are a cause for concern.

When such conduct occurs, a psychological or physical evaluation (or both) may be mandated. A required evaluation is a mandatory assessment of a student’s psychological or physical well-being. Normally, health and counseling records of students are confidential. However, the outcome of the required evaluation is shared with the designated professional staff member at The Fletcher School –
typically the Registrar and Manager of Student Academic Programs, Mary Dulatre and the Executive Associate Dean, Gerard Sheehan.

**Plagarism checker/turhin.com**

The Turnitin system, a product of iParadigms, LLC, allows members of the Fletcher faculty to identify suspected plagiarism. Turnitin is essentially a search tool that identifies portions of student-submitted papers that have appeared elsewhere. The Turnitin database includes over 24 billion web pages, over 300 million student papers and millions of books and publications. Any professor who has questions about the academic integrity of an assignment may elect to run the piece of work through the Turnitin program to check authenticity. Use of the Turnitin program at Fletcher is at the discretion of the Honor Code Committee or individual instructors.

**Student course evaluations administration and distribution**

The faculty is constantly exploring ways to improve the quality of classroom instruction and the overall learning climate of the School. One method for securing information to assist in this improvement is through a formal questionnaire, completed by each student, rating each course. The objectives of this questionnaire, and the data generated from it, are threefold:

1. To provide the individual faculty member with information about student perceptions of the quality of instruction in each course;
2. To provide the Dean with information to counsel individual faculty in their teaching careers at Fletcher; and
3. To provide students with the evaluations of courses, in order to facilitate course selection in subsequent semesters.

For information about course evaluations for schools in which Fletcher has a cross-registration agreement, please see the cross-registration section of this handbook.

**Administration of evaluation questionnaires**

Course evaluations are complete through the Trunk site of the course you are enrolled in.

- In order to complete an evaluation you must have Tufts University credentials.
- If you have a guest account on Trunk then you will not be able to participate in online course evaluations.
- You will receive reminders from Trunk throughout the evaluation time period.
- All responses are confidential and will not be released to professors until grades have been submitted to the Registrar’s Office.
- You can complete the evaluation outside of class, but your professor may give you time to fill it out in class.
• He or she should let you know when this will happen ahead of time so that you can plan to bring a laptop to class if you have one.
• If you do not complete an evaluation by the last day of the evaluation period, you will not be able to submit one at all.

Distribution of results

Course evaluations can be found electronically in Trunk, Tufts’ learning management system, at https://trunk.tufts.edu. A print copy of course evaluations is located in the Ginn Library. The evaluations contain a statistical summary of the results and include narrative comments for all courses. All members of the Fletcher community have access to evaluations for Fletcher courses.

Policy on limiting class size

All Fletcher classrooms have seating capacity limits. When course enrollment exceeds the number of seats in the scheduled classroom, our first recourse is to identify an alternate space that can accommodate all enrollees. However, despite our best efforts, there will be times when alternate space is not available.

If, at the end of the registration period, there are more students in a classroom than available seats, the following guidelines, established by the Curriculum Committee, will be followed to reduce enrollment in the class:

1. Auditors, exchange students, and cross-registrants not enrolled in Fletcher joint degree programs will be prohibited from enrolling in the class.
2. Priority will be given to students in their final semester or final year at Fletcher as well as those whose degree program requires completion of the oversubscribed course.
3. A lottery will take place for remaining available seats. Students will be notified by the first day of classes after registration has closed that they need to select an alternate class. Notifications will be sent to the student’s Tufts email account. Affected students will be allowed three business days to choose an alternate class with space availability. Registration for the alternate class will need to occur in person in the Registrar’s Office; online registration will not be available at that time.

Policy on overlapping courses

The Fletcher School does not allow students to be enrolled in courses that overlap in time. This policy applies to courses being taken for credit as well as to those being taken for audit. It is disruptive to the instructor and to the class members to have students entering a classroom late or leaving early on a regular basis.
Fifth course enrollment policy

MALD and PhD candidates are permitted on two occasions during their degree program to take five courses in a semester. MA and LLM candidates are permitted to do so once.

Pursuing five courses in a semester is optional and additional to normal course requirements. Optional means that students are not required to take a fifth course (with the exception of MIB degree candidates). Students opt to take a fifth course solely on their desire to learn more. This may be an especially interesting option for students thinking of pursuing a PhD. Additional means that a fifth course is an extra course. It increases by one or two the number of total courses a student takes in a degree program.

Normally, MALD students are required to complete 16 courses and MA and LLM students are required to take eight courses. MALD students who exercise the option to take a fifth course graduate with 17 or 18 courses, and MA or LLM students graduate with nine courses.

As a result, semester residency requirements remain the same. MALD students not enrolled in dual degree programs continue to have a four-semester residency requirement. MA and LLM students continue to have a two-semester residency requirement. This means that, for example, optional fifth courses cannot be used toward the 16-course requirement if a student changes enrollment from a one-year degree to the MALD degree. Similarly, optional fifth courses cannot be used to reduce a PhD student’s fifth semester of coursework. They remain additional in all cases.

Grading and transcript policies are the same for all courses. Fifth courses appear on students’ transcripts and are included in the calculation of GPAs. If a student withdraws from an optional fifth course, a grade of “W” is recorded on the transcript.

Students are charged a pro-rated tuition for taking a fifth course, that is, the cost of a fifth course equals one-quarter of a semester’s full tuition charge. Financial aid may not be available for students taking an optional fifth course.

Unfortunately, The Fletcher School’s current registration system does not permit automatic registration for a fifth course. As a result, students who wish to take a fifth course will need to provide the Registrar’s Office, during registration, with information regarding their fifth course preference. If the course is not over-subscribed at the end of the registration period, they will be enrolled in their fifth course of choice.

Awarding of degrees

Fletcher degrees are awarded by the Board of Trustees of Tufts University three times each year in August, February, and May. University-wide Commencement ceremonies are held one time each
year during the May degree granting. Students who receive their degree in August or February will be invited to participate in the following May’s Commencement exercises, providing they have not marched previously.

**Marching policy**

**MA and LLM candidates** who have no more than one requirement outstanding and **MALD and MIB candidates** with no more than two requirements outstanding will be eligible to participate in the May Commencement ceremony.

In accordance with this policy, students who are enrolled in a **one-year degree program** will be eligible to fully participate in the May graduation ceremonies if **any one** of the following requirements is outstanding:

- the completion/recording of one course grade (either Fletcher or non-Fletcher);
- the language requirement (both written and oral examinations passed);
- the Capstone Project requirement
- for LLM candidate only: participation in the “high table” colloquiums

Students who are enrolled in a **two-year degree program** will be eligible to fully participate in the May graduation ceremonies if **any two** of the following requirements is outstanding:

- the completion/recording of one or two course grades (either Fletcher or non-Fletcher);
- the language requirement (both written and oral examinations passed); and
- the Capstone Project requirement.

As an example, a MALD student would be eligible to fully participate in the May ceremonies if they have two course grades outstanding or one course grade and the foreign language requirement outstanding.

These students may wear academic robes, march with their classmates, have their name printed in the Commencement brochure, and be called forward by name to receive congratulations of the Dean. The diploma case they receive at this time will not contain a diploma. The student’s degree will be awarded at the first degree granting after they have fulfilled all degree requirements.

**Research involving human subjects (including data)**

All members of the Fletcher community who are dealing with human subject data or who are observing or interviewing human subjects for a thesis, dissertation, or other research agenda need approval from the University’s Institutional Review Board (IRB) which, in some cases, may be secured via Fletcher’s IRB representative in the manner described below. IRB approval and/or
review is not optional if humans are the subject of research. Failure to comply with U.S. government regulations could result in the loss of federal funding to the University and potential problems in publication for investigators.

**Note:** Get your IRB application in early. The IRB team has pre-set meeting dates which are usually, but not always monthly. Deadlines are typically 15 days before the next meeting. The full list of meeting dates can be found here: [http://www.tufts.edu/central/research/IRB/MeetingDates.htm](http://www.tufts.edu/central/research/IRB/MeetingDates.htm).

**What constitutes Humans Subjects Research?**

Please read these instructions to see if your research is classified as Human Subjects Research (HSR). According to federal guidelines,

a. **Human Subject** is “an individual about whom an investigator … conducting research obtains
   • Data through intervention or interaction with the individual, or
   • Identifiable private information.”

b. Research is defined as “A systematic investigation designed to develop or contribute to generalizable knowledge.” (Students who are not sure their study is HSR should see their faculty advisor.)

If the above definitions do not apply, then the work is not HSR and no further action is required.

**Exemption from Institutional Review Board (IRB) review**

Once it has been determined that human subjects research is being performed, the researcher should consider whether or not the research might qualify for an exemption from IRB review (see Fletcher website for IRB at [http://www.fletcher.tufts.edu/FletcherConnect](http://www.fletcher.tufts.edu/FletcherConnect)). If the researcher believes that they might qualify for an exemption, the exemption must be requested. Failure to request the exemption, even if it turns out that the researcher is entitled to the exemption, would be considered noncompliance.

Note that Fletcher PhD students can apply for exemption through the PhD Program Office. All other students should apply through the Tufts IRB.

The Code of Federal Regulations sets out the following situations where research may be exempted from regular IRB review:

a. Research conducted in established or commonly accepted educational settings involving normal educational practices. An example of this would be a comparison of the effectiveness of two generally accepted instructional strategies.

b. Research involving the use of educational tests, survey procedures, interview procedures, or observation of public behavior UNLESS the information is recorded in a manner in which the subject can be identified AND disclosure would place the subject at risk of criminal or civil
liability or be damaging to financial standing, employability, or reputation. This does not apply where the subjects are children except where it involves passive observation of public behavior. (This exempt status category, for research involving survey or interview procedures or observation of public behavior, does not apply to research with children, Subpart D, except for research involving observations of public behavior when the investigator(s) do not participate in the activities being observed.)

c. Research involving the use of educational tests, survey procedures, interview procedures, or observation of public behavior where subjects are elected or appointed officials or candidates for public office.

d. Taste and food quality evaluation and consumer acceptance studies involving wholesome foods without additives or with additives or chemicals below established “safe” levels. For further information on exemption, refer to: http://www.hhs.gov/ohrp/ and https://www.nsf.gov/bfa/dias/policy/hsfaqs.jsp.

If you are conducting HSR, but think you are eligible for an exemption according to the categories listed above, please go to http://www.fletcher.tufts.edu/FletcherConnect/Student-Life/IRB for further information.

Institutional Review Board Procedure

If the research can be classified as Human Subject Research and the researcher is not eligible for an exemption, they must complete the IRB Review by completing the following:

a. Tufts IRB Protocol Application (http://www.tufts.edu/central/research/IRB/Forms.htm)

b. IRB Cover Sheet Forms
   - Asking for either “expedited” (one IRB member reviews it) or “full” (full IRB Board reviews it).

c. CITI Education Module (http://www.tufts.edu/central/research/IRB/citi.htm)

If expedited review is not approved by the Fletcher representative to the IRB (or another assigned member of the Tufts IRB), the researcher will need to go through the full Tufts IRB review process. For Fletcher IRB forms and sample cases please see http://www.fletcher.tufts.edu/FletcherConnect
COMMITTEE ON STUDENT ACADEMIC PROGRAMS (CSAP)

The Committee on Student Academic Programs reviews all student requests for exceptions to academic requirements excluding those petitions related to PhD requirements, which are handled by the PhD Committee.

CSAP normally meets once each month during the academic year. The first meeting of the year is usually held in mid to late September and the final meeting in late April. In some instances, a meeting may be held in June but otherwise the Committee does not meet in the summer. Any questions regarding petitions should be referred to the Associate Registrar, Ann Marie Decembrele.

Petitions requiring full committee review

Petitions regarding the following matters must be submitted to the Committee on Student Academic Programs and should be endorsed in writing by the appropriate faculty member as indicated in parentheses. The listing is illustrative and not comprehensive regarding the types of matters that may be petitioned.

- **Approval of Plan of Study**, which contains exceptions to stated requirements. *(Appropriate Fletcher professor.)*
- Requests for **Exceptions/Substitutions within Breadth Requirement**: Student must submit a compelling rationale for why the substitute course should be viewed as offering suitable breadth in the specified division and the instructor of the proposed substitute course must attest that his/her course offers exposure to ideas or concepts that are broadly applicable to the division in which the course is listed. Only in exceptional circumstances are such petitions likely to be approved. *(Course instructor.)*
- Requests for **reinstatement to degree candidacy**: Reinstatement requests presented more than seven years from the student’s initial matriculation date will be considered highly exceptional. If approved, the student will be expected to meet the academic requirements that are in force when the petition is presented. *(Course instructor(s) of incompletes.)*
- Requests to constitute **Self-Designed Fields that are non-routine**: A complete Plan of Study must be submitted as well as a justification for the field and syllabi for all non-Fletcher courses included in the field. *(Faculty member supervising the field.)*
- Requests for **Leaves of Absence**. *(Faculty advisor or other relevant faculty member.)*
- Requests for **change of degree program**. *(Faculty advisor or other relevant faculty member.)* See following section.

Procedures to apply for degree program change

**NOTE**: It is important for students to know that a change of degree program will likely change their financial aid award. Change of Degree requests should be submitted by April 1st to assure the student is considered for financial aid for the correct degree program the following year.
1. Currently enrolled MA or LLM student requesting to change to the MALD or MIB program:

After completing at least four course credits, the student submits a letter to the Registrar’s Office asking that they be able to transfer from the one-year MA or LLM to the two-year MALD or MIB degree program. In the letter of request, the student should articulate their goals in pursuing the two year degree and address the requirements of the newly sought program, including the fields of study they intend to pursue. The petition is forwarded to the CSAP for review and decision.

Admissions criteria for the newly sought degree program will be taken into consideration in the Committee’s decision. If the request is approved, all courses taken in the one year program will count toward the MALD degree and, if possible, toward the MIB.

It is preferable that a student ask to be transferred into the MALD or MIB program before having been awarded the MA or LLM degree. Currently enrolled students considering this option will be counseled to submit a request for transfer prior to their degree being awarded.

2. Student requests admission into the MALD or MIB program after receiving a one-year degree but within two years from the date that degree was awarded:

The graduate submits a letter and updated resume to the Registrar’s Office asking that they be able to return to Fletcher to complete the two year MALD or MIB degree program. In the letter of request, the student should articulate their goals in pursuing the two year program and address the requirements of the newly sought degree, including the fields of study they intend to pursue. The petition is forwarded to the CSAP for review and decision.

Admissions criteria for the newly sought degree program will be taken into consideration in the Committee’s decision. If the request is approved, all courses taken in the one-year program may count toward the MALD degree and, if possible, toward the MIB.

LLM degree recipients requesting admission into the MALD program will be subject to the criteria of the joint LLM/MALD degree program which requires 5 semesters of enrollment or 3 additional semesters of coursework beyond the LLM.

3. Student requests admission into the MALD or MIB program after receiving the MA or LLM degree more than two years after the date on which the one-year degree was awarded:

The graduate submits a letter and updated resume to the Registrar’s Office asking that they be able to return to Fletcher to complete the two year MALD or MIB degree program. In the letter of request, the student should articulate their goals in pursuing the two year program and address the
requirements of the newly sought degree, including the fields of study they intend to pursue. The petition is forwarded to the CSAP for review and decision.

Admissions criteria for the newly sought degree program will be taken into consideration in the Committee’s decision. If the request is approved, the student will be required to enroll in three semesters of coursework to complete MALD or MIB requirements.

Once admitted, all candidates transferring from one-year to two-year degree programs are required to enroll as full-time students in two consecutive semesters. A maximum of two non-Fletcher courses may be taken through cross-registration after entry into the two-year program.

4. Currently enrolled MALD or MIB student wanting to transfer to the other two-year program:

The MALD or MIB student submits a letter and updated resume to the Registrar’s Office requesting approval to transfer into the other two-year program. In the letter of request, the student should articulate their goals in pursuing the alternate degree and address the requirements of the newly sought program, including the fields of study they intend to pursue. The request is forwarded to the CSAP for review and decision.

Admissions criteria for the newly sought degree program will be taken into consideration in the Committee’s decision. If the request is approved, all courses taken as a MALD or MIB student will be counted toward the other program if possible.

5. Currently enrolled MALD or MIB student wanting to transfer to the MA Program

After completing at least four courses/credits, the student submits a letter and updated resume to the Registrar’s Office requesting approval to transfer into the one-year MA program. In the letter of request, the student should articulate their goals in pursuing the alternate degree; detail how they meet the criteria of the mid-career MA program; and outline how they will fulfill the requirements of the MA program including plans for completing the capstone project. The request is forwarded to the CSAP for review and decision.

Admissions criteria for the newly sought degree program will be taken into consideration in the Committee’s decision. If the request is approved, all courses taken as a MALD or MIB student will be counted toward the one-year degree program if possible.

6. Currently enrolled MALD or MIB student wanting to transfer to the LLM Program:

The MALD or MIB student must apply for the LLM program by submitting a letter of request and updated resume to the The Fletcher School Admissions Office by April 1st of the student’s first year at Fletcher for review by the LLM Admissions Committee. The letter should explain in detail why
the student wishes to switch from their current degree to the LLM and outline how their background satisfies the criteria for the LLM degree program. The Law faculty will review the student’s petition, Fletcher transcript and materials previously submitted for application to the two year program and forward their admission decision in writing to both the student and the Registrar.

7. Currently enrolled LLM or MALD student wanting to complete a joint LLM/MALD Program:

The current MALD student must apply for the LLM program by submitting a letter of request and updated resume to The Fletcher School Admissions Office by April 1st of the student’s first year at Fletcher for review by the LLM Admissions Committee. The letter should explain in detail why the student wishes to pursue the LLM degree in addition to the MALD and how their background meets the criteria for the LLM degree program. The Law faculty will review the student’s petition, Fletcher transcript and materials previously submitted for application to the two year program and forward their admission decision in writing to both the student and the Registrar.

The current LLM student submits a letter and updated resume to the Registrar’s Office by April 1st of their LLM year requesting to continue on to complete a joint LLM/MALD program. The letter should address why the student wishes to pursue the MALD degree in addition to the LLM and include an explanation of how they will fulfill the program requirements. The request will be forwarded to the Committee on Student Academic Programs for review and decision. A joint LLM/MALD degree requires 2 ½ years or 5 consecutive semesters of enrollment. The LLM is a full year-long academic program that begins in the fall. Students may not start the LLM program in January or during the summer.

In addition to the specific matters listed above, the Committee on Student Academic Programs usually reviews any other petitions related to academic requirements and programs. The student’s faculty advisor and any other relevant faculty member who might be concerned should endorse petitions other than those listed above.

Petitions requiring administrative review

In an effort to streamline the large volume of material presented to the CSAP each month, certain more routinely approved petitions may be handled in the Registrar’s Office, provided that specific stipulations are met and required endorsements, as indicated in parentheses, are included. This allows the CSAP more time to concentrate on less routine, more substantive petitions. Any petitions questioned by the Registrar or not appearing on the list below will be forwarded directly to the CSAP for action.
1. Petitions for exceptions to normal field requirements

The Registrar’s Office handles requests to offer non-Fletcher courses, 300-level courses, or other Fletcher courses in place of required or elective courses in a Fletcher field of study. As part of his/her petition statement, the student should a) explain why the course being offered is an appropriate substitution and b) list all other courses being offered in the field. In the case of 300-level independent study courses, the title and content of the paper must be included. (Field supervisor)

2. Requests to enroll in language classes for credit

The following must apply: student is a MALD, MIB, or PhD candidate; language study is relevant for student’s academic program or professional goals; and language study is a continuation of previous language training or the student commits to enrolling for two semesters. (Faculty advisor.)

3. Requests to offer non-routine languages to meet proficiency requirement

The Registrar’s Office handles when language is widely recognized and the proposed evaluator is a University level or otherwise qualified instruction of the language. For MA and LLM degree candidates, such petitions should be presented before the end of the student’s first term; for MALD and MIB candidates, such petitions should be presented before the end of the student’s third term. In both cases, the petition should include the proposed evaluator’s resume. (Faculty advisor.)

4. Petitions to offer self-designed fields of study in Migration, International Human Rights Law, Latin America, Marketing, and Energy

The Registrar’s Office handles requests for the above listed routinely offered self-designed fields providing that 1) certain expected courses are included and 2) the following designated faculty approve: Katrina Burgess or Karen Jacobsen for Migration; Hurst Hannum for Human Rights Law; Katrina Burgess for Latin America; and Bruce Everett or Kelly Sims Gallagher for Energy. Petitions to offer self-designed fields should be presented before the end of the student’s 3rd term at Fletcher. (Field supervisor)

5. Petitions to receive transfer credit

The Registrar’s Office handles petitions for transfer credit for courses completed in all formal and ad hoc joint degree programs as well as petitions to transfer graduate level courses that were taken within the previous three years and not offered toward a prior degree. (Appropriate division representative or course instructor.)
6. Petitions for late course enrollment

With discretion, the Registrar’s Office handles petitions from students who wish to add or withdraw from courses after the drop deadline for the semester in question. In the case of withdrawals, the withdraw code of “W” will be added to the student’s transcript for the course in question. Petitions for retroactive enrollment are sent to the CSAP. (Relevant course instructor.)

7. Petitions for a permanent incomplete

Students requesting a “Permanent Incomplete” for an extra course may be approved in the Registrar’s Office. (Faculty advisor.)

8. Petitions for further extension of course work

With discretion, the Registrar’s Office handles petitions for an extension of one semester beyond the stated limits for course completion. Please refer to Item G in this section of the Handbook. (Course instructor.)

9. Petitions for Leave of Absence (LOA)

The Registrar’s Office handles petitions from students requesting leaves of absence for medical or compassionate reasons and with discretion handles LOA requests for academic or personal reasons (i.e. to pursue internships or professional experiences related to their academic program or career aspirations). Generally, leaves of absence are granted for no more than one year except in cases based on medical or compassionate reasons. (Faculty advisor.) For complete details on Leave of Absence, refer to Section R above.

10. Requests for Reinstatement

With discretion, the Registrar’s Office handles requests for reinstatement from first time petitioners immediately following CNC semester and from students whose only outstanding requirement is a single course, completion of the capstone project or foreign language proficiency exams, providing the student is within seven years of their matriculation date. Requests for reinstatement must be received in the Registrar’s Office before the last day of classes for the term (fall or spring) for which reinstatement is requested. All reinstated students will be obliged to pay the required reinstatement fee. Reinstated students are not considered enrolled and are not eligible for loan deferral. (Relevant course instructors.)
Procedure to apply for administrative review

- The original, plus all supporting documents should be submitted to the Associate Registrar. Time and dates of Committee meetings are available in the Registrar’s Office and are announced regularly on the Fletcher Official listserv.
- Standard forms for petitions are available at the Registrar's Office.
- When listing courses, include not only the course number, but also the full course title and name of the instructor.
- State the reason or justification for the exception being requested.
- When petitioning for transfer credit, all courses being transferred should be presented at one time.

FIELDS OF STUDY

The Fields of Study are the basic building block of the Fletcher Curriculum. These areas of specialization are the “depth” requirement for MALD, MIB, and PhD students and enable students to develop a specific set of skills related to a specific topic or geographic area. Following are the Field descriptions. For complete course breakdown and field specific requirements, please refer to the 2013-2014 Course Bulletin.

KEY

* This course is required for constitution of the field.
++ Any one of these courses may be used as the required course in the field.
+ Any one of these courses may be used as the second required course in the field.
[ ] Bracketed courses are those not offered 2015-2016.

International Business fields of study for MIB students

The following four fields of study are the International Business fields for the MIB degree. Students in the MIB program must complete one of these four International Business Fields of Study along with one International Affairs (MALD/PhD) Field of Study. The International Affairs Fields are listed on the subsequent pages.

MIB students must complete a minimum of three course credits in a single field to fulfill the International Business Field of Study requirement. Modular courses (1/2 credit courses) must be matched up to make a full credit. Each field has one required course credit and two elective course credits. An asterisk (*) denotes the required course for the field.

Through petition to the Committee on Student Academic Programs, MALD students may offer one of the MIB International Business Fields of Study. However, it should be noted that in doing so,
they are ineligible to officially offer the International Business Relations Field toward their plan of study.

**International Finance and Banking**

**Faculty Member: Professor Laurent Jacque**

The International Finance and Banking field prepares students for careers such as treasurers, comptrollers, and chief financial officers (CFOs) of globally reaching manufacturing and trading corporations; investment bankers in financial services encompassing international banking, investment and insurance; and asset managers with institutional investors, hedge funds, private equity firms, and sovereign wealth funds. It is also appropriate for students looking to deepen their skills in quantitative financial analysis and knowledge of the global financial sector.

The field deals with valuation concepts which are at the core of investment decisions, including new product launches, mergers and acquisitions, leveraged buy-outs, privatization, project finance, and private equity. Emphasis is placed on funding/financing within the multi-currency setting of global capital markets. Special attention is devoted to the challenge of managing credit, interest rate, and exchange risk in the context of financial engineering and asset securitization.

*EIB B221 International Financial Management*

**Group I – Select one full credit from the following list:**

- EIB B208 Financial Statement Analysis
- EIB B209m Managerial Accounting
- EIB B220 Global Financial Services
- EIB B226 Large Investment and International Project Finance
- EIB B229 Global Investment Management

**Group II – Select one credit from the following or from Group I list:**

- EIB B225m Corporate Finance and Banking: A Comparative East Asian Perspective
- EIB B227 Islamic Banking and Finance
- EIB E233m Finance, Growth and Business Cycles
- EIB B234 Strategic Management in Privatizing and Deregulating Industries
Strategic Management and International Consultancy

Faculty Member: Professor Jonathan Brookfield

This field is relevant for students pursuing general management careers with multinational corporations, as well as management consulting careers. The field provides students with a deep grounding in the basic logic of competitive advantage, premised on a careful analytical treatment of the distinct qualities and positions of individual firms, and an understanding of broader competitive dynamics. This background positions students well for guiding strategy at both established and emerging enterprises pursuing both domestic and international strategies. Foreign market entry strategies through exporting, licensing, franchising, acquisitions, or foreign direct investments are also emphasized.

++EIB B212 Starting New Ventures
++EIB B231 International Business Strategy and Operations

Group I – Select one full credit from the following list:

EIB B209m Managerial Accounting
EIB B213 Managing the Growing Enterprise
EIB B234 Strategic Management in Privatizing and Deregulating Industries
[EIB B235 ] Managing the Global Corporation
EIB B236 Strategy and Innovation in the Evolving Context of International Business
EIB B237 Field Studies in Global Consulting
EIB B281m Managing Operations in Global Companies: How the World’s Best Companies Manage and Operate Today

Group II – Select one full credit from the following or from Group I list:

ILO L237 Mergers and Acquisitions: An International Perspective
DHP D216m Social Networks in Organizations – Part One
DHP D217m Social Networks in Organizations – Part Two
EIB B220 Global Financial Services
EIB B270m Business Groups in Asia
EIB B284 Petroleum in the Global Economy
Marketing

Faculty Member: Professor Bernard Simonin

The Marketing field investigates the fundamental activities, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Its relevance speaks to both developed and emerging markets and spans across the private, public, and non-profit sectors. In addition to careers in product and brand management, communication and public relations, and the growing area of social media, the Marketing field is pertinent for students interested in general management careers, entrepreneurial management, as well as management consulting. The Marketing field helps students acquire the tools, concepts, and grounding in the basic disciplines (e.g., psychology, economics, statistics) essential to understanding consumer and organizational behaviors and to developing successful marketing strategies.

EIB B212 Starting New Ventures
EIB B213 Managing the Growing Enterprise
EIB B237 Field Studies in Global Consulting
EIB B243 Market Approaches to Development
*EIB B262 Marketing Research and Analysis
EIB B263m Marketing Management
EIB B264 Strategic Marketing for Nonprofit Organizations
EIB B280 The Global Food Business
*EIB B262 Marketing Research and Analysis
EIB B263m Marketing Management
EIB B264 Strategic Marketing for Nonprofit Organizations
[ EIB B265 ] Entrepreneurial Marketing–Building a Winning Business Plan
EIB B280 The Global Food Business

Public and NGO Management

Faculty Member: Professor Lawrence A. Weiss

This field prepares students for administrative and general management positions with public agencies, governments, and NGOs. Emphasis is placed on planning, budgeting, controlling, and financing in the unique context of both the public sector and NGOs. Special attention is given to micro-finance and entrepreneurship within NGOs.

[ILO L221 ] Actors in Global Governance
DHP D216m Social Networks in Organizations – Part One
Public International Law

Faculty Member: Professor Michael J. Glennon

International Law has been one of the key subjects studied at The Fletcher School of Law and Diplomacy since the founding of the School. This has never meant that economic, political (including military), social and other aspects of international affairs are neglected, but that the play of various policies in the international legal order is seen as a significant part of international affairs. The basic course for the field is the course in Public International Law. Admission to that course requires the prior completion of the Fletcher course in the International Legal Order. To complete the field, a student may take one of a wide variety of courses focusing on the structure of international organizations, trade, dispute resolution, human rights, international legal history, or other aspects of the international legal order as they affect current affairs.

*ILO L200 The International Legal Order
*ILO L201 Public International Law
ILO L203 International Law in International Relations
ILO L209 International Treaty Behavior: A Perspective on Globalization
ILO L210 International Human Rights Law
ILO L211 Current Issues in Human Rights
ILO L212 Nationalism, Self-Determination and Minority Rights
International Organizations

Faculty Member: Professor Ian Johnstone

The theory and practice of international organizations is a dynamic and increasingly important dimension of world affairs. The field is at the intersection of international law and politics, and its core approach is inter-disciplinary. Students are given the opportunity to study the norms and rules that govern international relations and the institutions where those rules are formulated and implemented.

In addition to survey courses on international organizations in general, course offerings cover substantive areas of international activity in which institutions play a central role, such as peace operations, human rights, the environment, and international trade. Students who specialize in the field acquire a) basic knowledge of the nature and functions of international institutions – both formal organizations and less formal arrangements; b) an understanding of the role institutions play in the development of international law and policy; and c) an ability to think critically about the significance of international organizations to contemporary world affairs.

Career opportunities for those who specialize in the field include inter-governmental organizations, government agencies and non-governmental organizations. The field is also helpful for positions in private sector firms that interact with international organizations and related government offices.

ILO L203 International Law in International Relations
ILO L210 International Human Rights Law
ILO L211 Current Issues in Human Rights
ILO L213 International Criminal Justice
ILO L216 International Humanitarian Law
*ILO L220 International Organizations
[ILO L221 ] Actors in Global Governance
ILO L223 International Environmental Law
[ILO L224 ] Peace Operations
ILO L225m Global Health Law and Institutions
ILO L240 Legal and Institutional Aspects of International Trade
International Business and Economic Law

Faculty Member: Professor Joel P. Trachtman

International business and economic law involves the public international law and domestic law applicable to international business transactions between private parties, as well as the public international law applicable to trade and investment relations between or among states. The concerns of international economic and business law relate to the international economy, and involve sales of goods, trade in services, intellectual property licensing and protection, international finance and foreign direct investment, as well as the settlement of disputes relating thereto.

This field is affiliated with international business studies and with international economic studies, and also relates to international political economy. This field also involves international organizations related to international business and economic activity, including multilateral organizations such as the WTO or the IMF, regional organizations such as the European Union or NAFTA and functional organizations such as the Basle Committee on Bank Regulation.

Students who present this field will be expected to understand the legal context of international business transactions, as well as how states relate to one another in the international economy.

Law and Development

Faculty Member: Professor Jeswald A. Salacuse
The field of law and development examines the role of law, legal institutions and legal systems, both domestic and international, in the processes of economic and social development, particularly in developing countries, emerging markets, and nations in transition. It seeks to understand how law may both inhibit and foster desired change and the ways in which legal institutions may be organized to achieve national and international policy goals. This field includes a basic course on law and development, as well as more specialized courses in comparative law, international financial institutions and law, foreign investment, and intellectual property law, as well as courses from other disciplines, such as economic development.

II.O I.214 Transitional Justice
II.O L.232 International Investment Law
II.O L.233 International Financial and Fiscal Law
II.O L.239m Corporate Governance in International Business and Finance
*II.O L.250 Law and Development
II.O L.251 Comparative Legal Systems
II.O L.252 Rule of Law in Post Conflict Societies
EIB E240 Development Economics: Macroeconomic Perspectives
EIB E241 Development Economics: Policy Analysis
EIB B239m Corporate Governance in International Business and Finance

**NOTE:** If offering Law and Development as a field, either E240 or E241 can constitute the field, but not both.

**United States**

**Faculty Member: Professor Alan K. Henrikson**

The United States field encompasses the history of the United States, its institutions, and its international relations, with a particular focus on the development of American foreign policy and diplomatic practice. The geographical context and economic basis and also cultural background as well as the political and constitutional-legal framework of the U.S. government and its foreign policy making processes are studied—as essential background for students who may one day be representing or may be dealing with the United States in diplomatic situations or in their professional work in law, business, economic development, humanitarian service, policy research, academic teaching, journalism, and in other ways.

The question of the uniqueness, or “exceptionalism,” of American civilization and of the appropriateness of “lessons” of American historical experience to the situations of other societies in other parts of the world is examined. So, too, is the issue of the definition of U.S. national “interests” and democratic and other “values”—and the defense and promotion of those abroad—
in a changing world environment in which coalition efforts and multilateral cooperation increasingly are necessary, and in which universal norms may or may not prevail.

ILO L209 International Treaty Behavior: A Perspective on Globalization
ILO L262 Foreign Relations and National Security Law
DHP D204 U.S. Public Diplomacy
DHP D271 International Relations of the United States and East Asia: 1945 to the Present
++DHP H200 The Foreign Relations of the United States to 1917
++DHP H201 The Foreign Relations of the United States Since 1917
[DHP H270 ] The United States and East Asia
[DHP P214 ] The Evolution of Grand Strategy

Pacific Asia

Faculty Member: Professor John Curtis Perry

The history of relations between the United States and the states of Northeast Asia has been the principal focus of the Asia field. Most courses in the field emphasize diplomatic, cultural, and political history. The field deals most directly with developments in China, Japan, and Korea from the nineteenth century to the present, relations among those states, and between them and the United States.

Courses are intended to offer students a foundation on which to build an understanding of the contemporary interstate problems in the region, as well as the bonds and tensions that currently exist in relations between the U.S. and the states of the region.

*DHP D271 International Relations of The United States and East Asia: 1945 to the Present
DHP H202 Maritime History and Globalization
DHP H205 The Historian’s Art and Current Affairs
[DHP H270 ] The United States and East Asia
DHP H271 Foreign Relations of Modern China, 1644 to the Present
DHP P272 China’s Frontiers
DHP P273 The Strategic Dimensions of China’s Rise
[DHP P274 ] The Politics of the Korean Peninsula: Foreign and Inter-Korean Relations
DHP P275 North Korean State and Society
[DHP P279 ] China Politics

Southwest Asia and Islamic Civilization

Faculty Members: Professor Andrew C. Hess and Professor Leila Fawaz
Southwest Asia and Islamic Civilization provides students with conceptual skills that will assist them in interpreting the revolutionary course of events taking place in what was the core region of Islamic Civilization. At the regional level the geographical focus of the field includes Southwest Asia (roughly South Asia to Egypt), the Eastern Mediterranean, Central Asia, and the Caucasus. At the global level of analysis its courses are particularly concerned with how the history, culture, politics, and economics of the states and societies of this portion of Eurasia condition the human response to an accelerating impact of global change.

Lectures, reading assignments, and other course requirements are specifically designed to fit the curriculum of The Fletcher School and will develop students’ interest in Southwest and Central Asia into a firm understanding of the complexity of the region.

DHP D204 U.S. Public Diplomacy  
++DHP D260 Southwest Asia: History, Culture, and Politics  
++DHP D263 The Arabs and their Neighbors  
DHP D265 The Globalization of Politics and Culture for Iran, Afghanistan and Pakistan  
DHP D267 The Globalization of Central Asia and the Caucasus  
[DHP H261 ] War and Society in the Middle East in Historical Perspective  
DHP P201 Comparative Politics  
[DHP P260 ] Islam and the West  
DHP P261 Democratization In the Middle East: Theory and Practice  
DHP P262 Contemporary South Asia  
DHP P263 Islam and Politics: Religion and Power in World Affairs

**International Information and Communication**

**Faculty Member: Professor Carolyn Gideon**

International information and communication is a critical component of international affairs and at the heart of how people of different nations perceive the world and each other. The study of international information and communication is interdisciplinary by its nature, and the curriculum at Fletcher emphasizes the political economy and policy perspective. In addition to learning about the role of international information and communication in international affairs, students will learn about the economic, political, policy, and technology forces that both enable and constrain different forms of communication, as well as the interaction of international information and communication across the many other fields studied at Fletcher. They will also become familiar with many theoretical frameworks and analytic techniques commonly used in the many branches of international communication.
The curriculum is designed to provide students with a strong background to confront the new policy, political, development, security, governance, and business challenges they will encounter in their careers from an informed analytic perspective.

DHP D204 U.S. Public Diplomacy  
DHP D216m Social Networks in Organizations – Part One  
DHP D217m Social Networks in Organizations – Part Two  
*DHP P231 International Communication  
[DHP P232 ] Communications Policy Analysis and Modeling  
DHP P234 The Arts of Communication  
DHP P234m The Arts of Communication  
DHP P249 Foundations of International Cybersecurity  
[EIB E280 ] Economics and Management of Technology

Students taking DHP P232 may also offer one credit of the following courses to fulfill field requirements

EIB E210m Quantitative Methods Module  
EIB E211 Microeconomics  
EIB E213 Econometrics

**International Negotiation and Conflict Resolution**

**Faculty Members: Professor Eileen F. Babbitt and Professor Nadim N. Rouhana**

The International Negotiation and Conflict Resolution field (INCR) examines the causes of and approaches to managing and resolving violent conflict in the international context. Toward this end, it focuses especially on the theory and practice of international negotiation and mediation. The required course for the field is Theories of Conflict and Conflict Resolution (DHP D223). To constitute the field, a student must choose two additional course credits from the list below.

[ILO L224 ] Peace Operations  
DHP D207 Religion and Conflict in International Relations: Policymaking Assumptions, Analysis, and Design  
DHP D220 Processes of International Negotiation  
[DHP D221 ] International Mediation  
*DHP D223 Theories of Conflict and Conflict Resolution  
DHP D224 Negotiation and Mediation in The Israeli-Palestinian Conflict: Past Lessons and Future Opportunities  
[DHP D225 ] Conflict Resolution Practice  
DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
International Trade and Commercial Policies

Faculty Member: Professor Carsten Kowalczyk

This field provides the tools for analysis of trade and investment relations between nations. Among the questions considered are why and what nations trade and invest internationally, and their effects—and the effects of international labor migration—on wages and employment, technology, international competitiveness, economic development, growth, and the environment. There is emphasis on how policies affect outcomes and on how policies are determined in unilateral, regional or preferential, and multilateral settings.

NOTE: This field requires 4.5 credits, unless you pass the E210m Equivalency Exam, which waives the course, E210m, and enables you to complete the field with 4 credits. Also, if you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the Special Note regarding the three Economics Fields of Study on page 31 for more detailed information.

Core Requirements for the Field:
EIB E201 Introduction to Economic Theory
EIB E210m Quantitative Methods
EIB E211 Microeconomics

Field Specific Required Core Course:
EIB E220 International Trade and Investment

Field Specific Required Core Course:
ILO L240 Legal and Institutional Aspects of International Trade
EIB E214 International Economic Policy Analysis
EIB E221 Advanced International Trade and Investment

International Monetary Theory and Policy

Faculty Member: Professor Michael W. Klein

The International Monetary Theory and Policy field focuses on the macroeconomic performance of countries that are integrated with the world economy both through trade in goods and services and through the exchange of assets. A central concern is the way in which world financial markets contribute to growth and development as well as serve as a means by which economic disruptions may be transmitted across national boundaries.
Some of the issues addressed include exchange rate and financial crises like those in Asia and Latin America in the 1990s and, more recently, the worldwide crisis that began in 2008; the appropriate exchange rate regime, a question of particular interest for the euro area, but also for many emerging market and developing economies; the causes and consequences of large trade deficits and surpluses, an issue that often gives rise to political pressures for protectionism; and the appropriate role of international institutions like the IMF, especially in their actions during economic and financial crises.

Courses in this field offer theories that give students frameworks for understanding issues, present recent and historical experiences that provide a context for the use of economic models, and statistical methods that enable students to use the theories and analyses for their own work. Note: This field requires 4.5 credits. If you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the Special Note regarding the three Economics Fields of Study on page 31 for more detailed information.

**Core Requirements for the Field:**
EIB E201 Introduction to Economic Theory  
EIB E212 Macroeconomics  
EIB E213 Econometrics  
EIB E233m Finance, Growth and Business Cycles

**Field Specific Required Core Course:**  
EIB E230 International Finance

**Elective Courses:**  
EIB E214 International Economic Policy Analysis  
[EIB E250 ] Macroeconomic Problems of Middle Income Countries: Focus on Latin America

**Development Economics**

**Faculty Member: Dean Steven A. Block**

The field of development economics is intended to ground students in a variety of analytical perspectives on the development process. The required core course, Development Economics, concentrates on central themes including global poverty, growth, and the role of policies towards agriculture and trade. Other courses in the field complement this broad perspective, addressing such issues as nutrition and rural development, microeconomic poverty interventions, international finance, and political economy.
Note: This field requires 4.5 credits, unless one of the following applies, which enables you to complete the field with 4 credits: 1) you pass the E210m Equivalency Exam, which waives the course, E210m, or 2) you offer E213 in place of E210m and E211. Also, if you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the Special Note at the end of the Fields of Study section regarding the three Economics Fields of Study and more detailed information.

Core Requirements for the Field:
EIB E201 Introduction to Economic Theory
EIB E210m Quantitative Methods Module
EIB E211 Microeconomics

Or
EIB E213 Econometrics (in lieu of E210m and E211)

Field Specific Required Core Course:
EIB E240 Development Economics: Macroeconomic Perspectives

Or
EIB E241 Development Economics: Policy Analysis

Or
EIB E242 Development Economics: Micro Perspectives

Elective Courses:
EIB E214 International Economic Policy Analysis
EIB E243 Agriculture and Rural Development in Developing Countries
EIB E244m Political Economy of Reform, Growth, and Equity
EIB E246 Environmental Economics
EIB E247 Econometric Impact Evaluation for Development
[EIB E250 ] Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB E262 The Economics of Global Health and Development
[EIB E280 ] Economics and Management of Technology
EIB B223 Informal and Underground Finance

International Environment and Resource Policy

Faculty Members: Professor William R. Moomaw and Professor Kelly Sims Gallagher

The rapid growth of resource use and the acceleration of land conversion to feed and house an expanding population have created a new set of transboundary and global commons problems.
During the past 30 years, the international community has attempted to reverse the loss of fisheries, forests and species, the disruption of the atmosphere and climate, the degradation of land, air and water and the global distribution of toxic substances by implementing hundreds of bilateral and multilateral agreements. Many of these treaties and soft law declarations impose totally new responsibilities upon national governments, and create new approaches to the relationships among states and with the private sector and non-governmental organizations.

The program demonstrates how environment and resource issues are integral to the ongoing economic development process and are critical to the security of societies. The role of science in developing sound policies is emphasized, as is the role of technology choice and the policies that influence them. Clashes such as those that occur between trade and environmental treaty regimes, forest protection and sovereignty and between developed and developing countries create new challenges for international diplomacy. The program emphasizes the need to utilize multiple disciplinary tools from science, economics, politics, law and engineering in developing sustainable solutions.

ILO L223 International Environmental Law
ILO L240 Legal and Institutional Aspects of International Trade
*DHP P250 Environmental Problem Solving
DHP P253 Sustainable Development Diplomacy
DHP P254 Climate Change and Clean Energy Policy
DHP P255 International Energy Policy
[DHP P256 ] Innovation for Sustainable Prosperity
DHP P257 Corporate Management of Environmental Issues
EIB E240 Development Economics: Macroeconomic Perspectives
EIB E243 Agriculture and Rural Development in Developing Countries
EIB E246 Environmental Economics
[EIB E280 ] Economics and Management of Technology
EIB B284 Petroleum in the Global Economy

**Political Systems and Theories**

**Faculty Member: Professor Robert L. Pfaltzgraff, Jr.**

The study of political systems and theories represents an essential basis for explaining, understanding, and comparing the units and actors that comprise the world of the early 21st century. As a field, Political Systems and Theories encompasses courses whose focus is alternative theoretical approaches for the conduct of research and analysis about political systems, major forces shaping the emerging world, the nature of international change and continuity, and the basis for theoretical development.
The Political Systems and Theories field offers students the opportunity to explore, evaluate, and compare theories about such crucially important phenomena as power, legitimacy, institutions, cooperation, conflict, peace, and war. Conceptually, the field is (or should be) integral to, and an essential prerequisite for, courses that comprise the “practice” parts of the curriculum. Students taking this field are expected to acquire basic knowledge about the major theories that shape international and comparative politics. Specifically, the field includes courses on such topics as international relations theory; non-governmental organizations in international politics; geography as a factor in international politics; theories of statecraft, bureaucracy, democratization, ethno-religious conflict, identity, sovereignty, nationalism, and self-determination.

This field should be of great importance to students preparing MALD theses or PhD dissertations and/or planning academic careers focused on political science. It should also be of interest to students seeking to understand the theories that help explain behavior and assumptions that guide policymakers.

All students offering this field of study are required to take P200. Students taking the Political Systems and Theories field for the PhD must take P200 and at least three other course credits. A second required course for PhD students should be selected from a list that includes:

D210, P205, and P224.
ILO L212 Nationalism, Self-Determination and Minority Rights
DHP H204 Classics of International Relations
[DHP P200 ] International Relations: Theory and Practice
DHP P201 Comparative Politics
DHP P202 Leadership in Public and Private Sector Organizations
DHP P205 Decision Making and Public Policy
DHP P213 Religion and Politics
[DHP P214 ] The Evolution of Grand Strategy
DHP P224 Culture, Human Values and Development
DHP P240 The Role of Force in International Politics
DHP P261 Democratization in the Middle East: Theory and Practice

International Security Studies

Faculty Member: Professor Richard H. Shultz

The International Security Studies field consists of courses that examine the sources, conduct and termination of conflict, strategy and statecraft, crisis management, regional security, intelligence, and the emerging spectrum of new and complex security issues. The course offerings encompass approaches that are both theoretical and policy oriented, as well as historical and contemporary.
Since the end of the Cold War, the faculty has revised the course offerings to reflect a rapidly changing international security environment. Among the new issues introduced into the curriculum are: the proliferation of weapons of mass destruction and non-proliferation/counter-proliferation policy; ethnic, sectarian, and religious conflict; internal war and state failure; the management of humanitarian emergencies by alliances and/or international organizations; the use of military forces in peace operations; information technologies and security; and the increasing role of ethics in security policy. In support of its course offerings the International Security Studies Program sponsors a senior level guest lecture series, a conference with one of the U.S. military services or commands, a colloquium series, and a crisis simulation exercise.

MALD students taking International Security Studies are required to take P240 and at least two other courses. PhD students taking the International Security Studies field must take P240 and at least three other course credits. A second required course for PhD students should be selected from a list that includes P206, P241, and P245.

ILO L216 International Humanitarian Law
ILO L224 Peace Operations
ILO L262 Foreign Relations and National Security Law
DHP D267 The Globalization of Central Asia and the Caucasus
DHP H205 The Historian’s Art and Current Affairs
DHP P202 Leadership in Public and Private Sector Organizations
DHP P205 Decision Making and Public Policy
DHP P213 Religion and Politics
DHP P214 The Evolution of Grand Strategy
DHP P223m Political Violence
*DHP P240 The Role of Force in International Politics
DHP P241 Policy and Strategy in the Origins, Conduct, and Termination of War
DHP P242 Proliferation-Counterproliferation and Homeland Security Issues
DHP P243 Internal Conflicts and War
DHP P244 Modern Terrorism and Counterterrorism
DHP P245 Crisis Management and Complex Emergencies
DHP P247 Civil-Military Relations
DHP P249 Foundations of International Cybersecurity
DHP P273 The Strategic Decisions of China’s Rise
EIB B223 Informal and Underground Finance
International Political Economy

Faculty Member: Professor Katrina Burgess

The field of IPE analyzes the interactions between international political and economic dynamics. It consists of a set of interdisciplinary approaches to analyze structures and processes of globalization and economic integration, as well as the interactions between domestic and international political and economic phenomena. It tries to overcome the artificial separation between politics and economics, between states and markets, and between domestic and international levels of analysis. Recent empirical research has concentrated on issues such as structural adjustment, regional economic integration, state-business relations, Third World development, multinational corporations, and the institutions of international economic governance.

[DHP P216 ] Research and Writing in the Global Political Economy
[DHP P217] Global Political Economy
[DHP P219] Political Economy of Development
DHP P287m Political Economy and Business of the European Union
DHP P294m Political Economy and Business Context of Latin America
EIB E244m The Political Economy of Return, Growth, and Equity
[EIB E250 ] Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB B223 Informal and Underground Finance
EIB B270m Business Groups in Asia
EIB B272m The Political Economy and Business Environments of Greater China
EIB B284 Petroleum in the Global Economy

Students may use one of the following courses as their third course in the field:
ILO L230 International Business Transactions
ILO L239m Corporate Governance in International Business and Finance
ILO L240 Legal and Institutional Aspects of International Trade
ILO L250 Law and Development
DHP P222 Development Aid in Practice
EIB E220 International Trade and Investment
EIB E221 Advanced International Trade and Investment
EIB E230 International Finance
EIB E243 Agriculture and Rural Development in Developing Countries
EIB B226 Large Investment and International Project Finance
EIB B231 International Business Strategy and Operations
Humanitarian Studies

Faculty Member: Professor Peter Walker

Some 240,000 people are employed in humanitarian work around the world today. The agencies they work for spend close to $15 billion/year and they are present, on the ground in all of the political, economic and environmental crisis events we are familiar with. This field of study seeks to equip students with an understanding of both how these crisis environments evolve, how communities caught up in them survive and what role the international aid system plays in that survival. Students will take away from the field an understanding of the nature of humanitarian crises and a critique of the humanitarian aid system.

II.O L216 International Humanitarian Law
DHP D213 International Humanitarian Response
*DHP D230 Humanitarian Aid in Complex Emergencies
DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP D235 Introduction to Research Methods
DHP D236 Migration and Governance in the Global South
DHP D237 Nutrition in Complex Emergencies: Policies, Practice and Decision-Making
DHP D239 Forced Migration

Human Security

Faculty Members: Professor Eileen F. Babbitt; For PhD Comprehensive Exams for this Field of Study: Professor H. Zeynep Bulutgil

The human security field brings together the concerns and practices that deal with the interconnection between freedom from fear and freedom from want. This covers a broad variety of issues and practices, but they all share a) a desire to cross boundaries between fields of social change until now usually treated separately, and b) a strong ultimate focus on the inclusive well-being of all human beings.

NOTE: The Human Security field will convert to a Comparative Politics field at the PhD level and for PhD Comprehensive Exams; PhD students are required to take P201 (✧) and at least one of the courses, or two of the modules, that are listed below with a circle notation (o). MALD students who wish to offer any of the courses with a circle notation (o) will be required to petition the Committee on Student Academic Programs (CSAP).
ILO L210 International Human Rights Law
ILO L211 Current Issues in Human Rights
ILO L214 Transitional Justice
ILO L250 Law and Development
ILO L252 Rule of Law in Post-Conflict Societies
DHP D220 Processes of International Negotiation
[DHP D221 ] International Mediation
DHP D223 Theories of Conflict and Conflict Resolution
[DHP D225 ] Conflict Resolution Practice
DHP D230 Humanitarian Action in Complex Emergencies
++DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP D236 Migration and Governance in the Global South
✓ DHP P201 Comparative Politics
DHP P213 Religion and Politics
DHP P222 Development Aid in Practice
DHP P223m Political Violence
[++]DHP P227 Advanced Development and Conflict Resolution
o DHP P243 Internal Conflicts and War
o DHP P247 Civil-Military Relations
o DHP P293 Democracy and State Reform in Latin America
o DHP P294m Political Economy and Business Context of Latin America
[o DHP P296 ] Authoritarianism in Comparative Perspective
[o DHP P298 ] Conflict in Africa
EIB E240 Development Economics: Macroeconomic Perspectives
EIB E241 Development Economics: Policy Analysis
EIB E247 Econometric Impact Evaluation for Development
EIB B243 Market Approaches to Development
✓ PhD students are required to take this course.

NOTE: The Human Security field will convert to a Comparative Politics field at the PhD level and for PhD Comprehensive Exams; PhD students are required to take P201 (✓) and at least one of the courses, or two of the modules, that are listed above with a circle notation (o). MALD students who wish to offer any of the courses with a circle notation (o) will be required to petition the Committee on Student Academic Programs (CSAP).
International Business Relations

Faculty Member: Professor Laurent Jacque

The IBR field is concerned broadly with the management of the business enterprise in a multinational context. It encompasses theoretical, technical and practical analyses of manufacturing, trading, service and financial firms, which may be operating at different stages of their internationalization process.

International management builds on a thorough understanding of the firm’s broader socio-political, socioeconomic, and industry-specific environments. Within the firm idiosyncratic setting, international management also requires an integrated understanding of accounting, finance, marketing, entrepreneurship production and logistics, and strategic management. The IBR field offers a comprehensive coverage of the sociopolitical, socio-economic, and industry-specific contextual environments while providing a rigorous training in core functional disciplines such as accounting, finance, strategic management and marketing.

NOTE: Students taking the International Business Relations field are required to complete four course credits. MIB students are not permitted to offer International Business Relations Field of Study to satisfy one of their field requirements.

ILO L230 International Business Transactions
ILO L232 International Investment Law
ILO L233 International Financial and Fiscal Law
ILO L234 International Intellectual Property Law and Policy
ILO L237 Mergers and Acquisitions: An International Perspective
DHP D216m Social Networks in Organizations – Part One
DHP D217m Social Networks in Organizations – Part Two
DHP P203 Analytic Frameworks for Public Policy Decisions
[DHP P232 ] Communications Policy Analysis and Modeling
[EIB E280 ] Economics and Management of Technology
*EIB B200 Foundations in Financial Accounting and Corporate Finance
EIB B205 Data Analysis and Statistical Methods
EIB B206 Data Analysis and Statistical Methods for Business
EIB B207 Financial Statement Management
+EIB B208 Financial Statement Analysis
EIB B209m Managerial Accounting
EIB B210 Accounting for Profit, Non-Profit, and Government Organizations
+EIB B212 Starting New Ventures
+EIB B213 Managing the Growing Enterprise
EIB B220 Global Financial Services
+EIB B221 International Financial Management
[EIB B225m ] Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B226 Large Investment and International Project Finance
EIB B227 Islamic Banking and Finance
EIB B229 Global Investment Management
+EIB B231 International Business Strategy and Operations
EIB B233 Best (or more plausibly, widely used) Practices
EIB B234 Strategic Management in Privatizing and Deregulating Industries
[EIB B235 ] Managing the Global Corporation
+EIB B236 Strategy and Innovation in the Evolving Context of International Business
EIB B237 Field Studies in Global Consulting
EIB B238m Strategic Management
EIB B241 Financial Inclusion – A Method for Development
EIB B243 Market Approaches to Development
+[EIB B260 ] International Marketing
EIB B262 Marketing Research and Analysis
EIB B263m Marketing Management
EIB B264 Strategic Marketing for Non-Profit Organizations
EIB B270m Business Groups in Asia
EIB B272m The Economic and Business Environments of Greater China
EIB B280 The Global Food Business
EIB B284 Petroleum in the Global Economy

Special note regarding the 3 Economics Fields of Study

All three Economics fields of study (International Trade and Commercial Policies, International Monetary Theory and Policy, and Development Economics) have a select group of core required courses, which include EIB E201 Introduction to Economic Theory, as well as a field specific core required course, and one elective course credit. Together, they constitute a minimum package of economics knowledge allowing Fletcher students to use economic tools to reason analytically in their chosen domain.

If you pass the E201 Equivalency Exam, which waives the course, you are still obliged to complete the 4.5 credits required for all three Economics fields of study.
In the case of the International Trade and Commercial Policies field, as well as Development Economics field, if you pass the E210m Equivalency Exam, which waives the course, E210m, you may complete either of these fields of study with 4 credits.
Some students seek to offer both of their fields of study for their degree in Economics, which requires the following:

- Completion of the course, E213: Econometrics, and
- A minimum of seven Economic course credits which are beyond E201.

**NOTE:** Since some of the core required courses are the same among the different Economics Fields of Study, students pursuing both their fields of study in Economics are required to take more elective courses in one or both of their selected Economic fields of study.

Please note the Equivalency Exams are administered, without exception, twice during the academic year.

Refer to the 2015-2016 Academic Calendar to note the specific dates for the Equivalency Exams at: [http://fletcher.tufts.edu/Academic/Academic-Calendar](http://fletcher.tufts.edu/Academic/Academic-Calendar).

CROSS-REGISTRATION

General information

Full-time Fletcher students may cross-register for courses at Tufts University and Harvard Graduate Schools subject to the approval of the Tufts or Harvard course instructor, the Fletcher Registrar, and the host school Registrar. Fletcher’s cross-registration agreements are only with Tufts and Harvard graduate schools. Fletcher has no agreement with other universities in the Boston area.

Full-time students may take up to two course credits in a term outside of Fletcher. Please note that courses offered during the January term at Harvard are considered spring term courses and are credited toward the student’s spring term enrollment at Fletcher.

Each degree program has certain limits to the number of non-Fletcher courses allowed via cross-registration (please refer to the cross-registration section in the Academic Policies and Procedures section of the handbook). Please keep in mind that some Harvard courses are limited in class size; thus, Fletcher cross-registrants may find some classes closed either due to space limitations or prerequisites set by the instructor. There is no option to officially audit a course at any institution other than Fletcher. The only exception is auditing language courses at Tufts University.

Please note that some of the host graduate schools may consider a grade below B- as passing. However, Fletcher does not accept any grade below B- as satisfactory for degree credit. Additionally, any Tufts or Harvard course for which you receive a letter grade (e.g., A, B) follows Fletcher’s numerical equivalents for letter grades (please refer to the Grades section of this handbook) and are applicable toward your cumulative GPA. Any Harvard or Tufts course that does not have a letter grade (such as HBS’s “Category I-IV” grading or HLS’s H, HP grading) is not included in your cumulative GPA however, the credits are included in your required credits for your degree.

Please also note that some cross-listed courses may have a different credit value at one graduate program at Harvard than they do at other graduate programs at Harvard. For example, a course that is jointly listed at the Kennedy School and the Law School may be worth a full-credit at Kennedy and only a half-credit at HLS. Fletcher students will be awarded the credit value that is given at the host school where they are registered.

Timing of cross-registration

Cross-registration takes place at the beginning of the semester in which the course is given. Each school normally gives priority to its own students if space in the course is limited. Students planning to cross-register at Harvard should check Harvard’s academic calendar well in advance as Harvard’s terms may begin before Fletcher’s and this will affect cross-registration deadlines and the start of classes. Please check each school’s specific dates and be sure to abide by the earlier deadline. There
is no pre-registration for Harvard courses although some schools may take waiting lists. Fletcher students who are applying for cross-registration should enroll in and follow a Fletcher course as a “placeholder course” while waiting for approval of their cross-registration enrollment into a Harvard or Tufts course.

Steps involved in cross-registration

NOTE: For schools in Tufts University that use paper cross-registration petitions the following steps must be done in person - do not mail petitions or leave them in a professor’s office for signature and forwarding. Visit the Tufts registrar page for more information: [http://uss.tufts.edu/registrar/](http://uss.tufts.edu/registrar/).

The graduate programs at Harvard University (HBS, HLS, HGSAS, HKS, and HSPH) all follow the Harvard University online cross-registration process so students do not need to file a paper cross registration. Students cross-registering into Harvard will submit petitions via the online Harvard University Cross-Registration System at [http://coursecatalog.harvard.edu](http://coursecatalog.harvard.edu). Refer to the school specific additional information included in the following pages.

1. If the host school is still utilizing paper cross-registration petitions, pick up a Cross-Registration Petition Form in the Fletcher Registrar’s Office. They have been pre-signed by Fletcher’s Registrar.
2. Go to the host school and obtain the instructor’s signature on all copies of the petition for each course that you want to take (including alternates, if any).
3. Submit all copies of the petition with the necessary signatures to the host school’s Registrar’s Office by their deadline. After you have been admitted to the course(s), the Fletcher Registrar will add the class to your official registration in SIS upon receipt of the official list of Fletcher students approved for cross-registration enrollment from the host school’s Registrar’s Office.
4. Follow the host school's instructions about when to check whether you have been admitted to the course, what additional forms to fill out, etc. Remember to obtain a copy of the host school's academic calendar, as dates will be different from those at Fletcher. It is also recommended to check the exam schedule to avoid any conflict with Fletcher courses. Most of the Harvard schools will not reschedule an exam because of a conflict at your home school.
5. If you want to change your status (drop the course or change between audit and credit), you must begin by notifying The Fletcher Registrar’s Office in writing by the earlier deadline indicated by the home and host schools. Email the office at: [FletcherRegistrar@tufts.edu](mailto:FletcherRegistrar@tufts.edu). You must observe the deadlines for both the home or host school, whichever comes first, and also inform the host school promptly after notifying the Fletcher Registrar. Failure to do this will result in a permanent withdrawal code of “W” being recorded on your official transcript for the course. Fletcher, your home school, but you must also observe the deadlines for both the home or host school, whichever comes first, and also inform the host school promptly.
Failure to do this will result in a permanent withdrawal code of “W” being recorded on your official transcript for the course.

6. Most Fletcher students who cross-register at Harvard do so at the following schools:
   - Harvard Business School (HBS)
   - Harvard Law School (HLS)
   - Harvard Graduate School of Arts and Sciences (HGSAS)
   - Harvard Kennedy School of Government (HKS)

The following pages contain more specific information regarding cross-registration at the schools listed above as well as at Tufts. For information on any Harvard program not listed here, please contact the host school and/or consult their websites.

**Harvard Business School**

**General information**

- Visit [http://www.crossreg.hbs.edu](http://www.crossreg.hbs.edu) for detailed information on cross-registration at HBS. Harvard Business School does not accept paper cross-registration petitions.
- HBS courses are offered in the Fall and Spring terms.
- Q1 courses take place in the first half of the Fall term, Q2 courses take place in the second half of the Fall term, Q3 courses take place in the first half of the Spring term and Q4 courses take place in the second half of the Spring term.
- Occasionally classes at Harvard Business School will be videotaped or filmed for educational purposes. Any student who objects to being filmed or taped is responsible for being seated out of camera range or consent to the taping will be deemed given. The President and Fellows of Harvard College shall have all rights to these videotapes and films. Any individual objections to this assignment of rights must be registered with writing to Case Records (Cotting 202) within two weeks of the start of the academic program.
- Cross-registrants do not have access to the HBS MBA Career & Professional Development office.

**Credit conversion**

- An HBS three-credit course is a full semester course and is converted to one-credit on your Fletcher transcript. These courses have approximately 30 class sessions and either a final exam or final paper/project.
- An HBS 1.5-credit course converts to a half-credit on your Fletcher transcript. HBS courses that are 1.5 credits generally meet for just the first or second half of a given term.
**Restrictions**

a. The limit on cross-registration is 6 credits per term (generally two courses).
b. There is absolutely no cross-registration into first year courses at Harvard Business School.
c. The Business School runs a lottery for available seats. A few instructors handpick cross-registrants for their courses from among students who submit their petitions to the Registrar’s Office by the deadline.
d. MBA students have priority over cross-registrants. The instructor’s preliminary approval means that a student has his/her permission to take the course if space is available after MBAs have been accommodated.

**Lottery system**

After completing registration steps, students will receive clearance to view introductory case packets and receive a password to access the HBS Learning Hub. Once you have completed the necessary online steps, you will be eligible for the lottery for seats in MBA courses. Be sure you have completed all required steps!

Students will be notified of the results by e-mail after the conclusion of the lottery. As always, any sections of courses that are filled with MBA students will be closed to cross-registrants. Shortly after enrollment confirmations are released, cross-registrants may pick up full course materials. To pick up materials, you will be required to bring a check or money order for the appropriate. Materials Fee of $100 per 1.5-credit course and/or $200 per 3-credit course.

Clean, unmarked educational materials must be returned by the date specified by the HBS web page for a full refund. The return of unused course materials is subject to HBS policy. Cross-registrants who have been assigned to MBA courses may drop them until the end of the day indicated on the HBS cross-registration web page. Please note that the Fletcher drop deadlines vary from those of many Harvard schools. Students must observe both Fletcher’s drop deadlines and host school’s deadlines, adding and dropping courses by whichever deadline comes first.

**Exams and Grades**

- Exams must be taken as scheduled by the Harvard Business School, and cannot be rescheduled because of other class conflicts.
- Harvard Business School grading system for second year courses:
  - **Category I** - given to the top 15-25% of students
  - **Category II** - given to the next 65-75% in a section. The actual number of Category II grades is subject to the number of Category I grades assigned.
  - **Category III** - given to the lowest-performing 10% of students in a course section.
- Please note that the three categories listed above are all considered passing at Fletcher.
o **Category IV** - seldom assigned; designates failure of achievement and/or commitment and, therefore, failure to meet minimum standards of the course. If Category IV is used in a course, the combined number of students who receive Categories III and IV must equal the lowest 10% of the section or elective course section.

o **“Incomplete”** - If a student does not fulfill all of an instructor’s course requirements due to illness or another reason acceptable to the instructor, the instructor has the option of reporting an “Incomplete”, which allows students with good cause the opportunity to complete or “make up” the requirements of a course. Incomplete course work must be submitted by the end of the following term to receive credit for the course.

o **“No Credit” (“X”)** - The designation of “Incomplete” will not be used if a student’s failure to satisfy the requirements of a course results from the student’s willful and unexcused absence or other unacceptable behavior. Reasons for a “No Credit” (“X”) determination by an instructor include:
  - Failure to submit a major piece of written work
  - Failure to take the final examination
  - Repeated absence from class
  - Repeated failure to prepare for class

In such a circumstance, the instructor reports to the Registrar that a student has not performed adequate work and no credit has been earned. An “X” grade will be reported to the student’s home school. Failure to take the final exam or to complete other required course work has one of two consequences:

If excused by the instructor for a valid reason, the student receives a temporary Incomplete, which must be made up within three months from the last day of classes, or by the last day of classes of the following semester if the student is still in school. Unexcused failure, or a failure to make up a temporary Incomplete within the time limit, results in an X (no grade, no credit) or a permanent Incomplete at Fletcher.

- Grades are reported promptly to the home school after they are received at the Business School Registrar’s office. The Fletcher Registrar will then record the grade on the student’s Fletcher record. Under no circumstances does the Business School give grades over the telephone.

**Harvard Law School**

**General information**

• **Deadlines:** Petitions to enroll in a course/seminar must be filed online before the Add/Drop deadline of the term that the course/seminar is given. Please note, for some courses either an earlier or later drop deadline is noted in the course descriptions. The Fletcher Registrar’s Office must be notified in writing when you are dropping a cross-registered class by the earlier deadline indicated by the home and host schools. Email the office at: [FletcherRegistrar@tufts.edu](mailto:FletcherRegistrar@tufts.edu). If a student requests to drop a course after the specific term’s drop deadline, the notation WD (Withdrew after Deadline) is applied when a student withdraws from a course or seminar after the DROP deadline but before the exam is given.

**Credit conversion**

• Three-, four-, and five-credit HLS courses are converted to one-credit on your Fletcher transcript. Any HLS course that is less than three-credits at Harvard Law School is converted to a half-credit (.5) on your Fletcher transcript.

**Restrictions**

• Cross-Registrants are not allowed to take more than 6 credits of Law School work in a given academic year, whether for audit or for credit. Exceptions to this rule may be made if the student is in a joint or concurrent degree program with the Harvard Law School.
• There is no cross-registration into First Year courses or First Year electives.
• Cross-registering into a course/seminar that is substantively the same, as a course/seminar taken previously is not permitted.
• Most courses at the Law School presuppose that the student has a basic understanding of legal vocabulary and the legal system. Therefore, cross-registrants should discuss in detail with the course instructor and advisor the student’s qualifications in the course/seminar for which he or she intends to register.
• It is recommended that MA students and MALD first year students do not cross-register for Harvard second year law courses unless the student has had equivalent core preparation for the course. Any student considering such cross-registration should first discuss this with their faculty advisor.

**Exams and Grades**

• **Grades:** The HLS grading system is H, P, LP, and F. Designated courses are graded CR/F (Credit/Fail).
• Except in courses so designated, Credit/Fail is not an option and cannot be arranged separately with the professor.
• For Fletcher students, the Credit/Fail option will only be allowed if it is the only option available for the class or when the option of taking the course for Credit/Fail is recommended.
by the program. In the latter case, students must petition the Committee on Student Academic Programs in advance of the course start date for approval to be graded on a Credit/Fail basis.

- The notation WD (Withdrawn after Deadline) is applied when a student withdraws from a course or seminar after the DROP deadline but before the exam is given. A grade of WD will be converted to the withdraw code of W on the Fletcher transcript.

- Grades are obtained from Fletcher, not from the Law School.

- **Examinations:** No adjustments are made for other examination or class schedules. Before enrolling in a course at Harvard Law School, check the examination schedule to be sure there is no conflict with another examination in your program.

- The Law School does not give make-up examinations. All examinations must be taken and handed in according to the printed schedule. There are no exceptions to these deadlines.

- Examinations are graded anonymously. Therefore, a student cannot inform the instructor that he or she needs an early grade.

- Cross-Registrants may not make arrangements with a Law School instructor to receive credit for work done such as submitting a paper or taking a reexamination in a course in which he or she failed in a prior term without notifying the Fletcher Registrar.

- Foreign students whose native language is not English must consult with the Harvard Law School Registrar in order to obtain a form, which requests extra time for an in-class examination.

### Harvard University Graduate Faculty of Arts and Sciences

**General information**

- Visit the Harvard University online cross-registration page at: [http://coursecatalog.harvard.edu/](http://coursecatalog.harvard.edu/) to submit a petition to cross-register at the Graduate Faculty of Arts and Sciences. The office no longer accepts paper cross-registration petitions.

- Students taking FAS courses are subject to all the FAS regulations and deadlines (for details see the Graduate School of Arts and Sciences Handbook) as well as those in The Fletcher School Handbook.

**Credit conversion**

- A Harvard FAS half-course is converted to a Fletcher semester-long one credit course, and a Harvard FAS full-course is converted to a Fletcher year-long two credit course.

- The enrolling procedure is similar for both half- and full-courses, but students must repeat the cross-registration process at the beginning of the spring semester for full-courses.
• FAS yearlong courses are either “Indivisible” or “Divisible” and are specified so in the Course Catalogue. The ninth Tuesday of the spring term is the last day students may elect to divide a “Divisible” full course with half-credit for the fall term and receive the midyear grade as the fall term grade. (Petition forms are available in the Registrar’s Office; the instructor’s signature is required.) Students may not divide with credit courses designated as “Indivisible” in the Course Catalogue.

Dropping an FAS course*

Students who wish to drop an FAS course must notify The Fletcher School Registrar’s Office in writing by the earlier deadline indicated by the home and host schools. Email the office at: FletcherRegistrar@tufts.edu.

Failure to complete work in a course will result in a permanent grade of ABS (unexcused failure to appear for a scheduled final examination), NCR (no credit), or INC on the student’s record, (see section below). Remember, if students wish to drop an FAS divisible full-course at the end of fall/spring term and receive credit for the fall/spring term portion, students must fill out a “divide-with-credit” petition, obtain the instructor’s signature, and bring the petition to the FAS Registrar’s Office.

*Please note that these procedures might change with the new online cross-registration system.

Grades

• Students’ grades for the FAS course will be sent to the Fletcher Registrar as soon as they are available.
• Students who expect to graduate at the end of the term should be warned that FAS grades are frequently due considerably later than those of other schools. It is quite possible that the FAS grade will not be available in time for the degree to be voted by Fletcher Faculty. There is no way in which we can guarantee that this will not happen (i.e., Cross-registration into FAS may delay your degree).
• FAS letter-grades are given on the scale A, A-, B+, B...D-, E. Note: Fletcher students’ grades below B- are not passing. 300 level courses have grades SAT (Satisfactory) or UNS (Unsatisfactory). ABS = Unexcused failure to appear for a scheduled final examination. NCR = Unexcused failure to complete work in a course without a scheduled final examination.
• The option to enroll in an FAS course Pass/Fail is not open to cross-registered students.
Harvard Kennedy School of Government

General Information

- Visit this website http://www.hks.harvard.edu/degrees/registrar/cross-registration to submit a cross-registration petition. HKS does not accept paper cross-registration petitions.
- Cross-registered classes should be dropped with your home school, and your home school will notify HKS of your drop. The Fletcher Registrar's Office must be notified in writing when you are dropping a cross-registered class by the earlier deadline indicated by the home and host schools. Email the office at: FletcherRegistrar@tufts.edu.
- Take note of registration deadlines here: http://www.hks.harvard.edu/degrees/registrar/key-dates-and-academic-calendar

Credit conversion

- **Half Course:** One semester course (1/8 normal full-time yearly load of 8 half courses). This is equivalent to a one-credit Fletcher course.
- **Y Course:** Half course which meets over an extended period of two semesters (1/8 normal yearly course load of 8 half courses).* This is equivalent to a one-credit Fletcher course.
- **Modular Course:** Seven week course - offered in one of four module periods occurring throughout the year (1/16 normal yearly course load of 8 half courses).* This is equivalent to a half-credit (.5) course at Fletcher.
- **Full Course:** Two-semester course - usually offered over the course of a full year (1/4 normal yearly course load of 8 half courses). With the permission of the instructor, a student may file a petition with the Kennedy School Registrar to take one semester of a “Full course” and receive one-credit (equivalent to KSG’s “Half Courses.”)*

*Fletcher students wishing to take such a course must discuss this with the Fletcher Registrar prior to requesting such a cross-registration.

Restrictions

- Auditing is normally not permitted and is never recorded on your transcript.
- Students may not cross-register into the Public Policy Core Curriculum courses.
- Permission to register for a course may be denied on the basis of:
  - Lack of adequate preparation (failure to meet prerequisites);
  - Over-subscription (Kennedy School students are given priority);
  - Indication of advanced capability.
Grades and examinations

- In all courses except those numbered R-100 through R-999, grades are awarded as follows: A, A-, B+, B, B+, C+, C, C-, D: Considered Passing Grades. E: Considered Failing Grade. Note: Grades below B- are failing grades for Fletcher Students.

- Absent (ABS): Awarded to students who fail to sit for the final exam. This can be converted to a letter grade only if the student is excused in advance by the Registrar of the Kennedy School (for reasons of illness or death in the immediate family) and if the student sits for a make-up exam.

- Incomplete (INC): Awarded to students who have not completed written assignments for the course. This may be converted to a letter grade if the student completes the work by the last day of the reading period in the semester following that during which the course was offered. With the permission of the instructor (signed by filing a petition with the Registrar), the make-up period for an Incomplete may be extended.

- Students may not be excused from final examinations except for illness (verified by University Health Services) or a death in the immediate family. The final exam schedule should be checked before enrolling in the course. Conflict with another exam will not be reason for an excused absence if the KSG exam date has been published at registration time.
THE EDWIN GINN LIBRARY OF THE FLETCHER SCHOOL

Collections

General

The Edwin Ginn Library collection reflects the specialized curriculum and research interests of The Fletcher School. The library collects books, journals, and documents in print and online format in the fields of international law and organization, humanitarian assistance, negotiation, development, international business and economics, environment, diplomacy and diplomatic history, communications, international trade, and security studies.

Library catalog and electronic resources

The Tufts University catalog can be accessed from the Ginn Library website, http://www.library.tufts.edu/ginn/. The website also has information about library hours, workshops, policies, staff, and research resources. The Tufts Libraries subscribe to numerous databases that can be accessed from on or off-campus.

Journals and Magazines

Journal and magazine holdings include several hundred titles in hard copy in addition to the many titles available electronically. Journals are shelved alphabetically by title in the first floor stacks near the Reading Room.

United Nations and other international documents

The library receives all United Nations sales publications in print, and also has access to most other UN publications in electronic format through the UN Official Document System. A historical set is available in microfiche and older documents are available in print.

Ginn receives publications from many other international organizations and maintains a large collection of international treaty documents. The library also has case reports of the International Court of Justice, the European Court of Justice, and the European Court of Human Rights.

Special collections

The papers of Edward R. Murrow, Ambassadors John Moors Cabot and Phillip Kingsland Crowe, and international banker Walter B. Wriston have been deposited with the Ginn Library. They are physically housed in Digital Collections and Archives in the Tisch Library building so that they may
be properly preserved and they are available for research there. See http://dl.tufts.edu for more information.

Circulation and reserve

Stack books and reserve materials circulate upon presentation of a valid Tufts University ID card. The Circulation staff assists borrowers with renewals, recalls, and finding library materials. Materials requested through Interlibrary Loan are picked up and checked out at the Circulation Desk. See, Interlibrary Loan section, for more details. The Circulation Desk closes 15 minutes before the library closes.

Reserve materials

Books and other materials reserved for course use may be obtained at the Circulation Desk. Course reading lists with call numbers and locations accessible via iPads that are mounted at the Circulation Desk and on the Ginn Library mobile site, http://www.library.tufts.edu/ginn/mobile/.

- Only two items may be borrowed for any given course at the same time.
- Reserve materials should be returned directly to the Ginn Circulation Desk.
- Reserve materials circulate for two hours.
- Reserve materials may be charged out for overnight use two hours before the library closes and are due back within one hour after the library opens the following day.
- The fine for late return of Reserve materials is $1 per hour. If the material is not returned after three days, a bill will be sent to the Bursar including the book replacement costs.

Trunk

Trunk is Tufts’ online course management tool. Most professors use Trunk to deliver course materials (e.g. course syllabi and readings) to their students. You will need to use your Tufts username and password to log into Trunk at http://trunk.tufts.edu. Once you log into Trunk, you will find links to all your Trunk course sites under “My Sites.”

Non-reserve materials

Books from the stacks circulate for 90 days to graduate students and Fletcher PhD candidates. The due date is noted in the back of the book. As a reminder, a courtesy notice will be via Tufts email 3 days prior to the due date. Materials may be renewed in person, by phone (617-627-3935), or online via the library catalog by selecting MY ACCOUNT provided no other user has requested the item. There is a book drop outside the entrance to the library to return books when the library is closed.
Overdue books and fines

Borrowers are responsible for all materials charged out in their name and are liable for overdue charges if the materials are not returned when due. The fine for overdue stack books is 25 cents per day for each book overdue. Charges are posted to a student’s library account when the material is returned. Library users can pay fines through the Ginn Library website under CIRCULATION and then “Pay my Ginn Library Fees.” Alternatively fines can be paid at the Ginn Circulation Desk between 9:00am and 5:00pm, Monday through Friday. JumboCash is the only accepted form of payment.

A first overdue notice will be sent within two days of the date a book was due and a second overdue notice will follow within seven days of the first notice. Unpaid fines will be billed through the Bursar.

Materials not returned after the second notice has been sent will be considered lost and the bill will be forwarded to the Bursar. The bill will include the accrued fine, cost of book replacement, and a processing charge.

If lost materials are reported to the Circulation Desk immediately, the borrower will be charged for replacement and processing only and will avoid overdue charges.

All notices will be sent via Tufts email. Each borrower must monitor their Tufts email account to ensure the prompt delivery of notices.

Non-circulating materials

The following categories of library materials do not circulate:

- Periodicals
- Historical materials (i.e., the Core collection)
- Reference materials
- Fletcher dissertations
- Microforms

Interlibrary loan

Once you have determined that we do not have a book or article in the Tufts Libraries, you may request the material on Interlibrary Loan from another library. There is no charge to members of the Fletcher community for this service. For additional information, please consult a Reference Librarian or see http://www.library.tufts.edu/ginn/howdoi-ill.shtml.
Research help and workshops

Library Research and Instruction staff are available to provide in-person, chat, phone, and email assistance from 9:00am to 5:00pm, Monday through Friday. Students may consult a Reference Librarian at any time for research help, searching the catalog or databases, and formatting citations for papers. Students may also use the Ask a Librarian link (http://www.library.tufts.edu/ginn/howdoi-ask.shtml) on the bottom of every library webpage to ask contact the librarians. Library assistance is also available by appointment. During the semester, the Ginn staff offers brief workshops on topics such as database searching, research strategies, and using citation management tools. These workshops are announced on the “FletcherOfficial” listserv and in the Announcements section of the library home page.

IT Equipment

Use of laptops in the library

In order to connect to the Tufts Wireless or Tufts Secure network, you must register your device with your tufts username and password. For more information about how to register your device on the Tufts network, visit: https://it.tufts.edu/wireless-access.

To avoid possible theft, please do not leave laptops unattended in the library or in any of the public spaces at Fletcher. Laptop lockers are available for use while in the library, and are located in the library lobby. For assistance with your laptop or with any technology issue at Tufts, contact the Tufts Technology Service Desk which is open 24 hours, 7 days a week, at 617-627-3376 or it@tufts.edu.

Projectors/laptops and other equipment

A wide variety of other technology such as laptops, various chargers, financial calculators, projectors, video adaptors, chargers, and cameras are also available for short-term borrowing at the library Circulation/Reserves Desk. See http://www.library.tufts.edu/ginn/techhelp-borrowing.shtml for more information.

Photocopying and printing

Photocopy machines are located in the library lobby. Printers are located in the Mugar Lab, the lower reference area of the library, and on the first floor of Cabot. You will need your Tufts ID to print; you can add money (JumboCash) to your Tufts ID at http://www.jumbocash.net. For information about how to configure your laptop to print to Tufts printers, visit http://www.library.tufts.edu/ginn/techhelp-printingcopying.shtml#laptop.
**Book lockers**

A limited number of book lockers are available for Fletcher students who need a place to store books, papers, etc. Lockers may be requested at the Circulation Desk. All library materials kept in the lockers must first be charged out at the Circulation Desk.

Book lockers are also available to Fletcher students at the Tisch Library, if needed. Lockers are assigned on a semester basis. A copy of the policy and application are available at the Tisch Library Administrative Services Office.

**Study room**

There is a large group study room on the third floor of the library. It can be reserved for study groups online at [http://tufts.libcal.com/booking/G306A](http://tufts.libcal.com/booking/G306A) or by contacting the Ginn Library Staff Office at (617) 627-6421.

**Use of the libraries**

**Tisch library**

The Tisch Library has resources in the humanities, social sciences, and sciences. The library is a depository for federal government publications, including maps. It also houses the university archives. Fletcher students have full library privileges in the Tisch Library, which is a five-minute walk from Cabot. For late night study, Tisch has a reading room on the main floor, which stays open for extended hours. For hours, see: [http://www.library.tufts.edu/tisch/](http://www.library.tufts.edu/tisch/).

**Boston library consortium**

Tufts University belongs to a cooperative inter-library group, which grants reciprocal borrowing privileges. All Fletcher students are eligible for a Boston Library Consortium Card, which entitles the bearer to register for borrowing privileges at many college and university libraries in the Boston area. Application may be made at the Reference Desk. Participating libraries include those at Massachusetts Institute of Technology (MIT), Boston University, Boston College, Brandeis University, and others.

**Harvard University libraries**

Students enrolled in degree programs at The Fletcher School may obtain a Harvard College Library Special Borrower’s Card at the Library Privileges Office, Widener Library. Before going, check for Privilege Office hours at [http://library.harvard.edu/all-library-hours](http://library.harvard.edu/all-library-hours). The student’s Fletcher ID card must be presented. The Special Borrower’s Card enables Fletcher students to obtain materials from
Widener Library, Harvard Law School Library, the Kennedy School Library, and several other Harvard College libraries.

The Harvard Business School's Baker Library and the School of Education's Gutman Library permit access to their collection upon presentation of a Fletcher ID, but do not extend borrowing privileges to Fletcher students. Please consult a reference librarian at Ginn Library for additional information about the Harvard libraries.
OTHER INFORMATION RESOURCES

Responsible use of information technology policies

The Information Stewardship Policy (ISP) outlines policies that apply to all members of the Tufts community who use, create, and/or manage information at Tufts. See https://it.tufts.edu/ispol. Compliance with the policies is mandatory, and violations can result in severe consequences including loss of network access and civil or criminal prosecution.

Any questions about information use, including copyright, safe computing, and managing sensitive information should be directed to the Director of Ginn Library and Information Technology.

Computer labs

Fletcher computer lab

The John and Helen Mugar Graduate Student Computer Lab in Mugar Hall is open seven days a week during the academic year. Each computer in the Mugar Lab is connected to the Tufts domain. Fletcher School students can authenticate to the domain and store personal files in secure drive space provided for their use only. The computer lab is also used for workshops and classes. The secured networked shared drive (“P” drive) is backed up regularly.

Technology in the Mugar Lab includes:

- 24 Windows 7 workstations
- 2 iMacs
- 2 black-and-white printers
- 1 BookScan station

For additional information on available software and hours, please visit https://it.tufts.edu/qs-mugarlocation.

Other computer labs

In addition to the Mugar Lab, the Eaton Lab is available to members of the Fletcher community. They have additional hours, more computers, and different software available. More information about Eaton is available at https://it.tufts.edu/qs-eatonlocation.
Email and Network

Email

All students are required to have and monitor a Tufts email account. The Tufts email address is the email address used for communication with students by the University and The Fletcher School. Email accounts remain active for all students who are actively registered and access will be available for one year after graduation. Email forwarding to a personal account never expires.

Most faculty and staff rely on email to communicate with students. The Fletcher Official listserv is the primary method of communicating important information. Students are automatically subscribed to this listserv and are responsible for keeping up to date with the information transmitted through this listserv. For more information about email, including how to set up email forwarding, access the web mail applications, and learn how to configure your personal devices to read Tufts email, visit: https://it.tufts.edu/email.

Network account

Tufts Usernames/Passwords are used for all Tufts web based systems, including: email, network access, Tufts Box, VPN, and Trunk. That account allows you to log into public computers across campus. Students also are given a large, secure, and backed up storage area. Information about using this storage is provided during Orientation.

Tufts wireless

Connect your computer and devices to the Tufts wireless network, for more information visit: https://it.tufts.edu/wireless. Please note: The Tufts Network cannot be extended in any way. This includes adding any type of switch or router that would increase the number of machines that can connect to the network ports.

Computer support

For assistance with your computer or any other technology matter, contact the Tufts Technology Help Desk, which is open 24 hours/7 days a week, at 617-627-3376 or it@tufts.edu. The IT Office in the Ginn Library is staffed with student workers who can also assist you.

Fletcher listservs

Fletcher maintains several listservs to promote effective electronic communication. The following listservs are for official use and contents must be business-related information specific to Fletcher or Tufts: Fletcher maintains several listservs to promote effective electronic communication. The
following listservs are for official use and contents must be business-related information specific to Fletcher or Tufts:

<table>
<thead>
<tr>
<th>List Name</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff list</strong></td>
<td><a href="mailto:fletcherstaff@elist.tufts.edu">fletcherstaff@elist.tufts.edu</a></td>
</tr>
<tr>
<td>purpose</td>
<td>Official school business to Fletcher staff</td>
</tr>
<tr>
<td>subscribers</td>
<td>All staff (required)</td>
</tr>
<tr>
<td>posting</td>
<td>Only subscribers may post to the list</td>
</tr>
<tr>
<td>List owner</td>
<td>Student Affairs Administrator</td>
</tr>
</tbody>
</table>

| **Faculty List** | fletcherfaculty@elist.tufts.edu |
| purpose          | For official school business to fletcher faculty |
| subscribers      | All faculty (required), select staff members    |
| posting          | Only subscribers may post to the list           |
| List owner       | Student Affairs Administrators                  |

| **PhD List**     | fletcherphd@elist.tufts.edu                    |
| purpose          | Official school business to Fletcher PhD candidates |
| subscribers      | All PhD candidates (required), select faculty and staff |
| posting          | Only subscribers may post to the list           |
| List owner       | Jenifer Burckett-Picker                        |

| **Social List**  | fletchersocial@elist.tufts.edu                  |
| purpose          | Optional social listserv for Fletcher community to sell second hand things, engage in discussion, invite to an off-campus event etc. |
| subscribers      | Enrolled Fletcher students, staff, and faculty. Since the list is optional, individuals must request to subscribe by visiting this website: https://elist.tufts.edu/wws/subscribe/fletchersocial or by sending a message to the list owner. |
| posting          | List is not moderated i.e. messages need not be approved by list owner; however, only list subscribers may post to the list. |
| List owner       | Associate Director of Student Affairs          |
Student Council list

<table>
<thead>
<tr>
<th>Field</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>purpose</td>
<td>To communicate with all student council members</td>
</tr>
<tr>
<td>subscribers</td>
<td>Student council members</td>
</tr>
<tr>
<td>posting</td>
<td>List is not moderated (i.e. messages need to be approved by list owner)</td>
</tr>
<tr>
<td>List owner</td>
<td>Associate Director of Student Affairs</td>
</tr>
</tbody>
</table>

Contact the person who owns and maintains the list if there are problems posting to any listserv. In every other circumstance, please post directly to the list.

**Fletcher bulletin boards**

Bulletin boards are located primarily on Cabot 1, Mugar 2, in front of the Ginn Library, and in front of the Mugar Computer Lab. These bulletin boards are used by various student organizations and school departments to make announcements for upcoming meetings, speakers, and events. These boards are also used to post articles of special interest to various groups of students. The bulletin board adjacent to the Office of Career Services contains OCS notices about various job application deadlines, career opportunities, and other OCS activities.

**Tufts University Book store**

The Tufts University Bookstore ([http://tufts.bkstore.com](http://tufts.bkstore.com)) is located in the west wing of the Mayer Campus Center. Textbooks may be purchases there. (Beware of long lines during registration week though there will be extended hours scheduled during the first week of the semester.) The University Bookstore also carries other educational supplies, reading materials, books by Tufts faculty, clothing, toiletries, Tufts gift items, art reproductions, artists’ supplies, food, etc. Special book orders can be made and usually take 7-10 days for delivery of the item. Computer software is also sold at competitive prices. A valid Tufts I.D. must be presented when paying by check.
CAREER DEVELOPMENT

Fletcher Connect Career Services Page

Visit the Career Services page on FletcherConnect for information on the summer internship database, summer internship funding, career field guides, PDP guides and presentations, interview preparation, Career Tips: http://www.fletcher.tufts.edu/FletcherConnect

Office of Career Services roles and responsibilities

Fletcher’s Office of Career Services (OCS) partners with students by:
1. **Providing resources**, events, presentations, briefings, technology, and contacts to help you explore your career options;
2. **Offering career programs and coaching** to help you develop the professional skills necessary for creating the types of opportunities you seek in your targeted field; and
3. **Maximizing employment opportunities** by targeted, pro-active outreach, marketing, and on-going relationship management with employers.

Student roles and responsibilities

To find an internship and/or job, a student must take full ownership for his/her search process, start early, and leverage the appropriate OCS and other Fletcher resources. In today’s labor market, students are competing with Fletcher peers, as well as with students from many different graduate programs, including peer international relations programs, but also business (MBA) and law programs.

While a Fletcher degree will open doors for networking, it alone will not secure a position. Employers will ALWAYS look at experience first and education second. In addition to a degree, it will take a unique combination of values, skills, personality, and prior work experience, plus a commitment to career development, to make a student successful in his/her search.

1. **Start the internship and/or job search immediately**. Consider your previous experience and where you want to go with your career to determine how much time you will need to devote to your search. Consider your career exploration an additional course that you must commit to every week and create a timeline for yourself to ensure you take all necessary steps to prepare and compete effectively.

2. **Complete your profile and search agent in Fletcher Career Central**, our career management software. This will allow the OCS to notify you of jobs, internships, or special career development training specific to your career field(s) of interest.
3. **Familiarize yourself with our primary web-based OCS resource tools: Fletcher Career Central.** Fletcher Career Central (FCC) is home to a depth of information including employer and contact information, internship and full-time job postings, employer briefings, career workshops, Industry Guides, Career Guides and Job Resource Subscriptions.

4. **Familiarize yourself with your fellow classmates.** Fletcher is a place of transition and chances are high that a classmate has experience in the field in which you are thinking of entering. Use Fletcher Career Central’s networking feature to search for fellow classmates who are interested in your same career fields and to search for classmates who have previous experience and contacts in your new fields of interest.

5. **Create a resume** according to the OCS guidelines and, after a peer review in the Professional Development Program, upload your resume in Fletcher Career Central. This will allow you to apply for job and internship postings online when opportunities are posted by the OCS.

6. **Attend OCS Career Development workshops.** In addition to the required Professional Development Program (see section E), the OCS offers many optional industry/sector specific workshops that help you develop greater depth of skills and knowledge for creating opportunities for yourself in your targeted career fields.

7. **Take advantage of the many networking opportunities at Fletcher** including employer information sessions, career information trips, and other events. All of these will give you the opportunity to make connections that could lead to a job or internship. Alumni will consistently tell you that finding the right job is about successful networking. Challenge yourself to attend one networking opportunity each week. Even if you do not know your specific career direction, this will help you get started.

**Student code of conduct**

In order to achieve our goals in this partnership in a fair and equitable manner, we ask that you pledge to:

1. **Represent Fletcher in a professional manner** with alumni, guests, and employers. When you communicate with a potential employer, you represent yourself, as well as The Fletcher School, including other students, our alumni, our faculty, and our administration. In order for employers to continuously return to Fletcher to hire students you must make sure that in addition to academic excellence you convey professionalism and preparedness throughout your internship and job search. This includes a well-written resume and cover letter, as well as polished networking and interview skills and etiquette.

2. **Notify the OCS at least 24 hours in advance if you cannot attend an on-campus interview.** Our relationships with employers take years to build, and we want to make sure we
do not jeopardize these relationships. Not showing up for an interview is unprofessional and can negatively affect the way employers regard Fletcher and our students. *If you do not give adequate notice,* you will not be permitted to sign up for any other on-campus interviews until you have met with Phillip McMullen, Director of the Office of Career Services, and sent a written letter of explanation and apology to the employer.

3. **Notify the OCS at least 24 hours in advance if you cannot attend an OCS-sponsored event requiring at sign-up,** such as a coaching appointment, workshop, or employer information session. Knowing attendance details ahead of time allows the OCS staff to make strategic decisions about venue choices or cancellations, or may permit waitlisted students to attend. Late arrivals or no-shows reflect poorly on the school and may potentially damage important relationships with alumni, employers or trainers, who often sponsor or participate in these events.

4. **Consider all aspects of an internship of job offer before accepting it.** Most employers will give you ample time in which to make a decision about accepting an offer, and we encourage you to meet with an OCS coach if you have any questions about the offer, or if you are evaluating multiple offers. Once you accept an offer, you must remove yourself from the recruiting process and discontinue pursuing or soliciting other offers.

   Reneging on an offer that you have accepted is a serious offense as it damages relationships with the employer and reflects poorly on the school. Students who renege on an offer that resulted from an OCS-generated opportunity will not be permitted to use OCS services, including Fletcher Career Central, for the remainder of their time at Fletcher.

**Professional Development Program (PDP)**

All first-year MALD and MIB students are required to complete the Professional Development Program (PDP) delivered by the OCS in the fall semester. The PDP introduces students to a portfolio of essential professional skills that you will use both while at Fletcher and throughout your career. Assignments will be both written and oral. The program is designed to complement the rigorous academic preparation you get while at Fletcher in order for you to successfully maximize your professional opportunities in a highly competitive labor market.

The PDP begins during Orientation and continues weekly on Friday mornings for eight weeks. Successful completion of the PDP, as a requirement for graduation from Fletcher, requires attending eight of the nine sessions and successful completion of all assignments, most of which are completed in-class.

In specific situations, you may waive this required course if you can show that you are fully sponsored by your employer (usually government) and will not be seeking employment while at
Fletcher or if you can show that you have completed a similar course in the past five years from another academic institution. All waivers are subject to the discretion of the OCS. MA, MAHA, and LLM students are only required to complete the PDP if they intend to utilize Office of Career Services resources (coaching, FCC, career trips etc.) during the program or after graduating.

**Office of Career Services contact information**

The OCS welcomes visitors. Please stop by, call, or email us if you have additional questions.

The Office of Career Services  
Mugar 243  
(617) 627-3060  
fletcherocs@tufts.edu  
http://fletcher.tufts.edu/ocs/

**International students post-graduation employment in the US**

*** For detailed information for International Students visit the Fletcher Connect International student’s page: http://www.fletcher.tufts.edu/FletcherConnect

**F-1 students**

**Optional Practical Training (OPT)**

If you are a current student at Fletcher, and you have a Form I-20 and are an F-1 visa holder, you are entitled to a work authorization benefit known as Optional Practical Training. Since the U.S. Citizenship and Immigration Service (USCIS) regards this work authorization as a benefit to you, there are certain rules you must follow. Please be sure to follow the necessary steps to obtain your Practical Training.

Students in F-1 status are eligible to apply for up to 12 months of Optional Practical Training (OPT). OPT is NOT renewable. Eligibility requires that you are in good academic standing at The Fletcher School and that you have been in F-1 visa status for at least one academic year. Please note that processing time is normally between two and three months. Please plan ahead. Due to the fact that there are constant changes to the regulations and benefits of F-1 Optional Practical Training, it is best to contact Reiko Morris, International Student Advisor, for all current updates.
**Curricular Practical Training (CPT)**

Curricular practical training is an option for students in F-1 status to gain practical, hands-on experience in their field of study. The authorization for Curricular Practical Training will enable the student to work off-campus in an internship that is “an integral part of an established curriculum,” during the summer between the first and second year of his/her degree program. The student must work closely with his/her academic advisor to determine whether or not a particular internship would qualify. Students will be required to register for a prerequisite course that meets for two sessions, once in the spring semester and once in the following fall semester. Completion of the Professional Development Program (PDP) is also required.

**J-1 students**

**Academic training for J-1 students**

Academic Training permits an international student to accept employment in the United States in order to gain practical work experience. Students in J-1 status are eligible to apply for a total of 18 months of Academic Training. Doctoral students in J-1 status are eligible to apply for up to 36 months of Academic Training. Academic Training is available before completion of a program of study as well as after completion of the program.

Any full-time Academic Training time used before completion of studies is subtracted from the total 18 months of Academic Training for which a student is eligible at a full-time rate. Part-time Academic Training is also subtracted at a full-time rate. For example, if a student works for three months over the summer before s/he graduates, this three month period is deducted from the total 18 months s/he is permitted and leaves him/her with 15 months of Academic Training.

Eligibility requires that a student be in good academic standing at The Fletcher School. A student’s proposed employment must be directly related to his/her major field of study. Students must maintain health insurance coverage for themselves and any family members accompanying them in the U.S. for the duration of the Academic Training period.

Please also note: If a student’s Form DS-2019 was issued by another sponsor (for example, I.I.E., Ford Foundation, etc.) then s/he will need to apply to his/her program sponsor for Academic Training permission, not to the International Student Advisor at Fletcher.

See international student website at [http://www.fletcher.tufts.edu/FletcherConnect](http://www.fletcher.tufts.edu/FletcherConnect) for complete information regarding all work authorizations for both F-1 and J-1 students and speak with Reiko Morris, International Student Advisor.
WORKING ON CAMPUS

Employment during the Academic Year

There are a variety of opportunities during the academic year. Caution, however, is urged in making academic year employment commitments. Most students find that 10-15 hours per week is the maximum amount of time they can spend on such activities. Students are reminded that if they plan to engage in any outside work, they may wish to discuss this with their advisor. Students are responsible for the proper completion and submission of employment forms online through Employee Self Service. Students should not anticipate that someone else will follow through with this on their behalf.

While both a student’s signature and that of his/her supervisor are required, the student must process the forms.

Teaching and Research Assistantships

Fletcher students often serve as teaching assistants in the undergraduate departments of Political Science, Economics, History, and Modern Languages, or in the International Relations Program at Tufts. Occasionally, Fletcher students serve at other academic institutions in the greater Boston area as well. Students interested in teaching assistantships should make inquiries directly to the individual departments of Tufts University as early as possible for full consideration.

A limited number of research assistantships are available generally to second-year and doctoral students. From time to time, financial support is available under special research projects developed by faculty members.

Part-time jobs at Fletcher

Part-time jobs are often available in administrative offices at Fletcher such as in the Ginn Library or in the Offices of Admissions, the Registrar, and Career Services. Tufts Student Employment Office has listings of jobs, both hard copy and on-line, on the Tufts campus, as well as in the Somerville-Medford area. The Tufts University Student Employment Office website address is http://uss.tufts.edu/stuemp/.

Student employment procedures

If you need help in any step of the process, please contact Dana Christensen Faculty Affairs & Fletcher Payroll Coordinator Fletcher Office of Administration and Finance Cabot Room 405
Rules and Regulations

- You cannot begin employment before your I-9 has been verified
- Please do not accumulate hours over multiple weeks
- It is recommended that students not work more than 20 hours while classes are in session, but can work up to full-time (forty hours) during breaks
- Students can be hired on as a temporary employee after graduation as long as they are eligible to work in the US
- For rules and regulations for international students, including how to obtain a Social Security Number, see ‘International students’ section

If you already have a Social Security Number (if not see ‘International student’ section)

1) Please provide the following to Dana Christensen by the ePAF worksheet (in her office) or by email. She will enter the info into the payroll system (ePAF) once approval by your supervisor has been obtained:
   a. Name
   b. Student ID number
   c. Title/position
   d. Effective date
   e. Pay rate (per hour, semi-monthly or lump sum – it is up to the student and supervisor how student chooses to get paid)
   f. Payment method: Hourly/Semi-monthly/Lump sum
   g. Dept ID (account that the position will be paid from)

2) If you are new to the payroll system, then you will receive an email from Human Resources with a link to complete the following information:
   a. Direct deposit banking information (Tufts only allows direct deposit, no paper checks except for the first payment, while direct deposit is being set up)
   b. W-4 tax form
   c. I-9 Employment Eligibility Form

3) Once the online portion is completed, you will need to bring your I-9 document(s) from the eligible list to Tufts Shared Services for your I-9 verification at 62R Talbot Ave (small grey-blue checkered metal building set back from street). Please review the list of allowable documents before you arrive. If you are abroad and cannot do the verification in person, please contact TSS to set up approval for a location to verify your I-9 form.
Reporting Hours & Getting Paid

1) You can report hours either by paper form or by email to FletcherPayroll@tufts.edu (please list supervisor/title/pay rate/Dept ID, if available) with supervisor approval.
2) Hours are due for the prior week by Monday at 2:00pm.
3) Timesheets are available in the Fletcher Office of Admin and Finance, Cabot 405.
4) Payment will be via direct deposit every Friday for weekly employees, and on the 15th and 30th of the month for semi-monthly employees.
5) The FIRST payment when you are put on to payroll will be via paper check. Checks will either be mailed to your local address on file or will be sent to the Fletcher Office of Admin and Finance, Cabot 405.

Whom to Contact with Payroll and Hiring Issues

- First check the Employee Self-Service website to view your paycheck detail: hr.tufts.edu/eserve/
- If you have tax or direct deposit issues, please contact Tufts Shared Services at: Email: TSS@tufts.edu, 617-627-7000 or 62R Talbot Ave
- If there are hours or pay rate issues, please contact Dana Christensen (info listed at top of page)

International students

Students are eligible for up to 20 hours of employment on campus while school is in session. Increased hours are permitted during breaks. To qualify, the following conditions must apply:

- The student must be maintaining his/her student status;
- Compensation for work must be made directly by Tufts University to the student; and
- The student must continue to make reasonable progress towards his/her degree.

Please note, completing degree requirements constitutes the end of the academic program at which time on-campus work authorization terminates.

On-campus employment is limited to a total of 20 hours a week while school is in session. This includes any hours spent working as a research assistant or teaching assistant. However, when school is not in session, full-time, on-campus employment is permissible.
Social security tax and numbers

Obtaining a Social Security Number

1) Go to the Registrar’s Office in Goddard Rm 212 (Reiko Morris) to obtain an “Evidence of On-Campus Employment” form. She can also help find your SEVIS ID number (I-20 Certificate of Eligibility of Nonimmigrant F-1 Status) to complete the form.

2) Complete form with supervisor or Payroll Coordinator in Cabot 405 (Dana Christensen).

3) Return form to Reiko Morris for her signature as the International Student Advisor and an official office seal. She will also give the student a SSN application and SSN Cambridge office location and hours.

4) The following items are needed to bring along to the local SSN Cambridge office (10 Fawcett St #1) Office hours are Monday, Tuesday, Thursday & Friday: 9:00am to 3:00pm, Wednesday: 9:00am to 12:00pm:
   a. Original I-20
   b. Passport with an F-1 stamp
   c. On-Campus Employment form
   d. Arrival/Departure (I-94) record (print-out most recent record from web site of the U.S. Customs and Border Protection at www.cbp.gov/i94)
   e. SSN Application

5) Once you obtain your SSN, report back to Reiko Morris so she can enter it into the system.

6) The SSN is available in the system the next day, so please let Dana Christensen know when Step 5 has been completed.

7) Continue on the next section “If you already have a Social Security Number”.
TUITION AND FEES

***For most up to date information visit the Fletcher Connect site: http://www.fletcher.tufts.edu/FletcherConnect/Financial-Aid

2015-2016 Tuition and fees

The University’s Board of Trustees sets tuition and fees each spring with input from the administration of The Fletcher School. The fees for academic year 2015-16 are as follows:

<table>
<thead>
<tr>
<th>Tuition – Academic Year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MALD, MA, ILM</td>
<td>$42,234</td>
</tr>
<tr>
<td>MIB</td>
<td>$49,434</td>
</tr>
<tr>
<td>Room – Blakeley Hall – Full Academic Year</td>
<td>$5,900</td>
</tr>
<tr>
<td>Health Service Fee – Academic Year</td>
<td>$756</td>
</tr>
<tr>
<td>Health Insurance Fee (Single Student)</td>
<td>$2,451</td>
</tr>
<tr>
<td>Application for Admission Fee</td>
<td>$80</td>
</tr>
<tr>
<td>Reinstatement Fee</td>
<td>$744</td>
</tr>
</tbody>
</table>

This fee is charged for each semester in which a student is permitted by the Committee on Student Academic Programs to be in “extended degree candidacy.” For MALD and MIB candidates, “extended degree candidacy” begins 2-½ years after the date of entrance. For MA and ILM candidates, “extended degree candidacy” begins 1-½ years after the date of entrance. Doctoral candidates who do not maintain active student status either through payment of the Ph.D. fifth semester tuition fee or the Ph.D. enrollment fee will be charged the reinstatement fee in addition to the Ph.D. tuition or enrollment fee.

<table>
<thead>
<tr>
<th>Ph.D. Fifth Semester Tuition Fee</th>
<th>$20,403</th>
</tr>
</thead>
</table>

This fee, equivalent to one semester’s tuition, is paid by all doctoral students for the four courses taken in the Ph.D. fifth semester.

<table>
<thead>
<tr>
<th>New Ph.D. Enrollment Fee – Academic Year</th>
<th>$3,628</th>
</tr>
</thead>
</table>

All doctoral candidates, except those paying the Ph.D. fifth semester tuition fee, pay this fee. Failure to pay this fee results in automatic withdrawal from doctoral candidacy. For one semester the fee is $1,761.
Standard Budget – Full Academic Year (9 months)
MALD, MA, LLM $60,740
MIB $67,940
Includes $14,500 for Room & Board, $2,250 for Personal Expenses, $1,000 for Books & Supplies, and the health services fee

Please contact Sheila Hoffstedt (sheila.hoffstedt@tufts.edu) in Tufts Student Financial Services if you need this budget increased. There is a one-time allowance for a computer purchase. Other increases are made on a case-by-case basis.

Payment of bills and registration

Students can visit the Bursar’s website at http://finance.tufts.edu/bursar/. No student is permitted to register in any term until all money due from prior terms is paid in full. Tuition (and other fees as applicable) is due in equal installments in August and December. Late fees will be assessed if payment is not paid in full by the first day of classes. Late fees for 2015-16 will be calculated based on 1.5% of the outstanding balance on a student’s account. This percentage will be charged on a monthly basis as long as an outstanding balance remains.

Any previous balance on an account is due upon receipt as stated on the bill. Bills that are not paid by the due date will be subject to the late fee assessment. Degree candidates must pay all charges ten days prior to Commencement. Diplomas and official transcripts for those in arrears are withheld until payments are complete. Returned payments are subject to a $25 fine. Subsequent returned payments will be fined at $50 each.

Refund policy

Students who elect to take a leave of absence or withdraw or who are required to withdraw will receive a tuition refund in accordance with the following schedule, based on the effective date of the leave. No tuition refunds are made after the sixth week of classes.

Fall semester 2015:
By September 1, 2014*………………………………………………. 100% of tuition charged is cancelled
September 2 to 15, 2014………………………………………………90% of tuition charged is cancelled
September 16 to 22, 2014………………………………………………80% of tuition charged is cancelled
September 23 to 29, 2014………………………………………………60% of tuition charged is cancelled
October 30 to 6, 2014 .................................................................40% of tuition charged is cancelled
October 7 to 13, 2014 .................................................................20% of tuition charged is cancelled

Spring semester 2016:
By January 13, 2015*……………………………………………………100% of tuition charged is cancelled
January 14 to 26, 2015………………………………………………90% of tuition charged is cancelled
January 27 to February 2, 2015................................................. 80% of tuition charged is cancelled
February 3 to 9, 2015.............................................................. 60% of tuition charged is cancelled
February 10 to 16, 2015............................................................ 40% of tuition charged is cancelled
February 17 to 23, 2015............................................................. 20% of tuition charged is cancelled

*GMAP students follow the same refund policy. The first day of the semester is considered to be
the first day of the reading period. In rare cases of admission after the first day of a reading period,
the first day of the semester will be considered the day of acceptance of the admission offer.

The student is responsible for any unpaid charges and must make arrangements to pay this balance
prior to leaving Tufts. Any outstanding balance will result in a hold on the release of any transcripts
until paid in full. If the student’s account is referred to a collection agency, the student will be
responsible for all collection and litigation costs associated with this debt.

Campus Housing Charges

Campus housing charges will be refunded based on the above pro-rated tuition schedule for the
semester. The date of withdrawal from housing will be based on the date that the room has been
vacated and the room key returned to residential facilities. The housing commitment fee is
nonrefundable.

Meal Plan Charge

Students wishing to cancel their meal plan after the cutoff date will be assessed 50 percent of the
pro-rated refund amount.

Other Charges

Other fees and charges, such as the health insurance, health services fee, library or traffic fines, and
traffic or parking citations are not refunded or prorated after the beginning of the academic year. If a
student is enrolled in the optional medical insurance plan, both the charge and the plan benefits
remain in place through the end of the contract period. A student enrolled for only one semester
will be charged the full health service fee.

Other charges, such as health insurance, and library and traffic fines, are neither pro-rated nor
refunded. Withdrawal prior to the beginning of a term will result in cancellation of all charges except
for dormitory room deposit and any tuition deposit or acceptance fee required prior to registration.

Financial aid awarded for the term of withdrawal is prorated as follows:

- Scholarships, according to the tuition schedule above.
- Perkins Student Loans are canceled if not signed before withdrawal.
• Federal loans will be refunded according to the refund policy detailed in the Tufts Bulletin.

Other charges, such as health insurance, and library and traffic fines, are neither pro-rated nor refunded. Withdrawal prior to the beginning of a term will result in cancellation of all charges except for dormitory room deposit and any tuition deposit or acceptance fee required prior to registration.

Financial aid awarded for the term of withdrawal is prorated as follows:
• Scholarships, according to the tuition schedule above.
• Perkins Student Loans are canceled if not signed before withdrawal.
• Federal loans will be refunded according to the refund policy detailed in the Tufts Bulletin.

Financial Aid

This section provides an overview of financial aid for current Fletcher students and answers many common questions. Also see the Fletcher Connect page for more information

• [http://www.fletcher.tufts.edu/FletcherConnect/Financial-Aid](http://www.fletcher.tufts.edu/FletcherConnect/Financial-Aid)
• [http://www.fletcher.tufts.edu/FletcherConnect/International-Students](http://www.fletcher.tufts.edu/FletcherConnect/International-Students)

Fletcher scholarships

Each year The Fletcher School awards approximately $7 million in student scholarship assistance. In recent years, over 95 percent of the students requesting scholarship assistance have received an award. Fletcher Scholarships are for tuition only and are awarded on the basis of merit and need. All Fletcher students (U.S. and non-U.S.) in all degree programs are eligible for Fletcher Scholarship assistance.

Each Fletcher Scholarship will be divided equally between the student’s fall and spring semester tuition charges, assuming the student is enrolled full-time and registered for four courses per semester. Scholarship awards will be pro-rated to reflect a tuition reduction if a student enrolls in fewer than four courses. The remaining scholarship funds will not be applied to subsequent tuition charges. For example, if a student who was awarded a $3,000 Fletcher scholarship each semester drops from four courses to two courses in one semester, the scholarship for that semester will also be reduced by half, from $3,000 to $1,500.

Students who receive fellowship assistance from outside sources are required to provide this information in writing, including the amount and source of the scholarship, to the Office of Admissions and Financial Aid. If a student does not provide information regarding the outside scholarship, all current and previous Fletcher scholarships may be withheld.
Fletcher scholarship funds include approximately 60 named fellowships. Students will be considered for these awards as part of the normal award review process. Awards that require a separate application are advertised via the official Fletcher listserv. Some awards are determined by an organization outside of Fletcher.

**Renewal Scholarship Awards**

Scholarship awards are not renewed automatically. Students who received scholarships in their first year must reapply for their second year or subsequent semesters of study.

- Scholarship support for first-year MALD and MIB students is renewed for the second year only if the student has achieved passing grades in all first-year courses and the student has adhered to the School’s Honor Code.
- Continuing Student Scholarship Aid Applications will be available in early March and due in mid-April. Continuing Student Award announcements will be made in mid-June.
- Students who will be studying at another school after their first year (pursuing a joint degree) need to reapply for scholarship aid in the spring of the year before they will return.
- Scholarships for continuing students will not be awarded if the student has received an incomplete grade, UNLESS a written statement, also signed by the professor, is submitted to explain why the assigned work was not completed before grades were submitted, and to provide a date when the work will be complete. It is the student’s responsibility to submit the explanation of the incomplete grade.

**New or Increased Scholarship Awards**

In general, because the total number of students in a class can decline after the first year due to leaves of absence or study at other institutions, some funds will be available to make new awards, or to supplement awards, for continuing students. New awards and increases to existing awards will be made based on merit and need, for both U.S. and non-U.S. students. Merit is based on first year academic performance at Fletcher. Need is based on the student’s financial resources as indicated on the Continuing Student Scholarship Application. Awards will not exceed tuition, and will not be greater than demonstrated financial need.

**Scholarship Support for PhD Students**

The School reserves a pool of scholarship funds for doctoral candidates. These funds are used to assist students with tuition and with the PhD enrollment fee, which is assessed instead of tuition once students have completed required coursework. In general, PhD students can receive enrollment fee scholarships for only five academic years. Scholarship application policies are the same for doctoral candidates as those previously described for MALD candidates, with the exception that each year after completing classes they need to demonstrate progress toward the fulfillment of their degree requirements.
One-year MA Students

The Fletcher School awards only limited scholarship aid to one-year MA candidates. If a two-year MALD or MIB candidate is permitted to transfer into the one-year MA program, the student’s first-year Fletcher scholarship may be rescinded.

Loan programs for US citizens and permanent residents

U.S. citizens and permanent residents are eligible for federal loan and work study programs. The Tufts University Office of Student Financial Services determines loan and work study eligibility following submission of the Free Application for Federal Student Aid (FAFSA) form. Detailed information on the loan and work study programs can be found on the University’s financial aid web site at: http://uss.tufts.edu/finaid/gradaid/.

Information can also be found on the Fletcher Connect Site: http://www.fletcher.tufts.edu/FletcherConnect/Financial-Aid/Loan-Information

Federal Direct Stafford Loans

This loan program is available to graduate students who are U.S. citizens or permanent residents who are enrolled on at least a half-time basis. The loan is not based on need. Repayment of principal begins six months after graduation, or after the student ceases to be enrolled at least half-time. Students may either pay interest during periods of enrollment or defer paying the interest.

Please note that the deferred interest will be capitalized (added to your loan principal at repayment) at the end of the grace period if not paid prior to beginning repayment.

• Students may borrow up to $20,500 per academic year.
• Interest accrues from the time of disbursement.
• Standard repayment is ten years.
• 5.84% fixed interest rate for 2015-16
• Repayment begins six months after graduation, or when students withdraw or drop less than half-time status.
• 1.068% loan origination fee subtracted from the amount borrowed

GradPLUS Loans

U.S. citizens and permanent residents who need additional funding after borrowing Federal Direct Stafford Loan funds should apply for a GradPLUS Loan. Interest begins to accrue on the loan from the date of the first disbursement. Students can defer repayment while enrolled at least half-time. Students may borrow up to the cost of attendance less any other financial aid.

• Students are required to apply for the maximum Federal Direct Stafford Loan first.
- Borrower must be a US citizen or permanent resident.
- 6.84% fixed interest rate determined by the federal government
- Interest accrues from the time of disbursement.
- Students will be charged an origination fee of 4.292% which will be subtracted from the amount borrowed. The origination fee will decrease to 4.272% on October 1, 2015.
- Standard repayment is 10 years.
- Repayment begins 60 days after the loan is fully disbursed, but may be deferred while the student is enrolled at least half time.

**Federal Work Study (FWS) Program**

FWS is a federally funded program which provides eligible students with employment opportunities on-campus, and off-campus with certain community service programs, during the academic year. The FWS funds administered by the University subsidize the wages paid to the student by the hiring department. Students secure their own employment.

- Students are notified about FWS awards by Tufts University Student Financial Services.
- Wages are paid through a combination of federal funds and the employer.
- Awards apply only to the period (semester or summer) for which they are appropriated; Work Study money cannot be held over for use in the next academic year, or used retroactively.
- A student’s Work Study award is not provided in a lump sum, and it does not reduce the University bill. The award is earned through employment.
- Students must monitor earnings. Once the full award amount has been earned, students may only continue their employment if the employer is willing to hire non-Work Study students.
- On-campus Work Study: Many University departments offer part-time positions during the academic year for students with Work Study funds.
- Work study students may work off-campus in community service jobs developed by the Tufts Student Employment Office.
- Off-campus FWS positions are confined to community service jobs at non-profit organizations.
- Off-campus employment must be pre-approved by the Tufts University Student Employment Manager.
- America Reads: Tufts University is committed to the America Reads Program. 100% of a Work Study student’s wages may be paid from federal dollars if the student is employed as a reading or math tutor for children in preschool through elementary school, or as a tutor in a family literacy program that provides services to families with preschool or elementary school children.
- Students often hear about work within Fletcher through the School’s e-lists. For other campus jobs, the Student Employment Office (http://student.jobs.tufts.edu) serves as a
clearinghouse. The office locates and develops part-time and full-time Work Study and non-Work Study positions both off and on-campus.

**How to Apply for Federal Loan Programs**

U.S. citizens and permanent residents seeking funds through the Federal Direct Stafford Loan program, GradPLUS Loans, and the Federal Work Study (FWS) program need to complete the Free Application for Federal Student Aid (FAFSA) available online at fafsa.ed.gov

- You will need a PIN number to apply online. You can obtain a PIN at pin.ed.gov
- You are encouraged to complete your FAFSA by February 15 to allow provisional credits to be reflected on your Tufts tuition bill, which will be available electronically in early July.
- The Tufts institutional code number is 002219.
- Matriculating students who have not completed the FAFSA, but would like to be considered for Federal Loan Programs, may do so at any time during enrollment at Tufts. Please allow three weeks for processing.

**Alternative Loan Programs available to U.S. and International Students**

Several banks and private lenders offer educational loans for financing graduate school education. Most private lenders require a U.S. co-signer for international students. The terms and conditions of the alternative loan programs are usually not as favorable as U.S. government loans (U.S. students are encouraged to borrow through Federal Direct Stafford and GradPLUS Loan Programs). Detailed information on Alternative Private Loans can be found on the Tufts University Student Financial Services website at [http://uss.tufts.edu/finaid/gradaid/AltLoans.asp](http://uss.tufts.edu/finaid/gradaid/AltLoans.asp).

The Fletcher School has a very limited pool of loan funds available for use as “loans of last resort.” After exhausting all other sources of financial support, students may apply for a loan, not to exceed $5,000. The interest rate on the loan is 7% and repayment begins six months after the student ceases to be enrolled at least half time. The maximum repayment period is ten years. Interest does not accrue while the student is enrolled in school.

**Fletcher Emergency Loans**

Students may apply for interest free Emergency Loans of up to $2,000 from Fletcher for short periods. Loan repayment is within one to two months. Typically, Emergency Loans are used to cover personal expenses in the short term. Emergency Loans are not available for summer support. Please contact the Fletcher Office of Admissions and Financial Aid for details.
How Loans are applied to your Student Account

Tufts is a Federal Direct Stafford Loan lender which means that both your Federal Direct Stafford and GradPLUS Loans will come directly from the Federal government. All students who have never borrowed a Direct Loan are required to sign a Master Promissory Note (MPN).

- To sign a MPN, please follow the instructions found at http://uss.tufts.edu/finaid/gradaid/DirectLoan.asp
- If you are a prior borrower of a Direct Loan a new Master Promissory Note will not be needed. You may review your loan history at the NSLDS site at https://nslds.ed.gov/npas/index.htm.
- All entering graduate students, as well as first time borrowers at Tufts, must complete Entrance Loan Counseling online at http://uss.tufts.edu/finaid/gradaid/DirectLoan.asp.
- All loans are disbursed directly to your student account in two installments – one in the Fall semester and one in the Spring semester.

Refunds after Enrollment

If you have a credit on your account once your bill has been paid, your refund will be processed through Higher One. Students will be sent a refund code mailer available for pickup at the Student Services desk. The mailer comes with an individualized code that must be entered into www.higheronerefund.com.

The student may then select from the following options:

1. Students may arrange a same business day deposit to a Higher One checking account. Details on these “OneAccounts” are available at http://www.myonemoney.com/value/compare-accounts.
2. Students may input their personal bank account information. Refunds will be deposited within 2-3 business days from processing.
3. Students who take no action will continue to receive emails from Higher One each day reminding them to make an account choice. If no action is taken after approximately 16 days, Higher One will issue a check to the address on file. Higher One will not mail checks to international addresses.

If you are seeking a refund made payable to a third party, you must submit a signed Refund Request Form to the Student Services Desk in Dowling Hall. More specific refund instructions can be found at uss.tufts.edu/bursar/refunds/. Please note that Tufts Student Financial Services will begin processing refunds during the second week of classes.
Income Taxes and Financial Aid

You should be aware that some types of scholarships and financial aid are taxable. The Fletcher School cannot advise students on income tax issues. We suggest that you order IRS Publication #970, “Tax Benefits for Education.” This document explains how students with financial aid should complete their federal income tax return. You can find Publication #970 online at the IRS website http://www.irs.gov/ (search for “publication 970”).

Student Employment

In addition to teaching and research assistantships, various part-time jobs are available at The Fletcher School and other areas of Tufts University. Although some positions are limited to students who qualify for the Federal Work Study (FWS) Program, others are open to all. Students with jobs typically work between 10-12 hours a week both on and off campus. International students with an F-1 visa may work up to 20 hours a week on campus. More information on student employment can be found on the Tufts Student Employment Office website at http://uss.tufts.edu/stuemp/.

At Fletcher, a limited number of teaching and research assistantships are available to second-year and doctoral students. Professors choose their own assistants. Teaching and research assistantships are treated as student employment at The Fletcher School. Assistantships do not reduce tuition fees. The stipend for assistantship positions is typically around $2,000.

Fletcher students may serve as teaching assistants at Tufts University in the undergraduate departments of Political Science, Economics, History, International Relations, and Modern Languages. These assistantships are normally awarded to second-year students, though occasionally first-year students are selected. Students interested in teaching assistantships should make inquiries directly to the individual departments at Tufts University as early as possible for full consideration. Fletcher students also serve as teaching assistants at other institutions in the Boston area.

Loan Repayment Assistance Program

Although those still enrolled at Fletcher are not yet eligible, students should know about the Tufts Loan Repayment Assistance Program (LRAP). The Tufts Loan Repayment Assistance Program (LRAP) is a university-wide program that helps selected Tufts graduates working in public service to repay a portion of their annual education loan debt. Believed to be the first university-wide program of this kind in the country, the purpose of Tufts LRAP is to encourage and enable Tufts graduates to pursue careers in public service by reducing the extent to which their educational debt is a barrier to working in comparatively low-salaried jobs in the public and non-profit sectors. Information about the program can be found on the LRAP website at http://lrap.tufts.edu/.

- In recent years, over 90 percent of the Fletcher graduates applying for loan assistance received an award.
Loan assistance awards typically range from $500 to $6,000.
The average loan assistance award in 2014 for Fletcher graduates was $1,700.

Financial Aid Resource Office and Staff

The Fletcher School Office of Admissions and Financial Aid handles the following:
- Fletcher Scholarships
- Emergency Loans
- Tufts Loan Repayment Assistance Program (LRAP)
- General Financial Aid Questions

The Fletcher School Office of Admissions and Financial Aid
Goddard 213 (off of the Hall of Flags)
Phone: 617-627-3040
Web: http://fletcher.tufts.edu/Admissions/Financing-Your-Education/Financial-Aid-Contacts
Email: fletcheradmissions@tufts.edu
Laurie Hurley, Director – laurie.hurley@tufts.edu
Jessica Daniels, Senior Associate Director – jessica.daniels@tufts.edu
Daniel Birdsall, Associate Director – daniel.birdsall@tufts.edu
Liz Wagoner, Associate Director – liz.wagoner@tufts.edu
Kristen Zecchi, Senior Associate Director, MIB Program – kristen.zecchi@tufts.edu

Tufts Student Financial Services handles the following:
- Federal Direct Loans
- Alternative Loan Programs
- Federal Work Study Program

To help serve students efficiently, the Student Financial Services Office has assigned Sheila Hoffstedt (sheila.hoffstedt@tufts.edu), Associate Director of Student Financial Services, the primary responsibility for Fletcher student financial aid cases. You should first direct your financial aid questions to a representative at the student services desk. The student services desk staffers will have you speak to Sheila Hoffstedt if they are unable to answer your question.

Tufts University Student Employment Office
Dowling Hall
Phone: 617-627-2000
Email: student.employment@ase.tufts.edu
Web: http://uss.tufts.edu/finserv/
Joanne Grande, Manager – joanne.grande@tufts.edu
Frequently asked questions

Scholarships

How are Fletcher scholarships determined?
Fletcher scholarships are for tuition only and are awarded on the basis of merit and need. All Fletcher students (U.S. and non-U.S) in all degree programs are eligible for Fletcher scholarship assistance.

How is my Fletcher scholarship applied to my student account?
Each Fletcher scholarship will be applied directly to your student account. Scholarships are divided equally between the fall and spring semester tuition charges (assuming full-time enrollment each semester). Scholarship awards will be pro-rated to reflect a tuition reduction when a student enrolls in fewer than four courses per semester. The remaining scholarship funds will not be applied to subsequent tuition charges.

Does my Fletcher scholarship have any work or service requirements?
No. The Fletcher School provides scholarships to assist students with tuition. Students are not required to work.

I did not receive a Fletcher Scholarship for my first year. Can I apply for a scholarship for my second year?
Yes, limited funds will be available to make new awards for continuing students. New awards will be made based on merit and need, for both U.S. and non-U.S. students. Merit is based on first year academic performance at Fletcher. Need is based on the student’s financial resources as indicated on the Continuing Student Scholarship Application (available in early March and due in mid-April).

Can my second year scholarship increase?
Yes, limited funds will be available to supplement awards for continuing students. Increases to existing awards will be made based on merit and need, for both U.S. and non-U.S. students. Merit is based on first year academic performance at Fletcher. Need is based on the student’s financial resources as indicated on the Continuing Student Scholarship Application (available in early March and due in mid-April).

Do I need to reapply for my Fletcher scholarship for my second year of studies?
Yes. Scholarship awards are not renewed automatically. Continuing Student Scholarship Aid Applications will be available in early March and due in mid-April. Continuing Student Award announcements will be in mid-June. Students who will be studying at another school next year (pursuing a joint degree) need to reapply for scholarship aid in the spring of the year before they will return.
What is the typical tuition increase each year?
Tuition and fees normally increase 3 – 5% annually.

Educational loans

I just started at Fletcher, is it too late to apply for Federal loans?
No. U.S. Citizens and permanent residents may apply for federal loans throughout the academic year.

How much can I borrow each year?
Fletcher students may borrow up to the cost of attendance (using the standard budget for each degree program) less any scholarship aid received.

Can I have my budget increased to allow me to borrow additional loans?
Yes. Increases are determined on a case-by-case basis. Please consult with Sheila Hoffstedt (sheila.hoffstedt@tufts.edu) at Tufts Student Financial Services in Dowling Hall for details.

Under what circumstances can I have my budget increased?
There is a one-time increase available for a computer purchase. In addition, students may have their budget increased for personal expenses such as child care or health expenses.

I am an international student and I need a loan. What am I eligible for?
Several banks and private lenders offer educational loans for financing graduate school education. Most private lenders require a U.S. co-signer for international students.

How will my loans be disbursed to me?
All loans are disbursed directly to your student account in two installments – one in the Fall semester and one in the Spring semester.

I have a credit on my student account. How do I obtain a refund?
Your refund will be processed through Higher One. Students will be sent a refund code mailer available for pickup at the Student Services desk. The mailer comes with an individualized code that needs to be entered into www.higheronerefund.com. At that point the student may select from the following options:

1. Students may arrange a same business day deposit to a Higher One checking account. Details on these “OneAccounts” are available at http://www.myonemoney.com/value/compare-accounts.
2. Students may input their personal bank account information. Refunds will be deposited within 2-3 business days from processing.
3. Students who take no action will continue to receive emails from Higher One each day reminding them to make an account choice. If no action is taken after approximately 16
days, Higher One will issue a check to the address on file. Higher One will not mail checks
to international addresses.

**I am expecting some money from my parents next month, but I need to pay rent next week. What can I do?**
The Fletcher School offers short-term, interest-free emergency loans of up to $2,000 to students.
Loan repayment is within one to two months. Emergency Loans are not available for summer
support. Please contact the Fletcher Office of Admissions and Financial Aid for details.

**Student employment**

**What is Work Study?**
Work Study is a form of Federal financial aid designed to assist U.S. citizens and permanent
residents in meeting educational expenses. Awarded as a part of the financial aid package, work
study awards are dispensed by Tufts Student Financial Services per semester. Students who accept
this award utilize it through on- and off-campus employment. Students are paid each week for hours
worked through their work study positions. On-campus work study positions are designated as such
by various departments on the Tufts campuses.

Off-campus work study positions are community service jobs at non-profit organizations that
directly benefit the community such as the America Reads Literacy Program. All community service
sites are subject to approval by the Manager of Student Employment.

**I was granted work study funds. Will I be assigned a job?**
No. Students are responsible for finding their own jobs. Most job openings at Fletcher are
announced via the official Fletcher email listserv. Incoming students will be added to this listserv by
the start of classes. Available campus positions in Boston, Medford, Grafton, Somerville, and
surrounding areas, are listed on the job posting web site at [uss.tufts.edu/stuemp/](http://uss.tufts.edu/stuemp/).

**Can I decline work study?**
Yes. Students who are offered work study are not required to accept it. Students should notify Tufts
Student Financial Services if they want to decline work study.

**What about students who were not granted work study funds?**
Students not eligible for work study can still obtain jobs by applying for positions that do not require
work study allowances. Available campus positions in Boston, Medford, Grafton, Somerville, and
surrounding areas, are listed on the job posting web site at [http://uss.tufts.edu/stuemp/](http://uss.tufts.edu/stuemp/).

**Where can I find a job?**
Most job openings at are announced via the Fletcher Official email listserv. Incoming students will
be added to this listserv by the start of classes. Available campus positions in Boston, Medford,
Grafton, Somerville, and surrounding areas, are listed on the job posting web site at uss.tufts.edu/stuemp/.

I am an international student. Can I work?
Yes. International students with an F-1 visa may work up to 20 hours a week on campus. However, please note that most Fletcher students can realistically manage 8-12 hours per week. International students who would like to work on campus must have a U.S. Social Security Number. Applications for a Social Security Number may be made at the Social Security Office, 10 Fawcett Street, First Floor, Cambridge, MA. International students should see Reiko Morris in the Registrar’s Office to obtain a letter to submit to the Social Security Office along with the appropriate documents (passport, visa, and I-20 or DS2019).

How do I become a teaching or research assistant?
Professors at Fletcher and Tufts hire their own teaching and research assistants. These assistantships are normally awarded to second-year students, though occasionally first-year students are selected. Students interested in teaching assistantships should make inquiries directly to the individual departments at Tufts University as early as possible for full consideration. Fletcher students also serve as teaching assistants at other institutions in the Boston area.

Will working as a teaching or research assistant reduce my tuition?
No. Teaching and research assistantships are treated as student employment at The Fletcher School. Assistantships do not reduce tuition fees. The stipend for assistantship positions is typically around $2,000.

What is a realistic number of hours a Fletcher student can work each week?
Most Fletcher students who hold a part-time job work between 8-12 hours a week. Regardless of the number of jobs held, Tufts' policy states that students are not permitted to work more than 20 hours per week (part-time) during the academic year. International students with an F-1 visa may work up to 20 hours a week on campus.

What is the hourly rate for a student job?
Students typically earn between $8.00 - $15.00 per hour depending on job responsibilities.

When can I work on campus?
After you have obtained a position and completed the necessary paperwork (if applicable), then you can begin working. The academic year work period normally begins the first Monday in September after the Labor Day holiday and continues until Graduation Day. Regardless of the number of jobs held, Tufts' policy states that students are not permitted to work more than 20 hours per week (part-time) during the academic year. During the summer and other semester breaks students are permitted to work up to 40 hours per week (full-time). The summer work period usually begins the Monday after Graduation Day and continues until the beginning of the academic year work period.
Do I need to fill out any employment papers?
If you will be working for the first time through the Tufts student payroll system either on-campus or at an approved off-campus community service location, you must fill out the following forms before you begin working:

- Direct Deposit Form
- I-9 Employment Eligibility Verification Form
- W-4 Form
- Foreign National Data Form (for international students only)

All of these forms can be downloaded from the Human Resources web site (hr.tufts.edu). If you are already in the payroll system (i.e. all of the above forms have been completed) and are switching jobs or departments, please update these aforementioned forms where applicable. Submit all forms to your hiring supervisor. In addition, submit timesheets weekly to your supervisor to ensure proper payment.
STUDENT COUNCIL

The Student Council is the principal forum to raise and discuss student concerns with senior administration. The Student Council serves as a regular channel of communication to Fletcher administration and faculty and should be the initial contact for discussions about issues related to the student body.

Students are encouraged to attend the Student Council “Town Hall” meetings, which take place periodically throughout the academic year. At these meetings, students are updated on student body-related issues and encouraged to discuss any concerns.

Furthermore, the Student Council allocates funds among the various student organizations and assists in the coordination of student activities. The Student Council is able to initiate projects and discuss policies at regular monthly meetings with the administration. In past years, the Student Council has been involved in a number of projects including improving information technology resources, career services, curriculum development, library resources, and dining options.

Student Council representatives are elected annually and include three first-year students, three second-year students, and one Ph.D. Candidate. The three second-year student representatives for the 2015-2016 academic year are Jeremy Blaney, Aditi Desai, and Kirsten Zeiter. The Ph.D. Representative is Jeremy Watkins. First-year representatives are elected during the Fall Student Elections.

Student Council members may be emailed at Fletcher-Council@elist.tufts.edu.
STUDENT ORGANIZATIONS

Student organizations are an integral part of The Fletcher School. They serve as a focal point and catalyst for many of the School's activities. For instance, many of the guests who visit the school on an annual basis are sponsored by the student organizations.

The student body annually determines the extent and scope of student organizations, and it is therefore the students who renew the organizations each year through active participation. In recent years, Fletcher student organizations have included:

Africana Club  Fletcher Veterans
Ambassachords  The Gender Initiative
ASEAN Society  Global Health Group
Asia Club  Global Women
European Affairs Society  Harvard Law and International Development Society
FletcherCares  Human Rights Project
Fletcher China Studies Society  International Business Club
Fletcher Christian Fellowship  International Communications Club
Fletcher Debate Society  International Development Group
Fletcher Diplomacy Club  International Law Society
Fletcher Energy and Environment Club  International Migration Group
(FLEEC)  International Negotiation and Conflict Resolution
Fletcher Families and Partners  Club
Fletcher Fermentation Club  The Journal of Humanitarian Assistance
Fletcher Finance Club  Latin America Group
Fletcher Food Policy Club  Mediterranean Club
Fletcher Futbol (Soccer)  North Korea Working Group
Fletcher LGBTQA  Post-Soviet Nations Club
Fletcher Humanitarian Action Society  Net Impact Socially Responsible Business Club
Fletcher Political Risk Forum  Ph.D. Student Group
Fletcher Performing Arts Club  PRAXIS: A Journal of Human Security
Fletcher Students in Security  The Ralph Bunche Society for Diversity in
Fletcher Syria Working Group  International Affairs
Fletcher United Nations Club  W.I.L.D
For more information, consult the student organization web page:
http://www.fletcher.tufts.edu/FletcherConnect/Student-Life/Student-Groups

Creating a new student organization

Each semester, potential student groups have the opportunity to apply for official club status. Officially recognized student organizations enjoy the following privileges:

- Eligibility to receive club funding
- Inclusion on the Fletcher clubs and organizations webpage
- Eligibility to send announcements regarding club business and activities to the Fletcher official listservs.

In addition to submitting the budget proposal form, new student club leaders must also send the following:

- Information to fletcher-council@elist.tufts.edu
- Mission statement
- Statement describing organization’s unique contribution to Fletcher Community
- Names of student leaders
- 10 original signatures of interested current students (can be scanned)

New student clubs will be notified of their approval status after the first student council meeting of each semester.

Hosting a student club event

Steps to planning an event

1. Set a date for the event.
2. Reserve a venue. Go to https://roomscheduling.tufts.edu/VirtualEMS/default.aspx to reserve a room at The Fletcher School and the greater Tufts campus or check with the front desk receptionist. If you need a special room set-up, contact the Director of Student Affairs.
3. Advertise the event.
4. Use club funds to purchase materials for event.
5. Get reimbursed for club purchases by submitting a receipt to the Director of Student Affairs.
Communication resources for student organizations and events

- Fletcher calendars: [http://www.fletcher.tufts.edu/FletcherConnect/Fletcher-Connect-Calendar](http://www.fletcher.tufts.edu/FletcherConnect/Fletcher-Connect-Calendar)
- Social list: fletchersocial@elist.tufts.edu
- Official Student List: fletcherstudents@elist.tufts.edu
- Fletcher clubs and organizations page: [http://www.fletcher.tufts.edu/FletcherConnect/Student-Life/Student-Groups](http://www.fletcher.tufts.edu/FletcherConnect/Student-Life/Student-Groups)

Guidelines for hosting an event

- **The event must be open to the entire Fletcher community.** Internal student organization meetings (i.e. meetings involving only some or all members of a student organization) are excluded from funding.
- All student club-sponsored events that take place in the Fletcher School facility are expected to be green events. Information on how to make events green is found at this website: [http://sustainability.tufts.edu/get-involved/green-guide/green-event-resources/](http://sustainability.tufts.edu/get-involved/green-guide/green-event-resources/).
- If alcohol is served at an event on campus, it must be arranged through Tufts Catering and campus police must be present. Otherwise, alcohol is not allowed at events.
- If a video recording is shown at an event such as a movie night or film festival, it must be licensed for public showing. A DVD or video shown an event hosted by a student club that does not have public performance rights will break copyright law.
- Alumni speakers should always be coordinated with Director of the Office of Development and Alumni Relations.

Hosting social hour or cultural nights

**Social Hour**

Official student clubs can choose to host a social hour during the academic year in order to promote or celebrate a certain event or promote the club itself. The following steps should be taken if a club is interested in hosting a social hour:

1. Secure a date with the Office of Student Affairs at the beginning of the semester.
2. Include the social hour date in the budget proposal and indicate that you are requesting social hour funds.
3. The organization will need to provide food for approximately 125 people with these awarded social hour funds.
4. The Office of Student Affairs will arrange everything else including the cash bar, police detail, facilities set-up, and will provide plates, utensils and napkins.
Culture nights

Culture Nights are celebrations of culture that may include food from the region and a showcase of culturally specific talents of Fletcher community members. Five Culture Nights have become tradition at Fletcher: Fiesta Latina, Africana Night, Asia Night, Mediterranean Night, and Americana Night. Culture Nights are organized and sponsored by the respective student organization. Dates of the Culture Nights are determined over the summer break for the following academic year. These dates are assigned on a rotating basis. The chairperson(s) of the sponsoring student group will be notified at the beginning of the semester about the Culture Night dates. This will allow for maximum preparation time.

Timeline

At least 6 weeks prior to event

- Meet with Katie Mulroy in the Office of Student Affairs.
- Pull together team to organize the event and divide up the labor. Some suggested subgroups include:
  - Lead organizers (oversee budget and expenditures, attend meetings with Fletcher Student Affairs, stay informed of other subgroups’ plans and coordinate overlapping logistics)
  - Food & drink (outside caterer for the food, arranging for disposable ware if needed, Social Hour arrangements)
  - A/V (lights and sound)
  - Advertising and sales (plan advertising strategy using email listservs, flyers, etc.; print tickets; schedule ticket sellers for Hall of Flags and at the door the night of the event)
  - Performance coordination (liaise with performers, arrange rehearsal time, and set program order).
  - Decorations.
- Begin recruiting performers and planning the program.

4 weeks prior to event

- Submit draft budget to the Office of Student Affairs. The numbers will likely change, but it is important to have a ballpark figure worked out. Budget conservatively to ensure the event breaks even.
- The space for the event can be accessed anytime the day of the performance. E-mail accessreq@tufts.edu to request access if needed for rehearsal prior to performance.

2 weeks prior to event

- Begin ticket sales. See detailed procedure in following section.
Night of event

- Set-up will begin approximately 2 hours before the start time of the show. The only Fletcher students who will be allowed in 51 Winthrop are the decorating committee and the people arranging for outside catering. Performers and all other event organizers will be admitted when the doors open at the start time.
- Folding chairs will be set-up lecture style with aisles in the middle and at the sides for people to move around the room.
- It is important not to damage the walls in 51 Winthrop. Decorations may only be hung using strings tied to stationary objects or tape such as masking tape that will not tear off the paint. (No nails, push pins, etc.)
- Everyone must clear out of the space after set-up before the event can begin.
- The Tufts Office of Campus Life will provide event staff to assist with the event. Note that these are undergraduate students whose sole purpose is to monitor the door the night of the event. They are responsible for collecting tickets and marking guests for in-and-out privileges. Without a ticket or mark given by the event staff, entrance into the culture night is not permitted.

Ticket sales

If the group wishes to donate any ticket sale proceeds, you must first submit to the Office of Student Affairs proof of 501(c)(3) status of the organization receiving the donation. The recipient organization must be decided upon and announced before ticket sales begin so that people who purchase tickets know where their money will be going (and can opt out if they do not wish to support that organization).

There are two other options for donating ticket sale proceeds:
1. Proceeds may be used to defray costs of already planned events for the remainder of the semester.
2. Proceeds may be donated to the Office of Career Services for summer internship funding or other Fletcher departments.

Ticket sales take place sometime during the two weeks leading up to the event. When and how long to sell tickets is at the discretion of the event organizers. Selling tickets is a good way to advertise the event but also requires a time commitment on the part of the people doing the selling. Some groups start selling two weeks prior to the event and end midweek the week of the event while some sell just the week of the event up to the last day.

Tickets must include the following items
1. Information on how ticket sale proceeds will be used
2. Tickets should be numbered 1 to 300. Ticket numbers need not be printed. They can be written by hand on the ticket itself.
Note: There will be approximately 220 seats available in 51 Winthrop. Organizers are welcome to sell up to 300 tickets if they feel it would be appropriate for excess attendees to stand.

Policy on RSVPs and no-shows at events

1. If you sign up to attend an RSVP event [e.g., Charles Francis Adams lecture, ISSP luncheon], you must attend or give notice of your cancellation at least 24 hours in advance.
2. In case of no-shows without proper cancellation, students will not be permitted to sign up for the next RSVP event offered.
3. If you must cancel within 24 hours of the event and the organizer is able to fill your spot by offering it to another student, no penalty will apply (but there is no guarantee that this will be possible).

Obtaining and using club funds

Getting funded

Funds are awarded once a semester. Student club leaders should fill out a budget proposal form that will be sent through the official student listserv at the beginning of each semester. Student Council decides the funding allocation for each student organization and will inform club leaders of their respective awards after the first student council meeting of each semester. Funding must be used within the given semester. Funds do not rollover to the next semester or next academic year.

Using Funds

In most cases, club members will buy materials for events with personal funds. Make sure that the business does not charge tax because all club purchases are tax-exempt. You may obtain a tax-exempt form from the Office of Student Affairs in Cabot 403b and present this form when paying for club items.

After making club purchases, bring an itemized receipt with clear method of payment to the Office of Student Affairs to process reimbursement. If the expense is less than $50, you can get cash immediately at Dowling Hall with petty cash reimbursement. If the expense is more than $50, you will receive a check via U.S. mail in about 2 weeks.

You can also have the Office of Student Affairs pay with the club credit card ahead of time. It is best to ask the business first if they will accept a tax exempt credit card over the phone. Local businesses such as Pini’s Pizza, Dave’s Fresh Pasta, Danish Pastry House, and Nick’s House of Pizza are familiar with this system. You must still submit the receipt to the Office of Student Affairs.
after you receive the purchased item. Failure to submit the receipt will result in the loss of use of the club credit card.

Also, if you need a paper check by a certain date to pay for a vendor, give at least 3 weeks notification to the Office of Student Affairs. A check can be either sent directly to the vendor or given to the student for drop-off.

**Restrictions on the uses of club funds**

No organization may open an outside account or arrange for credit with an institution. The following is a list of items that are not allowed to be purchased with club funds:

- Alcohol
- Gift cards or cash cards
- Airfare for guest speakers. The exception is travel from New York City or Washington, D.C.
- Payment for consulting services, honoraria, travel grants, research stipends, or any other payment of this type
- Gas. Gas can only be reimbursed with a record of mileage and not with a receipt. A record of mileage includes the exact address of the start and end point of the trip and a line describing the purpose of the trip.
- Gifts to speakers that are not Fletcher or Tufts branded.

**Fundraising**

Individual fundraising is not permitted in the Fletcher or any Tufts facility. Officially recognized student organizations may engage in fundraising activities within the following parameters:

- Set a date and reserve space ahead of time.
- All proceeds from fundraisers must be deposited into the student organizations’ account and used in one of the two following ways:
  - Proceeds may be used by the student organization to offset costs of planned activities within the academic year.
  - Proceeds may be donated to a U.S.-based charitable organization as defined by IRS regulations. Appropriate 501(c)(3) documentation must be provided prior to the start of the fundraiser and the name and mission of the charitable organization must be included in advertisements for the fundraiser.

Student organizations may not engage in outside fundraising without first securing the approval of the Office of Development and Alumni Relations. At any one time the Office of Development and Alumni Relations is engaged in fundraising activities with numerous foundations, alumni, and other friends or potential friends of the School. It is essential that approaches to outside interests be, at a minimum, monitored and in some cases coordinated through one office.
OFFICE OF EQUAL OPPORTUNITY & OTHER RESOURCES

The Office of Equal Opportunity (OEO) exists to ensure that the University’s commitment and goals toward equal opportunity are integral components of Tufts’ policies. OEO furthers this mission by ensuring that the University maintains compliance with all federal, state, and local laws pertaining to anti-discrimination, the Americans with Disabilities Act, and Title IX, through complaint resolution, programming and outreach.

OEO cooperates with members of the Tufts community to resolve complaints of discrimination, sexual harassment, and sexual misconduct, and set forth University policies and guidelines that pertain to these areas of conflict. OEO also ensures that the University maintains compliance with all federal, state, and local laws pertaining to affirmative action. OEO is guided by the University’s commitment to and desire for a truly integrated, interactive, productive, successful, and diverse body of students, faculty, staff, and community members.

Visit the OEO website for more information and resources:

http://oeo.tufts.edu/

Anonymous incident reporting: EthicsPoint

Tufts University has selected EthicsPoint, Inc. to provide you with simple, risk-free ways to anonymously and confidentially report activities that may involve unethical or otherwise inappropriate activity or behavior in violation of Tufts University’s established policies and Business Conduct Policy.

You may file a report to Tufts University by calling EthicsPoint toll-free at 866 384 4277 or visiting this website:


NOTE: Ethics point is not a 911 of Emergency Service. Do not use this site to report events presenting an immediate threat to life or property. Reports submitted through this service may not receive an immediate response.

If you require emergency assistance, please contact local authorities (Tufts University police 617 627 6911).
**Policy on consensual relationships**

Tufts University seeks to maintain a professional educational environment. Actions of faculty members and academic administrators that are unprofessional or appear to be unprofessional are inconsistent with the university’s educational mission. It is essential that those in a position of authority not abuse, nor appear to abuse, the power with which they are entrusted.

To learn more about the Tufts University policy on consensual relationships, as well as reporting procedures, please visit this website:


**Non-discrimination policy**

Tufts prohibits discrimination against and harassment of any employee or any applicant for employment because of race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, veteran status or any other characteristic protected under applicable federal or state law. All personnel who are responsible for hiring and promoting employees and for the development and implementation of university programs or activities are charged to support this effort and to respond promptly and appropriately to any concerns that are brought to their attention.

To learn more about the Tufts University non-discrimination policy, as well as reporting procedures, please visit this website:


**Sexual misconduct policy / sexual assault policy (Title IX)**

Sexual Misconduct violates the dignity of individuals. It is a form of discrimination based on sex or gender that violates federal Title IX regulations and is prohibited by Tufts policy. In some cases, sexual misconduct can also be a violation of criminal law. Sexual misconduct includes stalking, sexual exploitation, sexual assault, sexual harassment, sex discrimination and relationship violence.

Tufts is committed to providing an education and work environment that is free from sexual misconduct. The University works to prevent and address sexual misconduct through educational programs, training, and complaint resolution. Tufts encourages all members of the University community to report any concerns or complaints of sexual misconduct. Managers, supervisors and other agents of the University are required to report promptly and appropriately all allegations of sexual misconduct that are brought to their attention.
To learn more about the Tufts University sexual misconduct/sexual assault policy, as well as reporting procedures, please visit this website:

http://oeo.tufts.edu/sexualmisconduct/report-sexual-misconduct/

**Harassment**

Under Massachusetts law, stalking and cyberstalking are prohibited felonious acts. Stalking includes a willful, malicious, and knowing pattern of conduct or acts over a period of time directed at a specific person that seriously alarms or annoys the person and that causes a reasonable person to suffer substantial emotional distress and makes a threat with the intent to place the person in imminent fear of death or bodily injury. Stalking can be accomplished by mail, telephone, electronic mail, Internet communications, and facsimile.

Conduct that does not include a threat of death or bodily injury is also illegal and considered criminal harassment. Tufts’ Department of Public Safety and the Office of the Dean of Student Affairs can explain the options for pursuing court proceedings or internal disciplinary action.

**Abuse prevention/relationship violence**

Massachusetts law prohibits abuse by family, household members, roommates, and partners in substantive dating relationships through physical harm, fear of physical harm, or forcing to involuntarily engage in sexual relations. Massachusetts courts can issue orders protecting the victim from such abuse. Students engaging in such conduct may be arrested and subject to court proceedings and internal disciplinary actions. Tufts administrators may take interim actions based on an arrest or incident involving such abuse.

**Sexual assault and related crimes definitions**

The following terms are defined by Massachusetts General Laws (Mass. Gen. Laws) and are not necessarily applicable for purposes of any university policy. They are summarized below for reference only in order to assist readers in understanding the criminal context of sexual assault and related crimes.

Sexual assaults, as generally described in the Mass. Gen. Laws, are addressed through the criminal justice system. Readers should refer directly to the Mass. Gen. Laws for more information or to obtain the complete text of any criminal statute.

**Domestic Abuse** – Massachusetts defines “abuse” as one or more of the following acts between family or household members: (a) attempting to cause or causing physical harm; (b) placing another in fear of imminent serious physical harm; (c) causing another to engage involuntarily in sexual relations by force, threat or duress. M.G.L. c. 209A § 1. “Family or household members” includes
those who (a) are or were married to one another; (b) are or were residing together in the same household; (c) are or were related by blood or marriage; (d) have a child in common regardless of whether they have ever married or lived together; or (e) are or have been in a substantive dating or engagement relationship. A court considers several factors in determining whether a “substantive dating relationship” exists, including (1) the length of time of the relationship, (2) the type of relationship, (3) the frequency of interaction between the parties; and (4) if the relationship has been terminated by either person, the length of time elapsed since the termination of the relationship. M.G.L. c. 209A § 1. The rights of the survivor of domestic abuse include the right to an order restraining the attacker from abuse, an order directing the attacker to leave the household, building or workplace, and an order directing the attacker to pay for losses suffered as a result of abuse including medical and moving expenses, and property damaged sustained. M.G.L. c. 209A § 3.

Rape – In Massachusetts, “whoever has sexual intercourse or unnatural sexual intercourse with a person, and compels such person to submit by force and against his or her will, or compels such person to submit by threat of bodily injury” is guilty of rape. See M.G.L. c. 265 § 22(b). The term “unnatural sexual intercourse” includes oral intercourse, anal intercourse, digital penetration, and object penetration. Rape occurs when the sexual act is without consent and forced by (a) force, (b) threat, or (c) when the survivor is unconscious.

Aggravated Rape – The crime of aggravated rape occurs (a) if the rape results in serious bodily injury, (b) there is more than one perpetrator of the rape, or (c) the rape is committed during a serious felony such as assault and battery with a dangerous weapon, robbery, kidnapping, or burglary. In Massachusetts, aggravated rape is punishable by life in prison. See M.G.L. c. 265 § 22(a).

Assault with Intent to Commit Rape – It is a crime punishable by prison time for anyone to assault a survivor with the intent to commit rape. If the person who assaults with intent to rape is also armed with a gun, the punishment is at least 20 years in state prison. M.G.L. c. 265 § 24.

Drugging for Sexual Intercourse – Whoever applies, administers, or causes to be taken by a person any drug, matter or thing with intent to stupefy or overpower such person so as to thereby enable any person to have sexual intercourse or unnatural sexual intercourse with such person shall be guilty of the crime and subject to at least 10 years to prison. M.G.L. c. 272 § 3.

Stalking – It is a crime to (a) willfully and maliciously engage in a knowing pattern of conduct or series of acts over a period of time directed at a specific person which seriously alarms orannoys that person and would cause a reasonable person to suffer substantial emotional distress; and (b) make a threat with the intent to place the person in imminent fear of death or serious bodily injury. This includes contact by mail, email, and fax. See M.G.L. c. 265 § 43. Any individual who commits such acts is guilty of the crime of stalking.
**Sexual Harassment** – Massachusetts prohibits sexual harassment both in employment and in educational facilities. Sexual harassment in the workplace is defined as sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (a) submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions; (b) such advances, requests or conduct have the purpose or effect of unreasonably interfering an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment. M.G.L. c. 151B § 1(18). Sexual harassment in an educational facility means any sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when: (1) submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of the provision of the benefits, privileges or placement services or as a basis for the evaluation of academic achievement; or (2) such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's education by creating an intimidating, hostile, humiliating or sexually offensive educational environment. M.G.L. c. 151C § 1(e).

**Reporting sexual misconduct**

You can view the full process for reporting an incident here:


For a summary, visit the OEO page:


**Title IX: central reporting and coordination**

Title IX regulations of the education amendments of 1972 require all university personnel to report any incident of sexual harassment whether resolved informally or formally through the grievance procedure to the university Title IX Coordinator. The Director of The Office of Equal Opportunity serves as the Title IX Coordinator.

Reports should not include the names or identities of the persons involved. Reports should include a description of the complaint and the schools or administrative units with which the participants are affiliated. These reports allow the title ix coordinator to identify patterns of frequency in a particular area or location within the university and report these findings to the president on an annual basis and to coordinate compliance with federal regulations. For questions regarding Title IX, please call the Title IX Officer at (617) 627-3298.
Tufts University IX liaisons: sexual harassment, sexual assault, and discrimination reporting resources

The Title IX Liaisons are University employees who are available to receive reports of sex discrimination at Tufts, including sexual harassment and sexual assault. The Liaisons can provide information regarding available resources, but are not responsible for investigating reports. Rather, they will direct the information they received to the University’s Title IX Coordinator in OEO.

Fletcher Liaison:

Laurie Hurley
Director of Admissions
The Fletcher School
(617) 627-2410
Laurie.hurley@tufts.edu

(see the appendices for other university liaisons outside of Fletcher)

Survivor's Rights Guarantee

Sexual assaults, including acquaintance rape, are a very serious concern of the University. If you are the survivor of a sexual assault or think you may have experienced sexual assault, the Tufts Police will guarantee you the following:

- We will meet with you privately, at a local place of your choice, to take a police incident report.
- We will not release, without your consent, your name to the public or to the press during the course of the investigation.
- Our officers will not prejudge you, and you will not be blamed for what occurred.
- We will treat you and your particular case with courtesy, sensitivity, dignity, understanding, and professionalism.
- If you feel more comfortable talking with a female or male officer, we will do our best to accommodate your request.
- We will assist you in arranging for any hospital treatment or other medical needs, including transportation to a local hospital with a Rape Crisis Treatment Center.
- We will assist you in privately contacting counseling services, the development of a safety plan and advising you about other available/necessary resources.
- We will discuss the options available to you. We will investigate your case to the fullest extent possible. With your consent, we will refer your matter to the District Attorney’s office to discuss the charging and prosecuting of the responsible individual.
- We will continue to be available for you to answer questions, to explain the systems and processes involved (prosecutor, court, etc.) And, if you wish, to be a listening ear.
• We will treat your case seriously regardless of your or any suspect’s sex, gender identity and expression, sexual orientation and behavior, race, ethnicity, religion, national origin, age, disability, or veteran status.

• If you are a sexual assault survivor, you may call the Tufts University Police at (617) 627-3030 to indicate that you want to file (privately) a sexual assault report. You may call the division anytime (24 hours a day, 7 days a week).

• If you have an emergency or would like to access a city police department, call 911.

• If we fail to achieve any part of the listed guarantee, the station commander (phone number (617) 627-3030) will meet with you personally to address any problems/concerns. University Police want to help you make the Tufts campuses safe for students, faculty, staff and visitors.

Community Resources

These resources are listed for your information. Tufts University is not affiliated with any of these organizations.

Center for Violence Prevention and Recovery:
(617) 667-8141
http://www.bidmc.org/violenceprevention
Located at the Beth Israel Deaconess Medical Center in Boston, the center provides confidential support and assistance to survivors of violence and abuse. Services include individual and group counseling and assistance navigating the medical and legal systems.

Boston Area Rape Crisis Center:
(617) 492-7273 (hotline); 617-492-8306 (business)
http://www.barec.org/
Staff provides a range of confidential services for sexual assault survivors, including a 24-hour hotline, counseling, and legal assistance. BARCC also provides medical advocates who offer emotional support at all SANE site hospitals (sites equipped to do a rape kit and exam) in the metro area. BARCC serves women and men.

Fenway Community Health Violence Recovery Program:
(617) 927-6250 or (800) 834-3242
http://fenwayhealth.org/care/behavioral-health/vrp/
In addition to being a full-service lesbian, gay, bisexual, and transgender physical and mental health center, Fenway’s Violence Recovery Program offers an LGBT Domestic Violence Support Group, a sexual assault and/or childhood sexual abuse Male Survivors Group (co-facilitated with BAARC - contact Peter at (617) 927-6224), and a Trauma Recovery Group for LGBT people who have experienced abuse, violence or other trauma (contact Ben at (800) 834-3242).

Rape Crisis Center of Central Massachusetts – Worcester:
Victim Rights Law Center:
(617) 399-6720
http://www.victimrights.org/
VRLC provides sexual assault victims with free legal assistance.

Victims of Violence Program – Cambridge Health Alliance:
(617) 591-6360;
http://www.challiance.org/vov/vov.shtml
VOV provides a range of clinical services to victims of violence including: crisis intervention and response, hospital-based and system-wide victim advocacy and support, longer term clinical care (psychological assessment, treatment planning and psychotherapy) for adult survivors of physical and sexual violence, and a wide array of groups (including groups for adult survivors of childhood abuse and domestic violence).

District Attorneys' Offices:
If you wish to contact law enforcement authorities to report a sexual assault, select the district attorney in the county where you reside.
Middlesex County: (781) 897-8300
Suffolk County: (617) 343-4400
Worcester County: (508) 797-4334
STUDENT SAFETY AND RELATED POLICIES

Violence free university policy statement

Tufts University is committed to maintaining an environment where individuals are safe to learn, work and live. In support of this commitment, Tufts will not tolerate violence or threats of violence anywhere on its campuses or in connection with university-sponsored programs. The university has established threat assessment and management teams to evaluate and address violence and threats of violence made towards members of the Tufts University community.

Tufts University Threat Assessment and Management (TTAM) Program

Tragic events across the country in recent years have highlighted the dangers posed by violence on college and university campuses. On October 7th, 2013, Tufts University President Anthony Monaco wrote to the university community about important, proactive efforts to ensure the continued safety and well-being of students, faculty, staff, and visitors. In his message, the President issued the following violence free university policy statement:

Tufts is committed to maintaining an environment in which individuals are safe to learn, work, and live. In support of this commitment, we affirm that Tufts will not tolerate violence or threats of violence anywhere on its campuses or in connection with university-sponsored programs.

In support of the President’s policy statement, Tufts has established the Tufts Threat Assessment and Management (TTAM) program to identify, evaluate and address potentially threatening situations affecting members of the Tufts community. Recognizing and reporting early signs of a potentially dangerous situation are crucial to preventing violence and enhance the university’s ability to provide assistance to community members who may be in distress.

We encourage all members of the university community to use this additional safety resource to learn how to recognize potential threats and the multiple ways to safely and if you so choose, to confidentially, report concerns.

http://sites.tufts.edu/ttam/

MA laws and Tufts policies on alcohol and other drugs

The welfare and safety of students and their guests are central to the university’s policies on alcohol and other drugs. At the same time, the university must adhere to the requirements of federal and state law.

All members of the Tufts community and their guests are expected to abide by the laws of the Commonwealth of Massachusetts. These laws include the following essential elements:
• Individuals under the age of twenty-one may not buy, possess, or consume alcoholic beverages.
• No individual, regardless of age, may carry open containers of alcoholic beverages in public, including outside of buildings (except in the context of a controlled outdoor event where alcohol is served to those of age), public areas of residence halls, lounges, or other university buildings (except for areas that have been reserved and have controls in place for a registered event).
• No one may provide alcohol to individuals who are under twenty-one years of age.
• No individual may possess or use illegal substances or misuse prescription drugs.
• No one may sell tickets or charge admissions to events where alcohol is present without a valid license to sell alcohol.
• The cities of Medford and Somerville have ordinances related to open containers of alcohol in public areas, regardless of age.

Crime Awareness and Campus Security

The Jeanne Clery Disclosure Act of 1998 as well as its amendments provide the Tufts University Department of Public Safety an opportunity to explain various services, policies, programs, and expectations that help contribute to achieving reasonable safety and security at Tufts University. As one of our efforts to comply with the Clery Act, an annual public safety brochure (found at http://publicsafety.tufts.edu/asr/) is made available. This publication also informs the Tufts community of campus crime statistics. A printed copy of the brochure may be requested by contacting the Department of Public Safety, 419 Boston Avenue, Medford Campus.

Hate Crimes

Massachusetts has a specific law that prohibits hate crimes, the Hate Crimes Penalty Act, M.G.L. Chap. 265, Sec. 39. The law applies to anyone who commits an assault and/or battery with the intent to intimidate a person because of race or ethnicity, religion, national origin, age, sexual orientation, or disability. Students believing that they have been subject to a hate crime are encouraged to report it to and/or seek help from the Tufts University Police Department, the Office of the Dean of Student Affairs, the Office of Equal Opportunity, or the Diversity Office for Arts & Sciences and Engineering. While the Massachusetts law does not include gender as a basis for a hate crime, Tufts’ policy on hate crimes includes gender as a protected class, as well as the other categories listed in the state statute.
NON-ACADEMIC POLICIES

Student grievance procedure

A student with a grievance should contact the individual faculty or administration member with whom they have a grievance. If the grievance cannot be resolved, the student should next contact either:

- The Executive Associate Dean (Gerard F. Sheehan) for any non-academic grievance.
- The Academic Dean (Steve Block) for any academic grievance. Any grievance alleging capricious grading shall be considered under the School’s Policy on Capricious Grading.

If the respective Dean is unable to resolve the grievance, he will refer the problem to the appropriate standing faculty committee or to the Dean of The Fletcher School.

If neither the standing faculty committee nor the Dean is able to resolve the grievance, the Dean may appoint an ad hoc committee to review the grievance and report back with specific recommendations.

Freedom of Expression

Tufts University is an educational community that has as its paramount mission the discovery and dissemination of knowledge and the pursuit of the arts through study, teaching, and research. For this community to achieve its mission, all members must have full and equal opportunity to pursue personal and intellectual growth. Freedom of expression and inquiry are fundamental to the academic enterprise. Without freedom of expression, community members cannot fully share their knowledge or test ideas on the anvil of open debate and criticism. Without freedom of inquiry, community members cannot search for new knowledge or challenge conventional wisdom.

Freedom of expression and inquiry are not absolute. The law, for example, provides that freedom of expression does not include the right to slander the reputation of another, to engage in specified forms of harassment, to threaten or obstruct a speaker who advances unwelcome ideas, or to incite another person to violence. Scholarly inquiry also is limited by federal and state regulation, ethical tenets, and professional standards designed to protect human and animal subjects. In addition, the University seeks to ensure the orderly function of the educational enterprise and to ensure that all members of the community have the opportunity to participate in and benefit from the discovery and dissemination of knowledge.

Members of the Tufts community owe one another the basic respect and ethical obligations of human beings engaged in a common endeavor. While not enjoying the force of law, these obligations reflect three basic community values:

1) respect for the freedom of other community members to inquire and express themselves fully;
2) the need to exercise freedom of expression and inquiry in ways that respect the human dignity of others; and
3) the importance of a climate at Tufts that is conducive to learning and in which all community members, regardless of background, are free from behavior that interferes with their ability to study, grow, and attain their full potential.

Members of the university community, including academic and administrative leaders, must hold accountable those who do not respect these values. When community values are not respected, every member of the Tufts community has an obligation to respond. Those who are the target of such speech should not and must not bear the burden of responding alone. An affront against any member of our community is an affront to all of us. It is only by affirming our collective values that we can build a stronger, more cohesive, and more vibrant community where differences are respected and all are made to feel welcome.

It is incumbent upon all members of the Tufts community, and especially the University leadership, to educate the community about the diverse world in which we live and to support and empower members whose rights are violated. In the end, freedom of expression and inquiry is necessary but not sufficient on its own for learning to take place. Achieving our educational mission requires an environment of respect, tolerance, and civil dialogue. Approved by the Tufts Board of Trustees, November 7, 2009 For more on this policy and the Tufts Board of Trustees, see http://trustees.tufts.edu/data/expression/

Speakers and Programs

Tufts is an open campus committed to the free exchange of ideas. It is inevitable that some programs and speakers will be offensive to some members of the community. That offensiveness will not be seen as a reason to prevent the program. In fact, the university will strive to uphold the right of a campus organization to invite speakers or hold programs, even controversial ones, and to hold them without interruption.

When planning a program, sponsors should consider whether the nature of the event suggests that disruption is likely, and should discuss the likelihood of this possibility with the director of the Executive Associate Dean. A decision about whether special security measures are necessary will be made by the Executive Associate Dean and the University’s Director of Public Safety.

Where the event should be held, how widely the event should be advertised, and what other arrangements are necessary will depend on the nature of the program.

Controversial Program Script

The following script may be read by an appropriate University official at the beginning of any on-campus event considered to be potentially controversial:
“I am asked to read a university statement about the philosophy and policy for events such as ours today. An essential role of a university community is to provide an opportunity for its members to encounter a range of ideas and many widely differing views on issues of importance. It is the process of examining and considering these views that is the foundation for learning and, in a diverse community like ours at Tufts, an essential starting point in the search for one’s own values.

For this reason, it is essential that the university protect the right of recognized organizations to invite speakers to the campus and the right of those interested in the speaker’s views, whether in agreement or disagreement, to hear them expressed. That there will at times be those who disagree strongly with some views and may even be hostile to them, is inevitable. Neither disagreement, however, nor even moral outrage, is justification for interfering with the orderly progress of the event.

In keeping with this policy, throughout the presentation, it is expected that audience members will behave with civility. Disruption of this event violates university policy and may result in disciplinary penalty. We ask that those who wish to express their own views refrain from holding signs or in a way that prevents others from seeing the speaker.

Similarly, while all are welcome to take advantage of any opportunity that may be provided to ask questions, it is not acceptable to create noise that competes with the speaker’s ability to be heard. Thank you in advance for your cooperation.”

**Tufts University policy on political activities**

The University is committed to free and open discussion of ideas and opinions. As part of its dedication to active citizenship, Tufts encourages students, faculty, and staff to exercise their civic rights to participate as individuals in the political process. At the same time, no member of the University community should feel any institutional pressure to support a particular candidate or position.

As a tax-exempt entity, Tufts is prohibited by federal law from participating in or attempting to influence campaigns for any elective public office or any political initiative (such as a public referendum). The University may not endorse a candidate or ballot proposal, provide or solicit financial or other support for candidates or political organizations, or establish political action committees.

This policy is adopted by the University in an attempt to balance these competing considerations, based on advice of counsel and prevailing practices in the academic community.
Student publications

Student publications may run editorials expressing the editors’ views on candidates for public office, provided that the publication’s editorial policy is free of editorial control by University administrators or faculty advisors. A statement on the editorial page must indicate that the views expressed are those of the student editors and not those of the University.

(See the appendix for more information on political policies related to staff and faculty campaigns, voter registration, gifts, and lobbying)
MISCELLANEOUS POLICIES PROCEDURES

Lockers

Enrolled students who are taking courses and not living in Blakeley Hall will be assigned a locker during the Orientation/Registration period. These lockers are located throughout the Fletcher building complex. Please go to the Mail Room in the Hall of Flags (ext. 7-2714) for a map of locker locations or for other locker related questions. Lockers are re-assigned annually. Therefore, students are required to remove all belongings from their lockers at the end of the spring term. Items left in lockers over the summer will be discarded.

Mailboxes

Only students living in Blakeley Hall will have U.S. mail delivered to their assigned mailbox. Questions regarding mailboxes should be directed to the Mail Room in the Hall of Flags (ext. 7-2714). Mailboxes are re-assigned annually. Therefore, students are required to remove all items from their mailboxes at the end of the spring term. Items left in mailboxes over the summer will be removed.

Mail Delivery for Ph.D. Students in Residence

Fletcher Ph.D. students who are in residence at the School may have limited delivery of certain first class mail to their mailboxes at the School only under the following conditions:

1. The mail that a Ph.D. student receives at Fletcher is correspondence related specifically to Ph.D. research; this mail will be delivered to the Ph.D. student’s mailbox. All other mail (bills, newspapers, magazines, etc.) must be sent to the home address. Any mail sent to the School that is not related to Ph.D. research will be returned to sender.
2. Ph.D. students must notify the Registrar’s Office that they will be in residence at the School. The Registrar’s Office will inform the mailroom of students’ Ph.D. mail eligibility.

Voter Registration

Tufts University is required by law to make available voter registration forms at all locations where students may register for classes. These mail-in forms are for residents of Massachusetts and a supply is available in the Registrar’s Office. Students who wish to register in another state may not use these forms. For students from other states who would like to vote in a state other than Massachusetts, the Federal mail-in affidavit of voter registration or a mail-in form printed by that state may be used. The student must contact the appropriate state election official to receive the state form or call or write the Massachusetts Elections Division for a Federal form.
The Massachusetts (or Federal) mail-in voter registration forms may be obtained either by phone at
(617) 727-2828 or (800) 462-8683 or by writing the Secretary of the Commonwealth, Elections
Division, McCormack Building, Room 1705, One Ashburton Place, Boston, MA 02108.

**Applying for a social security number**

International students are only eligible to apply for a Social Security Number if they have a job either
on campus during the academic year or off campus when classes are not in session. A Social Security
Number is required in order to work both on and off campus, as well as to receive any stipends or
prizes a student may be eligible for during the year. Applications are available at all Social Security
Administration offices; the nearest one is located at 10 Fawcett Street, First Floor, Cambridge, MA.
Hours of operation are from 9:00am to 4:00pm, Monday through Friday. The student must have a
letter from the employer indicating employment and also must have a work authorization letter
from, Assistant Registrar and International Student Advisor, prior to applying for a Social Security
Number.

**Living off-campus, parties**

Many Fletcher students live in the communities surrounding the University including Medford,
Somerville, Arlington, and Cambridge. Your behavior can have a significant impact on the
neighborhoods in which you live. It is important to realize that the neighborhoods around Tufts are
primarily residential, with long-term households outnumbering student apartments. Many of your
neighbors may work for a living while raising children; others are retired people. They take pride in
their homes and want to ensure that their neighborhood is a pleasant place to live (and sleep). For
many of them, the most direct impact Tufts has on them and the opinions they form about the
university are based on their contact with students who live in their neighborhoods. Please respect
the social contract that comes with neighborhood living, and understand the legal rights and
responsibilities that come with being a tenant or property owner.

The University and The Fletcher School expect that our students will be good neighbors. We hope
the following information will be helpful to you for promoting a good relationship between Fletcher
students and the neighborhoods surrounding the University.

**Off-Campus Behavior**

University jurisdiction is defined not by geography but by a student’s membership in the University
community. An individual or agency may bring a complaint to University officials even if it results
from an incident that occurred off campus.

An individual whose off-campus behavior, whether or not related to University activity,
suggests that he or she may pose a danger to others may lose his or her right to attend
Tufts.
Local Ordinances

The local communities surrounding the University establish their own ordinances governing parking, parties, noise, trash collection, etc. Students residing in these communities are expected to comply with the respective communities’ regulations.

Violation of Noise Ordinances

Noise regulations are clearly defined in each ordinance. (Copies are available in the local city halls.) Off-campus activities that create a disturbance because of noise emanating from a residence, and/or from large numbers of students gathering on or near the porch, sidewalks, or in the yard may generate a neighborhood complaint. A documented violation (one in which the responding police officers write up a violation) of the noise ordinance might result in a $100 fine for the first offense. Subsequent offenses may result in increased fines as well as disciplinary action. Neighborhood disturbances in either Medford or Somerville are often handled cooperatively by the municipal police department and the University Police.

Parties

Past and present Fletcher School students have found the following guidelines regarding parties to be helpful:

a. Get to know your neighbors (before you start holding parties) even if it is only to introduce yourself and say hello when you see each other. It is even better if you can show an interest in them and their lives.

b. Let your neighbors know if you intend to have a party and give them several days’ notice. Give them your phone number and ask them to call you first if the party is disturbing them in order that you can take corrective action. If you can demonstrate your commitment to addressing any concerns they may have while the party is going on, you will greatly reduce the chance that they may resort to calling the police if the party gets out of control.

c. Normally, if a complaint is registered with the local municipal (non-Tufts) police, the Tufts Police will be notified and the responding police officers are likely to be from Tufts, or from Tufts and from the local municipality. The same is true should the Tufts Police be notified first; the Tufts Police will notify the local municipal police that a complaint has been received and that the Tufts Police are responding.

d. Before the party, the sponsors should designate one person who will serve as the principal communicator with the police. This will give the police much greater confidence that their concerns will be and are being addressed, and reduce the chances of confusion between the police and the sponsors of the party.

e. Normally, if the police respond to a complaint, a warning will be given to the residents regarding such things as lowering the noise, going inside the residence, etc. Normally, a second visit by the police will result in a party being shut down. Residents should be proactive in managing their parties to avoid these visits altogether.
f. It is imperative that when students interact with Tufts or the local municipal police, that students be respectful and deferential to authority. Students should listen and follow the directives of the police. Remember, they are doing an important and complicated job of ensuring public safety. Discussion and disagreement with the police officers’ assessment of a situation can lead to a student being put in protective custody or even bring arrested. It is far more prudent to raise concerns the following day with the Tufts Police Department and/or the Executive Associate Dean’s Office than to confront officers responding to neighborhood complaints.

g. Members of the Tufts Police Department welcome sitting down with students to discuss ways to prevent parties from aggravating neighbors. The Department has also, in the past, mediated disputes between off-campus students and their neighbors.

h. Serving alcohol to anyone under the age of 21 is illegal. The sponsors of a party are liable for prosecution if they serve minors.

i. Party sponsors should take appropriate care if alcohol is consumed on their property. They may be criminally liable for any negative consequences that result from alcohol consumption. For instance, if someone over consumes alcohol to the point of extreme sickness or worse, or if someone drives afterwards and gets into an accident, the host may be subject to criminal prosecution. **Given the stakes involved and the personal safety issues involved, hosts should be prepared to refuse to serve someone alcohol and if necessary find transportation home for an inebriated individual.**

b. Questions regarding off-campus behavior may be directed to Dean Sheehan or to Police Sergeant Joseph Tilton of the Tufts University Police Department. Sergeant Tilton is the designated police liaison to The Fletcher School.

**Posting notices**

Bulletin boards are located primarily on Cabot 1, Mugar 2, in front of the Ginn Library, and in front of the Mugar Computer Lab. These bulletin boards are used by various student organizations and school departments to make announcements for upcoming meetings, speakers, and events. These boards are also used to post articles of special interest to various groups of students. The bulletin board adjacent to the Office of Career Services contains OCS notices about various job application deadlines, career opportunities, and other OCS activities.

**Restrictions**

- Notices affixed to painted surfaces will be removed. Notices may not be posted on the glass entrance doors at the following locations:
  - Cabot 3rd floor entrance near Olin Hall
  - Cabot 2nd floor main entrance to the Hall of Flags
  - Ginn Library entrance
• The Hall of Flags - except for the main reception desk - should not be used as poster/notices areas. All areas of the Ginn Library are also not be used for posting.
• All posters should clearly identify the posting organization/individual and a contact point for further information.
• Organizations or individuals that post notices in The Fletcher School complex are responsible for removing the notices immediately after the conclusion of the event.
• If a poster or notice is considered offensive, individuals should discuss the matter with the sponsors. Members of the community may not remove controversial posters. The Executive Associate Dean is willing to consult on these matters; however, please be advised that it is not School policy neither to censor notices nor to remove posters based on content.
• Members of the community should consider carefully whether or not it is appropriate to post notices that are generated by those who are not members of the Fletcher Community.

**Lactation room**

Members of the Fletcher community (faculty, staff, and students) who need to express breast milk may do so in our Lactation Room. The room is located on the 2nd floor of Cabot adjacent to the loading dock. The key to the room can be picked up at the front desk. The room does not have a refrigerator nor is it supplied with a breast pump. Please be prepared to store your milk in a cooler or insulated bag and bring it with you when you leave the lounge.

There is also an additional lactation room located in Ballou Hall. You may access this room by obtaining the key hanging near the door before entering the Provost’s Office in Ballou Hall. You can then access the lactation room, which is located on the first floor of Ballou next to the elevator. It is not labeled and the door will lock behind you. There is a refrigerator and white noise machine for your use. Return the key once you are finished with the room.
International medical and security assistance

As an ongoing commitment to your personal safety and well-being, Tufts University offers a valuable portal, brought to you by International SOS, the world’s largest international medical and security assistance company. The Assistance Abroad Portal is designed to provide you with important medical, safety, and travel information. Please note that this program is for School related travel only and not for leisure travel. School related international travel is defined as travel for which The Fletcher School provides some financial support or, for doctoral candidates, travel related to School approved dissertation research.

We strongly advise you to carry an International SOS card with you when you travel and to keep a copy in a separate, safe location. This card can be printed out by accessing the International SOS website (URL and membership number listed below). The card provides further information as well as necessary telephone numbers and the Tufts University account number, which is required in order to access any International SOS information and services.

Through its worldwide network of alarm centers, clinics, and health and logistics providers, International SOS offers local expertise, preventative advice, and emergency assistance during critical illness, accident, or civil unrest. Advice is accessible prior to travel through country guides (including cultural tips and information on currency, voltage/plugs, weather, international embassy contacts, etc.) And medical and security reports available online at www.internationalsos.com (log in with the Tufts account number - 11BCPS000093 - in the upper right-hand corner), or by phone.

During travel, support is accessible by calling any of International SOS’s regional call centers (regardless of your location), and can include medical advice from Western-trained and credentialed travel physicians, information on local healthcare providers or safe availability of medications, travel advice in the case of security concerns or lost documents, and other support. In the event of medical or security emergency, International SOS may arrange coordination of medical fees, monitoring of the situation, and medical transportation or care up to or including evacuation.

Child care services

Tufts Educational Day Care Center
http://ase.tufts.edu/tedcc/default.aspx

Tufts Educational Day Care Center (TEDCC) offers an innovative year-round, full-day educational preschool and kindergarten program for children within the Tufts community and its surrounding cities. The Center is located in a state-of-the-art preschool facility on Tufts’ Medford campus. Each
of the four classrooms is staffed by three teachers who hold either Bachelor’s or Master’s degrees in early childhood education and by a variety of graduate teaching assistants, student teachers, and undergraduate field workers. A Parent Coordinator acts as a primary liaison between school and home and supervises a wide range of family-school activities.

The Center is open to the public, as well as to affiliates of Tufts University. TEDCC strongly values diversity in its population. In order to make that diversity possible, they have a variety of tuition types for families. There are full tuition slots, scholarship slots, and subsidized slots. Subsidized slots are for families with economic need as determined by the Commonwealth of Massachusetts. These families pay a portion of the tuition based on a standardized scale. The scholarship slots are for families who are not eligible for the subsidized slots, but still are not able to handle the financial burden of full tuition. These slots are made possible by the fundraising efforts of the whole community for the Children’s Memorial Scholarship Fund.

**Eliot-Pearson Children’s School**

[http://ase.tufts.edu/epcs/](http://ase.tufts.edu/epcs/)

The Eliot-Pearson Children’s School is the laboratory-demonstration site affiliated with the Eliot-Pearson Department of Child Study at Tufts. The school offers half-day nursery school classes for three-, four-, and five-year olds, a mixed age group with extended day option mostly for 4-year-old children, and a full-day Kindergarten/Grade One program for five-, six-, and seven-year olds.

The Eliot-Pearson School strives to construct the best possible early learning environment for young children, and actively recruits a diverse community of children, families, and staff. The School welcomes members of Tufts, children, and families who represent different ethnic and class backgrounds, and those who have particular special needs. The classroom teachers create learning environments, which enable each child to become actively involved in meaningful developmental activities. It is the school’s aim to create a context in which the joys, challenges, and mastery of early learning experiences can be maximized for all children.

**Public and Environmental Safety**

The Department of Public and Environmental Safety represents a comprehensive approach to increase safety and security awareness by combining the University Police Department, the Office of Environmental Health and Safety, and the Office of Risk Management and Insurance under one central public safety organization.

**University Police Medford/Somerville Campus**

(617) 627-3030

[http://publicsafety.tufts.edu/police/](http://publicsafety.tufts.edu/police/)
The University Police are responsible for campus patrol, response and coordination of emergency medical services, criminal investigations, coordination of special campus events, parking control and enforcement, emergency dispatch, campus security programs, lock control systems, security alarms, crime prevention programs, campus safety vans, and detail officers for registered social events. In case of an emergency (police, fire, or medical assistance), call (617) 627-6911 or extension 66911. Individuals desiring information or special assistance should also contact the police at the same number.

**Environmental Health and Safety**  
[http://publicsafety.tufts.edu/ehs](http://publicsafety.tufts.edu/ehs)

The Environmental Health and Safety Office is involved in assisting academic and operational departments in providing the safest possible environment for students, faculty, and staff. This is accomplished by performing evaluations, implementing programs, providing training, identifying resources, and assisting in strategies to assure regulatory compliance.

Specific programs include such diverse areas as asbestos management, laboratory safety, bio-safety, occupational health assessments, chemical safety, personal protective equipment, disposal of hazardous waste, respiratory protection, and exposure monitoring.

**Athletic Facilities**

Athletic facilities at Tufts are available to all students. There are facilities for routine exercise, swimming, squash, sauna, tennis, jogging, basketball, softball, and volleyball, as well as golf, sailing, outdoor living skills, aerobics classes, and a self-defense program. Presentation of identification cards is required when using these facilities.

Facility information and hours: [http://www.gotuftsjumbos.com/facilities/information](http://www.gotuftsjumbos.com/facilities/information).

**Parking Regulations**

For detailed information and a parking decal fees visit:  
[http://publicsafety.tufts.edu/admsnsvc/?Pid=23](http://publicsafety.tufts.edu/admsnsvc/?Pid=23)

Motor vehicles that are operated or parked on the Tufts University campus must display a valid University parking decal or pass. Applicants registering their vehicles must fill out a vehicle registration form and present a valid driver's license, a current Tufts I.D., and the vehicle registration.

University parking regulations are enforced 24 hours a day, seven days a week, including times when classes are not in session. The person registering/operating a motor vehicle is responsible for all
non-moving violations issued against the decal or pass. Parking fines that are not paid or not appealed within 14 business days will be charged against a student’s Bursar account. Vehicles that are not registered at the Department of Public Safety, and that receive three tickets for not having a decal/pass or for parking at an expired parking meter will be towed at the operator’s expense.

**Dining Services**

For detailed information on options at Tufts University outside of Fletcher visit: [http://dining.tufts.edu/](http://dining.tufts.edu/)

Located in the far corner of Mugar Hall is the Mugar Café. The menu features New England coffee in a variety of flavors including Fair Trade, breakfast pastries and hot breakfast sandwiches, grab-and-go sandwiches and salads, sushi, a hot food bar, soups and chili, hot sandwiches, and an assortment of cookies and sweet treats. The Mugar Café is generally the most convenient location for the Fletcher community. There are a number of a la carte facilities on campus.

**Facilities**

For more detailed information visit: [http://www.tufts.edu/central/facilities/](http://www.tufts.edu/central/facilities/)

The Facilities Department has the responsibility for operating and maintaining the University’s physical facilities. Its services include interior and exterior maintenance and repairs to all buildings, maintenance of student residential housing facilities, operation and repair of all electrical and mechanical systems, maintenance of all locks and distribution of keys, maintenance and repair of all building physical security features and campus lighting, maintenance of fire alarms and firefighting systems, custodial services in buildings, grounds maintenance including snow removal and sanding of roads and walkways, and set-ups for special events.

The Department’s normal operating hours for maintenance and repair requests are 7:00am to 5:00pm Mondays through Fridays. Service may be requested by calling (617) 627-3496. Emergency services may be requested by calling the Tufts Police at (617) 627-3030 after normal work hours and on weekends and holidays.

Information about the Tufts Recycling Program can be found at: [http://www.tufts.edu/tuftsrecycles/](http://www.tufts.edu/tuftsrecycles/)

**Health Services**

For detailed information on Tufts health services visit: [http://ase.tufts.edu/healthservice/](http://ase.tufts.edu/healthservice/)

The Tufts University Health Service, located on the Medford campus, provides medical services to both students and university personnel. Services include treatment of medical illnesses, injuries, allergy reactions, laboratory tests, and assistance and referrals to other medical facilities.
Medical reports will be forwarded to an employee’s regular attending physician when indicated (with permission) or upon request.

The dental clinic, located on the Boston campus and operated by the Tufts School of Dental Medicine, offers a full range of dental treatment and is open to the general public. Students are encouraged to take full advantage of this excellent service.

For more information on dental services through the Tufts School of Dental Medicine visit: http://dental.tufts.edu/patient-care/

**Risk Management and Insurance**

For more detailed information visit: http://finance.tufts.edu/risk_ins/

The Risk Management and Insurance Office is responsible for the following: risk analysis and insurance coverage; Worker’s Compensation benefits; loss prevention analysis; fire safety inspections, drills, and educational programs; administration of university property; and casualty insurance claims.

**University Chaplain Services**

For more detailed information visit: http://www.tufts.edu/chaplaincy/index.html

The University Chaplaincy provides interfaith services and programs and serves as an umbrella for all religious life on all campuses. The University Chaplain works cooperatively with the Jewish, Catholic, Protestant, and Muslim Associate Chaplains and administers Goddard Chapel as a University facility. Special support is provided for traditions not represented by Associate Chaplains, like Eastern Orthodox Christianity, Hinduism, and Buddhism. The University Chaplaincy also reaches beyond traditional religious groups to concerns in all aspects of University endeavor and in relations with surrounding communities. This includes teaching, community service, counseling, helping to promote a positive ethical climate for Tufts as a whole, and serving in an Ombudsman role - mediating disputes and making recommendations to the President. The University Chaplaincy upholds the Universalist tradition and commitment to inclusivity.

**University guidelines pertaining to religious observances**

In constructing the academic calendar, religious holy days will not be the sole factor in determining days on which classes will be held or suspended. However, it is recommended: That students be encouraged to observe their appropriate religious holy days;

That instructors strive to facilitate this by allowing absence from classes for such purposes, and That instructors try to insure that no examinations, written reports, oral reports, or other mandatory class
assignments are scheduled for or due on such holy days, and that, if a conflict does occur, instructors provide ample opportunities for such students to make up work missed on such occasions without penalty.

**Class suspension due to weather of emergency**

Only the President or the President’s designee can suspend, in part or totally, regularly scheduled academic or administrative activities at Tufts. The general University policy is not to cancel classes for snow or other emergencies, but rather to hold all class meetings that can reasonably be held. The decision to suspend regularly scheduled academic activities is made as far in advance as possible and announced by the deans.

When time does not permit advance announcement, the University endeavors to have announcements made over Boston radio and television stations (for example WBZ AM 1030, WBZ TV Channel 4). Students can call (617) 627-INFO for all types of University-related news from weather suspensions, award winners, faculty resignations, and Commencement speakers. In addition, campus closing information will be available on the Tufts website.

**Shuttle bus**

Tufts University provides an intra-campus shuttle (which stops at various campus buildings and Davis Square), an inter-campus service that travels between the Medford campus, the New England Conservatory, and the School of the Museum of Fine Arts in Boston.

For schedules and maps, call Public Safety Administrative Services at (617) 627-3692 or download at [http://publicsafety.tufts.edu/adminsvc/?pid=6](http://publicsafety.tufts.edu/adminsvc/?pid=6). The doublemap app can also sometimes be used for real-time tracking: [www.tufts.doublemap.com](http://www.tufts.doublemap.com).

**Smoking regulations**

The Fletcher School and all of Tufts University campus is covered by the Massachusetts Clean Indoor Air Act. In addition, the City of Somerville has enacted an ordinance that regulates smoking on the Medford/Somerville campus. Under these laws, smoking is prohibited in public places, including classrooms, meeting rooms, hallways, rest rooms, and entranceways. These laws supplement current fire and safety laws. There are also restrictions that will affect lounges and dining areas in the university. Appropriate informational signs will be posted in buildings. These laws must be observed under threat of penalties and fines.

**Use of Tufts’ and Fletcher’s name**

No consulting or other outside arrangement grants the right to use the names “Tufts University” or “The Fletcher School”, or any variant, or to identify Tufts in any advertising or promotion sales
literature, without the prior written consent of the Office of the President of Tufts University or as appropriate, the Office of the Dean of The Fletcher School of Law and Diplomacy.
DISABILITY SERVICES

The Fletcher School welcomes applications from students with disabilities and assures them that the School will provide access to all programs for which they are qualified. In accordance with all Federal, State and University regulations The Fletcher School is committed to providing support and equal access for all students so that they may achieve their academic potential.

The Fletcher School abides by the documentation requirements outlined on the Tufts University’s Accessibility Services website: http://uss.tufts.edu/arc/disability/documentation.asp. Accommodation decisions are made by a school-based committee on the basis of the student’s documentation and when needed in consultation with the University’s Director of Accessibility Services. Reasonable accommodations are afforded to any student who has been deemed eligible in accordance with Tufts policies, and in accordance with State and Federal regulations.

Equal opportunity policy statement

Tufts University is committed to the fundamental principal of equal opportunity and equal treatment for every prospective and current employee and student. It is the policy of the University not to discriminate on the basis of race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender identity and expression, or status as a veteran.

Tufts University, therefore, has maintained an Affirmative Action Program wherein all managers and officials of the University directly bear the responsibility for making every effort to identify and alleviate underutilization of minorities, women, the disabled, disabled veterans, and covered veterans so that they receive fair and equal treatment in all University programs.

Tufts University seeks to maintain an internal system of audit and reporting that shall assist in the implementation, monitoring, and evaluation of the Affirmative Action Programs to assure the effectiveness of the plan. Specifically, this system shall facilitate the identification and removal of inequities and deficiencies in its employment and those policies and practices that could preclude the fair and equal treatment of minorities, women, the disabled, disabled veterans, and veterans of the Vietnam era.

The Affirmative Action Program of Tufts University provides for the prompt and impartial consideration of all complaints of discrimination issued by its faculty, staff, and students. Procedures for consideration of complaints and grievances are established and circulated throughout the University. Tufts University has an Office of Equal Opportunity, which monitors its Equal Opportunity/Affirmative Action efforts.
Tufts University is committed to Equal Opportunity and Affirmative Action, and, as further demonstration of that commitment, Tufts requires that all contractors or prospective contractors or unions submit a statement in writing of their Equal Opportunity/Affirmative Action commitment; and that all solicitations or advertisements placed by or on behalf of Tufts shall indicate its (Tufts’) policy of Equal Opportunity/Affirmative Action.


**Academic accommodations**

Consistent with the University, the Fletcher School provides reasonable accommodations to students with disabilities such as impaired hearing, speech, mobility, or vision, and students with learning disabilities and attention deficit disorder. Assistance is also provided to students coping with serious illness (both medical and psychiatric). Accommodations must be pertinent to the student’s documented disability, and must not substantially alter the educational program, intent, process, nor be an administrative burden to execute for the parties involved.

**In order to receive accommodations:**

- Students should submit a written request to the Fletcher Registrar and Manager of Student Academic Programs, Mary Dulatre, no later than the end of the first month of the semester in which accommodations are required
- The request must include supporting documentation (including test results no more than 5 years old from a qualified professional)
- Upon approval for testing accommodations, students are expected to provide the Registrar with their mid-term and final exam schedule as well as other test dates as soon as these are announced by the course instructor so that the necessary arrangements can be made in a timely manner.

**Non-academic accommodations**

For accommodations that are non-academic in nature, the Fletcher Registrar liaises with the University’s Director of Accessibility Services and other departments within the university such as Health Services, University Police, Buildings and Grounds as well as outside agencies who provides services for students with disabilities.

**Student responsibility**

The successful provision of reasonable accommodations requires the student's commitment to taking responsibility and following the required policies and procedures. Maintaining active communication with both faculty and the Registrar and complying with deadlines for advance notice of specific accommodations are examples of these student responsibilities.
Resources and contact persons

Fletcher Registrar’s office
Mary Dulatre
Registrar and Manager of Student Academic Programs
(617) 627-3055, mary.dulatre@tufts.edu
Goddard 212

Students who require accommodations should contact Mary Dulatre, Registrar and Manager of Student Academic Programs. Ms. Dulatre is available for academic counseling and assistance with appropriate accommodations. She is the liaison between Fletcher students with disabilities and departments within the university, including Fletcher faculty, the Tufts University Director of Accessibility Services, University Police, Building and Grounds, and outside agencies who provide services for students with disabilities.

Faculty

Students should feel free to visit their professors regularly and discuss their academic progress within their courses. However, Fletcher students believing they have a disability requiring accommodation should contact Mary Dulatre, Registrar and Manager of Student Academic Programs, Goddard 212. The Registrar will work with faculty to assure that students whose needs are documented are provided reasonable accommodations.

Health Service
Margaret Higham, M.D.
Medical Director
(617) 627-3350, margaret.higham@tufts.edu
124 Professors Row
Website: http://ase.tufts.edu/healthservice/

The Health Service assists in maintaining the health and well-being of all Tufts students. A prepaid health care plan provides both direct care and appropriate referral for all types of health problems. Staff at the Health Service will serve as liaisons with students’ personal physicians and will review documentation of some disabilities.

Counseling and Mental Health Services
Julie Ross, Ph.D.
Director
(617) 627-3360
120 Curtis Street, j.ross@tufts.edu
The Tufts University Counseling and Mental Health Services is staffed by professionally trained counselors who are available to discuss all personal and academic concerns with students. Students may be seen for personal counseling or, when appropriate, will be referred to other qualified university or community services. Consultations are also available with counselors who speak English, Spanish, French, Arabic, Portuguese, and Hebrew.

**Student Accessibility Services**
Dowling Hall, 7th floor
617-627-4539
Website: [http://uss.tufts.edu/arc/disability/](http://uss.tufts.edu/arc/disability/)

Tufts University Student Accessibility Services assures that students across the University receive access to all programs for which they are qualified. The Fletcher Registrar and Manager of Student Academic Programs consults with the University’s Director of Accessibility Services to address accommodations for Fletcher students that are both academic and non-academic in nature to assure that all students have the opportunity to achieve their academic potential.

**Office of Equal Opportunity**
196 Boston Avenue
3rd Floor, Suite 3800
(617) 627-3298
Website: [http://oeo.tufts.edu/](http://oeo.tufts.edu/)

The Office of Equal Opportunity (OEO) exists to ensure that the University’s commitment and goals toward equal opportunity are integral components of Tufts’ policies. They further this mission by ensuring that the University maintains compliance with all federal, state, and local laws pertaining to anti-discrimination, the Americans with Disabilities Act, and Title IX, through complaint resolution, programming and outreach. OEO cooperates with members of the Tufts community to resolve complaints of discrimination, sexual harassment, and sexual misconduct, and set forth University policies and guidelines that pertain to these areas of conflict. They also ensure that the University maintains compliance with all federal, state, and local laws pertaining to affirmative action.

OEO is guided by the University’s commitment to and desire for a truly integrated, interactive, productive, successful, diverse student, faculty, staff body, and community members.
Non-student accessibility requests

For requests by the public for reasonable access to University facilities and program and all other requests not listed above, please contact the Director, Disability Services Office, Dowling Hall, Medford at (617) 627-3298, (TTY) (617) 627-3370, or (TTY) toll free within the U.S. at (866) 797-6881 who will help to initiate the interactive process.

Filing a grievance

In the event that an agreement cannot be reached about a requested accommodation, or if the requesting party is not satisfied with the outcome of the interactive process, s/he has the right to file a grievance with OEO. In order to do so, please visit OEO’s website at http://oeo.tufts.edu for steps on how to file a grievance.

Please note that OEO processes all discrimination and harassment complaints, including harassment based on disability, in accordance with the procedures outlined in the Sexual Harassment Policy.

Central Reporting and Coordination Requirement

If a reasonable accommodation has been processed without the assistance of the Office of Equal Opportunity, then a university representative must complete an online Reasonable Accommodation Reporting Form. Forms for faculty/staff and students can be found at http://oeo.tufts.edu.

Americans with Disabilities Act policy

Revised: September 18, 2012

Applicability: This policy applies to faculty, staff, applicants for employment, and students.

Purpose: to establish uniform guidelines in order to promote a work and educational environment at Tufts University that is free of discrimination and harassment and fosters university compliance with federal and state law pertaining to qualified individuals with disabilities.

Policy Statement

Tufts University is committed to providing reasonable accommodations for qualified individuals with disabilities in a fair and equitable manner, and in accordance with applicable federal and state laws. All personnel who are responsible for the implementation of the university’s mission are charged to support this policy. We urge everyone in the tufts community to join in this commitment.

Campus accommodations procedure

Accommodations below are for the Medford campus. See the appendix for accommodations on other campuses. Also see the appendix for employee and job applicant accommodations.
Academic accommodations

If you need an academic accommodation, or you are a faculty member who has received an accommodation request from a student, please visit the disability services website at http://uss.tufts.edu/arc/disability/ or contact the Registrar and Manager of Student Academic Programs Mary Dulatre (mary.dulatre@tufts.edu 617 627 2405).

Non-academic accommodations

Housing: For all requests related to accessible housing in Blakeley, please contact Blakeley-RD@tufts.edu or visit: http://fletcher.tufts.edu/Blakeley.

Transportation: For information regarding accessible parking and/or Tufts accessible shuttle service on the Medford campus, please contact the Department Of Public Safety Parking And Administrative Services at (617) 627-3030 or visit http://publicsafety.tufts.edu/adminsvc/.

Resources for community members and visitors

Campus accessibility maps: http://www.tufts.edu/home/visiting_directions/
Commencement resources: http://commencement.tufts.edu/general/disability-services/

Access issues

To report an issue concerning access to Tufts’ buildings and grounds, including access issues involving snow removal, curb cuts, and non-operable automatic door openers on the Medford, Boston, or Grafton campuses, please contact the Tufts Facilities department:
Medford campus: (617) 627-3496
Boston campus: (617) 636-3535
Grafton campus: (508) 839-7921

Accessible parking

For information regarding accessible parking on the Medford, Boston, or Grafton campuses, please contact the Tufts Department of Public Safety:
Medford campus: (617) 627-3030
Boston campus: (617) 636-6610
Grafton campus: (508) 839-5303

Faculty Assistant Involving Medical Leaves

School Of Arts, Sciences, and Engineering
Inez McCarthy, Faculty Officer
(617) 627-3708

School Of Engineering
Sarah Richmond, Special Projects Coordinator
(617) 627-3754
Schools on the Boston or Grafton campuses
Faculty should contact their respective department chair.
Arts, Sciences, and Engineering Conference Bureau: http://ase.tufts.edu/conferences/
APPENDICES

Memorandum to Fletcher Students Regarding the Code of Academic Integrity
“Honor Code”

August 2014

The policy of The Fletcher School of Law and Diplomacy is to admit students who have
demonstrated high academic achievement and adequate preparation for graduate study in
international relations, and who have been strongly recommended with respect to integrity,
character, reliability, and exemplary conduct in all their personal affairs. The School expects its
students to make the best possible use of their opportunities as graduate students and to
demonstrate the qualities of mind and character that will warrant confident recommendation by the
School for professional positions of responsibility and trust.

Consistent with these policies, and in their own interest, the School operates within an “honor
code”. Under the Code of Academic Integrity, students are expected to maintain, without constant
supervision, the highest standards of honesty in examinations, in the preparation of research papers,
and in other academic activities, as well as in personal conduct. The School provides a copy of the
“honor code” to all students and asks them to become familiar with it by the time they register.
In written and other work, each student is expected to be meticulous in attribution of source
materials, quotations, citations, and scholarship that is not original including class lectures and the
work of other students. Intelligent consultation with the faculty and administrators - notably the
faculty chair of the Committee on Academic Integrity, the Academic Dean, the Executive Associate
Dean, or the Registrar can forestall a surprising number of problems. Students are, therefore, urged
to seek advice on any points of doubt.

Students are also expected to show consideration for the needs of others in the use of the library,
the residence hall, the dining rooms, and other University facilities.

The students, faculty, and staff of the School take pride in being members of the Fletcher
Community, a group of individuals from diverse backgrounds but linked together by a spirit of
cooperation, mutual respect, and common academic purpose.

We are sincerely glad to welcome you to Fletcher. If you have any questions about this
memorandum, please do not hesitate to discuss the matter with me, other members of the Faculty,
Administration, or the members of the Fletcher School’s Student Council.

The Dean
Code of academic integrity “honor code”

General

The Fletcher School of Law and Diplomacy has a Code of Academic Integrity, more commonly referred to as the “Honor Code”. The purpose of the Code is to inform students, faculty, and staff of the standards of integrity regarding scholarship and collegial use of resources. Since violations of the Code are violations of both academic and social standards expected of members of the Fletcher Community, violations can be grounds for revoking course credit and the degree or honors of which it formed a part and removing a person from that Community.

Enforcement of the Code is in the hands of each member of the Fletcher Community. Every member of the Fletcher Community is expected to conform to the Code.

The primary means of enforcement is self-discipline. But there are times when self-discipline may fail. At those times, any member of the Fletcher Community who becomes aware of a violation of the Code has a responsibility to the community to take action. If a direct discussion with the violator would not fully remedy or clarify the situation, some other person must be informed. Normally, that person in the case of the violation of the Code’s Library section would be a staff member of the Library or the Director of the Library; in the case of an Examination or Written Work violation, the instructor setting the examination or grading the written work. Specific procedures regarding violations of Academic Integrity are covered below.

Academic integrity cannot be codified in every aspect but some statement of how the general principles apply to specific situations can be useful to illustrate the scope and normal operation of those principles. The possibility that some particular situation is not expressly covered in the following three sections does not excuse violation of the principles.

Written work

1. General Rule: All written work submitted for credit towards a Fletcher course or degree must be the work of the person named as submitting the paper for credit. But it is acknowledged that scholarly thought and even reportage frequently requires the collaborative efforts of several people. The following are the principal guidelines regarding attributions:
   - Written contributions to the written work, whether or not quoted directly, should be attributed. The attributions should be in the form of footnotes or endnotes prescribed by format regulations. General background reading need not be attributed unless requested by the person responsible for grading the written work or relied on so heavily that an uninformed reader might attribute to the writer ideas that the writer is repeating from other sources.
• The sources of all factual data contained in written work must be identified. Factual data stemming from an oral interview should be attributed to the interview, identifying the person interviewed, dates, and places. Factual data stemming from personal observation should be similarly identified.

2. In this document, the terms “Code of Academic Integrity” and “Honor Code” are used interchangeably.

• Oral contributions that are functionally equivalent to written contributions, such as dictated passages, interpretations of notes and speeches, or other oral presentations not yet published, must be identified in the same way as written contributions or interviews.

3. **Exceptions:** The Fletcher School does not give academic credit for classified research. However, in some cases, important data might be so sensitive that to reveal its source even indirectly will jeopardize a career or a life. Data classified by a government or proprietary data might also fall within this category. Such situations must be discussed with the faculty members responsible for evaluating the work and arrangements made to maintain scholarly standards while safeguarding sources. In some cases, arrangements will also have to be made with the Director of the Library to safeguard sensitive work deposited there.

4. **Dual Submissions:** All written work submitted for scholarly evaluation as part of the degree requirements at The Fletcher School should be original work not submitted for scholarly evaluation at another institution or to more than one instructor at The Fletcher School unless specifically authorized beforehand by the Fletcher instructors involved. Transfer credit for work done elsewhere is given in appropriate cases by petition to the Committee on Student Academic Programs.

**Examinations**

With respect to in-class and take-home examinations, students shall not seek or receive assistance of any kind from any sources not permitted by the examiner. Nor may students offer or allow to another person any assistance in an examination not expressly authorized by the examiner. During class examinations, there must be no unauthorized communication of any sort or unnecessary noise or other distractions.

In principle, all students are bound by identical time limits for examinations. However, there might be cases in which extensions of the time limit might seem appropriate for particular students or to take account of particular circumstances. Students asking for an extension of the assigned time limit should bring their particular cases or the pertinent circumstances to the attention of the person setting the examination a reasonable time before the examination. Discretion whether to allow extra time and, if so, how much extra time and under what conditions belongs solely to the person setting the examination.
Students taking examinations, either in-class or take-home, may use only those materials that have been authorized by the evaluator. Even when the evaluator authorizes the use of library materials, students may not use any library materials for purposes of an examination when that use will result in other students not having equivalent access to them.

**Library**

The materials in the Ginn Library are for the use of the entire Fletcher community. It is a violation of the Code to remove library materials without charging them out, to hold borrowed materials past the return date, to secrete library materials in book lockers or sections of the stacks not corresponding with the call numbers assigned to the materials, to deface library materials, or to perform any other actions which could give one user of the library a significant advantage over other users.

**Procedures regarding violations of code of academic integrity**

These are the procedures that will be applied in the case of any alleged violation of the Code of Academic Integrity of The Fletcher School of Law and Diplomacy.

**Self-Enforcement**

Members of the Fletcher Community who identify a possible violation of the Honor Code have a responsibility to bring the relevant facts to the attention of the instructor for the course involved, if any, or the Academic Dean or the Executive Associate Dean. However, the mere failure to report (if it does not amount to aiding and abetting the violation) shall not be considered a violation of the Honor Code. In order to avoid the possible adverse effects of rumors that have not been substantiated, it is advisable to limit discussion of the possible violation with persons involved with enforcement procedures.

**Confidentiality of Charges and Disposition**

Throughout the process described here, other than as necessary or appropriate to give effect to the Honor Code or the procedures described here, or as otherwise necessary or appropriate in order to comply with University policy or law, the participants in the process described here shall keep the identity of the respondent confidential, except where the respondent effectively waives this confidentiality.

**Accusations and Anonymity**

Students or others (except instructors) who merely submit documentary evidence, or other information that stands by itself in terms of its authenticity and meaning, may choose to remain anonymous. They should indicate this desire when they deliver the evidence to the relevant instructor, or to the Academic Dean or Executive Associate Dean, and the remainder of the process will use reasonable efforts to maintain the anonymity of these students or others. On the other hand, students or others who provide information regarding alleged Honor Code violations in the form of their own observations cannot remain anonymous, as the person accused should be afforded the opportunity
to confront adverse witnesses. Where the Academic Dean or the Executive Associate Dean receives information that he considers non-frivolous regarding an alleged Honor Code violation, the matter shall be referred either to the instructor involved or to the Committee on Academic Integrity referred to below for actions below.

**Evaluation of Facts and Imposition of Penalties by Instructor**

In cases where either (i) the instructor has first-hand knowledge of the Honor Code violation (e.g., plagiarism, or if the instructor is proctoring an examination in which the instructor observes cheating), or (ii) the facts are not disputed, the instructor is authorized to impose penalties relating to the student’s grade in the course, up to failure. The instructor may only do so after providing the respondent with notice and an opportunity to respond to the allegations. The instructor shall report the violation and his or her action, describing the opportunity provided to the student to respond to the allegations, to the Academic Dean, the Executive Associate Dean, and the Registrar, who, subject to section 6 below, will maintain a record of these matters separate from the student’s official transcript.

If conditions (i) or (ii) for application of paragraph (a) are not met, the instructor or the Academic Dean may request the Committee on Academic Integrity to, and it then shall, engage in the procedure described in section 5 below.

In addition, if the instructor or the Academic Dean feels that graver penalties than those described in paragraph (a) may be merited, because of the severity of the alleged violation or because the violation would not be the first found to have been committed by the student involved, either of them may request the Committee on Academic Integrity to, and it then shall, engage in the procedure described in section 5 below.

Finally, in cases where the instructor imposes penalties pursuant to paragraph (a) above, the student, if he or she believes that the imposition of penalties was an incorrect application of the Honor Code, may request the Committee on Academic Integrity to, and it then shall, engage in the procedure described in section 5 below. The School’s normal grievance procedure will not apply to these cases.

**Evaluation of Facts and Recommendation of Penalties by the Committee on Academic Integrity**

At the beginning of each academic year, the Dean shall appoint a Committee on Academic Integrity comprised of five people drawn from the faculty and staff of the School, and two people drawn from the student body of the School. When a matter is referred to the Committee on Academic Integrity, it shall evaluate the facts and make a recommendation as to an appropriate penalty, if any, pursuant to the following procedures. The Committee on Academic Integrity may, with the consent of the Dean, appoint a subcommittee of members of the Committee on Academic Integrity, or other members of the Fletcher Community, to discharge its responsibilities under this section. If
such a subcommittee is formed, it shall serve in all respects in place of the Committee on Academic Integrity under these procedures, in respect of matters assigned to it.

**Notice to Respondent**

Once it has determined to evaluate a matter, the Committee on Academic Integrity shall request the Executive Associate Dean to, and the Executive Associate Dean then shall, notify the respondent describing the allegations. Along with the notice, the respondent shall be given a copy of these procedures and such other materials as the Committee on Academic Integrity shall deem appropriate.

**Procedure**

The Committee on Academic Integrity will be in charge of its procedure and may adopt such procedural rules as are consistent with efficiency and fair process in the context of these procedures. The Committee on Academic Integrity will be required to hold a hearing at which it will provide the respondent an opportunity to be heard and may examine the respondent, other witnesses, and evidence, all as it deems appropriate. The Committee on Academic Integrity will be in charge of what evidence it considers, and shall consider the relative credibility of evidence as it assesses the facts.

**Attendance at Hearings**

Hearings shall be attended only by the Committee on Academic Integrity, the respondent, an advocate, if any, as described in paragraph (c) below, any witnesses, and, at the discretion of the Committee on Academic Integrity, University counsel. Witnesses other than the respondent shall attend only while they give their evidence. However, if the respondent requests, Fletcher School students and faculty may be admitted to the hearing in such numbers and to such extent as the Committee on Academic Integrity determines is consistent with the maintenance of a suitable atmosphere.

**Recording of Hearings**

At the Committee on Academic Integrity’s discretion, hearings may be recorded on audiotape by the School. The person in charge of preparing the audiotape may attend the hearings as necessary to do so. The School will retain custody and control over these tapes in such manner as it determines and shall make transcripts if and as it deems appropriate. The School will make the audiotape or copies thereof available to the respondent for review within a reasonable time after receipt of a request. Defects in the recordings will not invalidate the proceedings, unless the Committee on Academic Integrity so determines.

**Advocates**

Students responding to allegations may decide to seek the assistance of an advocate. An advocate may be a professional attorney or may be a friend, parent, or faculty member. The Fletcher School process does not make the use of an advocate necessary and the School does not provide attorneys for any students involved in Honor Code proceedings. After notice by the respondent to the School,
advocates are permitted to attend any hearings before the Committee on Academic Integrity subject to the following limitations.

The advocate may attend any hearing and consult with the respondent throughout the process and hearing but may not participate directly in the hearing except to give the respondent’s closing statement if the respondent so chooses.

a. The respondent must notify the Executive Associate Dean at least 48 business hours before any scheduled hearing if the respondent will have an advocate at that hearing. This notice shall include the identity and relevant affiliation of the advocate.

**University Counsel:** The School may use attorneys as it deems appropriate.

**Report of Committee on Academic Integrity:** The Committee on Academic Integrity shall determine whether it finds that a clear preponderance of the evidence indicates that the respondent has violated the Honor Code in connection with the subject matter referenced in the notice described in paragraph (a).

An affirmative determination (of culpability) shall be made by an affirmative vote of at least two thirds of the members of the Committee on Academic Integrity in attendance.

b. If the Committee on Academic Integrity makes such an affirmative determination, it shall also make a recommendation as to the imposition of penalties. Possible penalties include those described in the below. In severe cases, the sanction recommended may be suspension or expulsion. The Committee on Academic Integrity shall submit a written report including its determination and recommendation to the Dean.

**Action by Dean**

- The Dean may review any of the facts or analysis that he deems relevant to the decision to impose penalties or may ask the Committee on Academic Integrity to do so.
- The Dean shall provide the respondent an opportunity to make a written or oral presentation to the Dean, under such conditions as the Dean shall determine. There will be no further appeal once the Dean makes a determination to impose a penalty, although the Dean may, at his discretion, reopen proceedings and modify or remove penalties on the basis of new evidence.
- The penalties that may be imposed in relation to a finding of a violation of the Honor Code include, but are not limited to, the following:
  - Report the facts to the instructor of the relevant course and request that the instructor assign (or reassign) an appropriate grade in accordance with the facts as found by the Committee on Academic Integrity. This will normally accompany other penalties listed below, or may be imposed alone.
  - Reprimand without notation on the respondent’s official transcript.
  - Censure with notation on the respondent’s official transcript.
  - Suspension with notation on the respondent’s official transcript.
• Expulsion with notation on the respondent’s official transcript.

Publication
In cases in which an Honor Code violation has been found and a penalty imposed by the Dean, a brief summary of the charge, of the Committee on Academic Integrity’s report, and of any penalty imposed shall be made available for the information of the Fletcher Community. This publication shall not identify the student.

Policy on capricious grading

Approved by the Faculty on February 24, 2010

Prohibition against capricious grading

Section 1. Capricious grading is prohibited.

Definition

Section 2. Capricious grading consists of the arbitrary and capricious assignment of a grade to a student—

a. for reasons other than the student’s performance in the course;

b. through resort to more exacting or demanding standards than were applied to other students in the course; or

c. by a substantial departure from the instructor’s previously announced standards for the course.

Filing of a student complaint

Section 3

a. A student who believes that his or her grade in a course constitutes capricious grading under section 2 of this Policy shall so notify the course instructor not later than 14 week days after the day on which the grade was posted, or after the first class has met in the semester following the semester in which the course was taken, whichever is later.

b. The student and the instructor shall confer promptly to seek a mutually acceptable resolution.

c. (1) If no such resolution can be achieved, the student may file a preliminary complaint with the Academic Dean not later than 14 week days after the day on which notification occurred under subsection (a) of this section, or after the first class has met in the semester following the semester in which the course was taken, whichever is later.

(2) Such preliminary complaint shall include a written statement specifying the factual basis for the preliminary complaint and presenting any available supporting evidence.
Action by the Academic Dean

Section 4.

a. The Academic Dean shall review the preliminary complaint in question and shall dismiss the preliminary complaint if—
   1. the preliminary complaint does not allege actions which could constitute capricious grading as defined in section 2;
   2. the preliminary complaint was not filed within the period of time required under section 3(c)(1);
   3. the student has not conferred with the instructor required under section 3(b); or
   4. the student has filed the same, or substantially the same, preliminary complaint under another formal grievance procedure.

b. 1. In the event the preliminary complaint is not dismissed under subsection (a) of this section, the Academic Dean shall seek to resolve the dispute informally.
   2. In so doing, the Academic Dean shall not seek to determine the validity of the preliminary complaint or to determine whether capricious grading occurred, but shall act as a good-faith mediator in attempting to facilitate a mutually acceptable resolution between student and instructor.

c. 1. In the event the Academic Dean is unable to facilitate such a resolution, he shall determine whether substantial evidence exists to support the preliminary complaint.
   2. In the event the Academic Dean determines that no such evidence exists, he shall dismiss the preliminary complaint.
   3. In the event the Academic Dean determines that such evidence does exist, he shall refer the preliminary complaint to the Committee on Academic Integrity.

d. 1. Not later than 10 week days following such referral, the student shall file with the Academic Dean a written complaint specifying in full the basis for the allegation of capricious grading and presenting any available supporting evidence.
   2. The Academic Dean shall immediately transmit the complaint and any accompanying materials to the instructor.
   3. The instructor shall transmit an answer to the complaint to the Academic Dean not later than 10 week days following receipt of such complaint.
   4. Not later than 20 week days following the date on which the instructor’s answer is transmitted under paragraph (3) of this subsection, the Academic Dean shall transmit to the Committee on Academic Integrity, the student, and the instructor—(A) a copy of the complaint, answer, and any accompanying materials; and (B) a statement summarizing actions taken by the Academic Dean under subsection (b) of this section.
Action by the Committee on Academic Integrity

Section 5.

a. (1) The Committee on Academic Integrity shall determine whether a complaint filed under section 4(d)(1) of this Policy is supported by clear and convincing evidence.
   (2) If the Committee determines in the negative, it shall dismiss the complaint.
   (3) If the Committee determines in the affirmative, the Committee shall order an appropriate remedy, which—(A) may include the awarding of a new grade in the course but only in the event of exceptional circumstances involving gross negligence or intentional disregard of the prohibition in section 1 of this Policy; and (B) may not constitute a reprimand or other disciplinary action against either the instructor or the student.
   (4) The Registrar shall immediately record any new grade awarded by the Committee under clause (A) of paragraph (3) of this subsection upon notification in writing by the Chair of the Committee that such new grade has been awarded.

b. The Committee shall exercise due regard for the discretion accorded each instructor to evaluate student performance in accordance with principles of academic freedom, and, accordingly, shall not consider whether the grade in question was awarded incorrectly or erroneously.

Procedure before the Committee on Academic Integrity

Section 6.

a. (1) The Committee shall, prior to considering any complaint on the merits—(A) determine not later than 20 week days after the date on which materials were transmitted under section 4(d)(4) of this Policy whether it may exercise jurisdiction to do so; and (B) invite the student, instructor, and Academic Dean to present arguments in this regard in a form and manner that the Committee deems appropriate.
   a. (2) To the extent feasible, the Chair of the Committee shall ensure that the identities of the student and instructor remain confidential unless and until the Committee finds that it may exercise jurisdiction under paragraph (1) of this subsection.

b. If the Committee finds that it may exercise jurisdiction under subsection (a) of this section, it shall convene to consider the complaint on the merits not later than 10 week days thereafter.

b. The student and instructor may attend any meeting of the Committee that the Committee designates as directed at the finding of facts.
   (2) In any such meeting, the student and instructor—(A) may present any evidence relevant to the manner in which the grade was assigned, including testimony by other persons; (B) shall have an opportunity to question or refute any evidence presented;
and (C) may each be accompanied a person of his or her choice to assist in presenting evidence or advocating on his or her behalf.

(3) The Committee shall determine the admissibility of evidence and shall adopt rules of procedure.

d. (1) The Committee shall make no decision in the absence of a quorum.
   (2) A quorum shall consist of a majority of members of the Committee.

e. All meetings of the Committee shall be closed to the public, and, except as authorized herein, no member of the Committee may disclose publicly any information, written or oral, that is learned, transmitted, or received in the course of the Committee’s consideration of a complaint under this Policy.

f. The Committee shall transmit its decision in writing to the student, the instructor, and the Academic Dean.

(g) The Committee shall proceed as expeditiously as possible.

Appeals

Section 7.

a. Except as provided in subsection (b) of this section, the decision of the Committee is final and may not be overturned, modified, or amended for any reason.

b. (1) Not later than 20 week days after the date on which the Committee transmits its decision under section 6(f), the student or instructor may appeal to the Dean if any provision of this Policy has been violated by the Academic Dean, the Committee, or any member thereof.
   (2) Any such appeal shall be in writing and shall state specifically the circumstances of such violation.
   (3) Not later than two week days following the receipt of an appeal under this subsection, the Dean shall transmit such appeal to the Chair of the Committee on Academic Integrity and the Academic Dean and shall promptly notify the student.
   (4) Not later than five week days following such notice, the Chair of the Committee on Academic Integrity or the Academic Dean, or both, may transmit an answer to the Dean, which shall be in writing.

c. The Dean shall review such appeal and answer and shall determine—
   (1) whether a material provision of this Policy was violated by the Academic Dean, the Committee, or any member thereof to the prejudice of either party; and
   (2) if so, whether such violation could reasonably be expected to have affected the determination made by the Committee under section 5(a) of this Policy.

d. If the Dean so determines, he shall vacate such determination of the Committee, order a new hearing, and take appropriate steps, including but not limited to the re-constitution of the Committee, to ensure that no such violation recurs.
Tufts Policy on individual political involvement in campaigns by faculty and staff

Faculty and staff who engage in political campaigns should do so in their individual capacity. If a faculty or staff member is listed as a supporter of a political campaign or initiative, it should be without mention of institutional affiliation, or with a disclaimer indicating that their actions and statements are their own and not those of the University. University staff and faculty should not engage in political activity at University functions or through official University publications. No employee should feel pressured by colleagues to contribute to, or perform tasks in support of, a political campaign. If a member of the faculty or staff is running for political office, it is strongly preferred that no campaign activities be conducted on campus, to avoid the appearance of a University endorsement.

USE OF FACILITIES AND RESOURCES

Use of University facilities and resources in support of a political candidate, party, referendum, or political action committee (PAC) that could give the appearance that the University is supporting one candidate or position over another is not permitted.

**Prohibited Uses**

- Using official University stationery, word mark, seal, email, telephones, computers, printers, and copiers.
- Providing mailing lists, office space, telephones, photocopying, computers or other institutional resources.
- Posting a hyperlink on a University-administered website to a candidate or campaign site.
- If the University believes that one or more postings on a University-administered website (i.e., a website with a tufts.edu extension) create the impression that the University has endorsed a particular candidate or a particular side of a public referendum, it may request, as a condition of hosting the site, that a disclaimer be posted on the site stating that the opinions expressed are attributed to the author and do not represent the views of the University.

This list is only a sample of the type of uses that are prohibited. If you have questions, please contact one of the offices identified below.

**Approved Uses**

- Subject to University policies on permission and scheduling, recognized student groups may use University facilities for partisan political purposes so long as they reimburse any costs the University may incur in providing such space, in accordance with the policies established by Office of Student Life.
- If an appearance by a declared candidate for public office or a group supporting a public referendum is broadly publicized to nonmembers of the Tufts community or is co-sponsored or paid for by outside organizations, the sponsors must rent the space from the University on the same terms that are available to any group wishing to use such space as established by the
Tufts Conference Bureau (http://ase.tufts.edu/conferences/). If space is rented to a candidate in an election, any competing candidate would be able to rent space on the same terms.

- Candidates may be invited to appear on campus in a non-candidate capacity, e.g., to participate in a class, provided that no campaigning or fundraising is done at the event and a non-partisan atmosphere is maintained.
- Candidate forums or debates may be held on campus as part of the University’s educational mission, as long as all qualified candidates are invited to participate.
- Administration and faculty should take special care in relation to any above-described activities, to avoid the appearance of institutional endorsement.

**FUNDRAISING**

Funds or contributions for political candidates or campaigns may not, under any circumstances, be solicited in the name of Tufts University or on any University campus, and University resources may not be used in soliciting such funds. If Tufts students, faculty, or staff make political contributions, they must do so as individuals.

**Voter registration**

Voter registration and “get out the vote” drives by University-sponsored organizations must be done on a non-partisan basis (i.e., they may not focus on a particular party).

**Gifts and lobbying**

Federal and Massachusetts laws prohibit gifts and honoraria for public officials, including meals and tickets to sporting events.

Any lobbying on behalf of the University must be approved by the Vice President for University Relations.

Should you have any questions relating to this policy, contact the Vice President for University Relations, the Office of University Counsel, the Director of Community Relations, or the Dean of Student Affairs. This policy only provides basic information regarding political activities. It is strongly advised that you seek guidance before you sponsor a political event.

**Employee/applicant disability accommodations**

When seeking a reasonable accommodation, employees are encouraged to inform their manager of the need for an accommodation. Upon receiving an accommodation request, managers should engage the employee in an interactive dialogue to clarify the type of accommodation(s) being sought. Before any accommodations are made, managers should contact the office of equal opportunity (OEO) for assistance in determining, among other things:

- Whether the employee qualifies as an individual with a disability;
- The essential functions of the employee’s job; and
- Whether the accommodation(s) being sought is “reasonable” and/or to identify alternative accommodation(s).
As part of the interactive process, OEO may ask the employee to provide medical and other documentation to support his/her request for reasonable accommodation. All medical documents will be handled confidentially.

After submission of all required documentation, OEO will confer with the employee and the employee’s manager and may also confer with human resources (HR) to discuss the requested accommodation(s) and, if necessary, possible alternatives. After making a final determination on the matter, OEO will communicate its decision to the employee, the employee’s manager, and appropriate HR personnel. Employees who are in disagreement with the outcome of their request for an accommodation may address their concerns with the university’s section 504 officer in the office of equal opportunity and affirmative action at (617) 627-3298.

**Guidelines for job applicants**

Applicants for employment at Tufts should inform the hiring official or the department of Human Resources of the need for any reasonable accommodation. Upon receiving an accommodation request, hiring officials and human resources designees should do one of the following:

1. Engage the job applicant in an interactive process to determine whether the individual qualifies as an individual with a disability and, if so, determine what reasonable accommodation can be offered; or
2. Contact OEO for assistance at (617) 627-3298.

As part of the interactive process, OEO or the involved HR representative may ask the applicant to provide medical and other documentation to support his/her request. All medical documents will be handled confidentially. Once the required documentation has been submitted, OEO and/or HR will discuss the requested accommodation(s) with the applicant and, if necessary, suggest possible alternatives. After making a final determination on the matter, OEO and/or HR will communicate its decision to the applicant. The human resources department is responsible for implementing all approved accommodations during the interview process.

**Disability accommodation’s FAQs**

**What is a disability?**

According to the reformation of the Americans with Disabilities Act (ADA), a person must be determined to: (1) have a physical or mental impairment that substantially limits one or more major life activities; or (2) have a record of such impairment; or (3) be regarded as having such impairment. Major life activities include functions such as caring for one’s self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.
What is the interactive process?
The interactive process is when an employer and an individual with a documented disability work together to identify what barriers exist to the individual’s performance of a particular job function. This analysis often includes a review of the individual’s abilities and limitations and which factors or job tasks pose difficulties. Fundamental to the process is ensuring that the employee provides sufficient documentations to enable the university to determine if the condition substantially limits a major life activity and, if so, what accommodation(s) may be reasonable but still permit the employee to meet the essential functions of the employee's position.

How are reasonable accommodations made?
Accommodations are provided through an interactive process between the applicant or employee and tufts representatives. The individual requesting the accommodation may be asked to obtain documentation from his/her health care provider to be forwarded to OEO. Supporting documentation from a qualified clinician may include:

1. A diagnosis of the impairment and any accompanying test results;
2. A detailed description of the specific impairment, functional limitations (with and without the use of mitigating measures such as treatment, aids, and medication), functional need, and the medical justification for such need; and
3. A recommendation for the type and duration of the accommodation needed, as well as the rationale underlying the request.

Upon receiving and reviewing the appropriate documentation, a determination will be made regarding the individual’s disability status as well as his/her essential job functions as they relate to the accommodation being requested.

What should I do if I feel as though I've been discriminated against or harassed because of my disability?
Students, staff, and faculty may report alleged acts of discrimination or harassment by contacting OEO at (617) 627-3298. For further information on reporting incidents or filing an OEO grievance, visit http://oeo.tufts.edu/.

Where do I go if I have questions about this policy?
Tufts University’s office of equal employment and affirmative action is responsible for enforcing the university’s ADA policy. Please contact OEO at (617) 627-3298 if you have questions about this policy.

Rights and responsibilities of Tufts employees

Duty to cooperate
Managers, supervisors, faculty, and other agents of the university have the duty to engage students, employees, and applicants in an interactive process in response to requests for reasonable
accommodations. Anyone who feels uncomfortable initiating the interactive process is encouraged to contact OEO at (617) 627-3298 as soon as they notice a possible need for an accommodation.

Freedom from retaliation
Any eligible member of the university community has the right to request a reasonable accommodation. It is a violation of university policy to retaliate against an individual for requesting an ADA accommodation.

Any person who retaliates against an individual is subject to disciplinary action up to and including termination by the university.

Confidentiality
In accordance with the ADA, Tufts will protect and maintain the privacy and confidentiality of medical information of its employees obtained in connection with the reasonable accommodation process. All medical information will be treated confidentially and maintained securely and separately from personnel files.

OEO Grievances procedure
The OEO grievance procedures can be found in the OEO policies and procedures brochure or by visiting http://oeo.tufts.edu/. You may also request a copy of the OEO grievance procedures by contacting OEO at (617) 627-3298.

Terminology used

ADA: Americans with Disabilities Act
Disability: According to the Americans with disabilities act (ADA), a disability is defined as a physical or mental impairment that substantially limits one or more of a person’s major life activities (for example, walking, standing, or breathing).
Essential functions: Job duties considered so fundamental that the individual cannot to the job without performing them.
Interactive process: the interactive process is when an employer and an individual with a documented disability work together to identify what barriers exist to the individual’s performance of a particular job function. This analysis often includes a review of the individual’s abilities and limitations and which factors or job tasks pose difficulties.
Qualified persons with disabilities: an employee or applicant with a disability who satisfies skill, experience, education, and other job-related requirements for the position and who can perform the essential functions of the job in question with or without reasonable accommodations. This includes part-time, full-time, probationary, non-career status, and temporary employees.
Undue hardship: an action requiring significant difficulty, expense, or disruption, or an action that would fundamentally alter the nature of an operation at Tufts University.
Boston/Grafton campus disability accommodation procedures

If you are a graduate or professional student of any Tufts school located on the Boston or Grafton campus and you need an academic accommodation, follow the procedures set forth in your school’s student handbook or contact the appropriate school administrator listed below.

Note: if you are a faculty member who has received an accommodation request from a student, please refer him/her to the appropriate school administrator listed below.

School administrators to contact with accommodation requests:

**Cummings School of Veterinary Medicine**
Barbara Berman  
Assistant Dean of Student Affairs  
(508) 839-8733  
Barbara.berman@tufts.edu

**Friedman School of Nutrition, Science, and Policy**
Stacey Herman  
Director of Student Affairs  
(617) 636-3711  
Stacey.herman@tufts.edu

**School of the Museum Of Fine Arts**
Susan Lush  
Associate Dean of Undergraduate Studies  
(617) 369-3610  
Slush@smfa.edu

**Sackler School**
Kathryn Lange  
Associate Dean  
(617) 636-6767  
Kathryn.lange@tufts.edu

**Tufts Dental School**
Mark Gonthier  
Associate Dean of Student Affairs  
(617) 636-6539  
Mark.gonthier@tufts.edu
For all non-academic accommodations on the Boston and Grafton campuses, please contact the appropriate school administrator listed above in the “academic accommodations” section.

**Tufts University title IX liaisons outside of the Fletcher School**

**University-wide**
Sonia Jurado  
Interim Title IX Coordinator  
Office of Equal Opportunity and Affirmative Action  
(617) 627-3298  
Sonia.jurado@tufts.edu

**Medford/Somerville campus**
Alison A. Blackburn  
Director of Human Resources & Talent Mgmt  
(617) 627-6272  
Alison.blackburn@tufts.edu
Margery W. Davies  
Director of Diversity Education & Development  
School of Arts, Sciences, and Engineering  
(617) 627-3385  
Margery.davies@tufts.edu
Leah Friedberg  
Manager Engineering Project Development Center  
School of Engineering  
(617) 627-4525  
Leah.friedberg@tufts.edu
Steph L. Gauchel  
Director, Women’s Center  
School of Arts, Sciences, and Engineering  
(617) 627-4640  
Steph.gauchel@tufts.edu
Laurie Hurley  
Director of Admissions  
The Fletcher School  
(617) 627-2410  
Laurie.hurley@tufts.edu

Christy Galatis  
Senior OEO Specialist  
Office of Equal Opportunity and Affirmative Action  
(617) 627-3298  
Christy.galatis@tufts.edu
Doreen L. Long  
Associate Director of Residential Life and Learning  
School Of Arts, Sciences, and Engineering  
(617) 627-5247  
Doreen.long@tufts.edu
Inez McCarthy  
Faculty Affairs Officer  
School of Arts & Sciences  
(617) 627-3708  
Inez.mccarthy@tufts.edu
Mindy Nierenberg  
Senior Programs Manager & Director of Leadership Studies  
Tisch College  
(617) 627-4159  
Mindy.nierenberg@tufts.edu
Branwen C. A. Smith-King  
Assistant Director of Athletics  
School Of Arts, Sciences, and Engineering  
(617) 627-3782  
Branwen.smith-king@tufts.edu
Elaine D. Theodore  
Sexual Violence Resource Coordinator  
School Of Arts, Sciences, and Engineering  
(617) 627-3752  
Elaine.theodore@tufts.edu
OEO GRIEVANCE PROCEDURES
The OEO grievance procedures can be found by visiting http://oeo.tufts.edu/. You may also request a copy of the procedures by contacting OEO at (617) 627-3298.

OTHER RESOURCES
Complaints or inquiries concerning sexual harassment may be filed directly with:
For university employees:
Equal employment opportunity commission
JFK Federal Building
475 Government Center
Boston, MA 02203
(800) 669-4000
Statute of limitations: 300 days
Massachusetts Commission Against Discrimination (MCAD)
John McCormack Building
One Ashburton Place
Sixth Floor, Room 601
Boston, MA 02108
(617) 994-6000
Statute of limitations: 300 days
For the student community:
U.S. Department Of Education Office for Civil Rights
5 Post Office Square
Eighth Floor
Boston, MA 02109-3921
(617) 289-011196

Faculty responsibility guidelines
The principal professional commitment of faculty members of The Fletcher School is to the process of education. This is not incompatible with such other professional activities as scholarly research and publication, consulting, guest lecturing at other institutions, public speaking, Congressional testimonies, or serving in professional and community organizations. Indeed, such activities are important insofar as they extend faculty members’ professional competence, enrich their teaching, enhance their role in student placement, or contribute to the advancement of the profession. But it is essential that faculty members not allow outside activities to interfere with their primary responsibility, which is to their students. The following guidelines are intended to aid faculty in the fulfillment of this responsibility.
These guidelines apply to all faculty members, whether full-time or part-time, and pertain to the duration of the academic year. They are general in nature, since it is recognized that, in view of differing individual circumstances, it would be neither feasible nor desirable to attempt to establish precise and detailed time, instructional, or other requirements. Nonetheless, the guidelines are expected to have force in determining how faculty members arrange their professional activities.

1. Faculty members have a basic obligation to teach. This means, first of all, that they should always be adequately prepared for class sessions and should present course material in a coherent and articulate manner.

2. Second, it means that all ancillary course materials should be of the highest quality and should be prepared well in advance of need. It is of particular importance that such materials be reviewed regularly and revised where appropriate to maintain timeliness and relevance.

3. Third, faculty members, to the extent possible, should avoid disrupting the educational process by canceling or rescheduling class sessions. It is recognized that some cancellations or rescheduling may be unavoidable, but these should be kept to a minimum.

4. Faculty members should also normally eschew utilizing substitute instructors, whether students or guest lecturers, for presentation of essential course material. It is recognized that student presentations or guest lectures can play an important role in the educational process, but only as complements to, not substitutes for, the faculty's own instruction. Faculty members are obligated to exercise quality control over student presentations or guest lectures, and should normally be present on such occasions.

5. The obligation to teach also extends to the grading of term papers and examinations. Students have the right to receive more than merely a grade or a sentence or two of commentary. Faculty members should endeavor to provide students with detailed evaluation of all written work, either orally or in the form of written comments. In addition to detailed evaluation of student work, the Faculty of The Fletcher School of Law and Diplomacy has the responsibility to maintain both consistency and the highest standards when grading student performance.

6. Finally, as a general rule, faculty members should be available to students for a reasonable period each week of the academic year. A sufficient number of regular office hours should be scheduled, preferably over two or three days in the case of full-time faculty members, to assure students in each respective course adequate and prompt opportunity to consult on course work, theses, and the like. In addition, other arrangements for consultation should be available to students who cannot be accommodated during regular office hours. (Each year Fletcher faculty receives the above document as a reminder of this important commitment to the educational process.)
Faculty Committees

(AS OF ACADEMIC YEAR 2014-2015)

The policy-making business of the School is conducted by the various faculty committees. There are two standing committees of the faculty and eight non-standing committees. The Dean appoints the faculty and staff members of the committees. Normally, two students are elected each fall to sit on most committees. For the committees on Tenure and Promotion and Budget and Prioritization, which deal with sensitive personnel information, the Deans periodically brief the Student Council on committee work.

Below is a list of committees and brief description of duties and areas of responsibilities. Periodically, the School conducts nationwide searches to fill faculty slots. The Dean appoints a faculty search committee in such cases. Students, with the guidance of the Student Council, appoint a Student Advisory Committee that makes recommendations to the Faculty Search Committee.

The responsibilities of the Student Advisory Committee are three-fold:

1. Attend public lecture of each candidate,
2. Meet as a group for one hour with each candidate, and
3. At the end of the process, meet with the Faculty Search Committee to comment on the candidates.

Six students normally serve on the Student Advisory Committee for each search. Those who are interested sign up in the Student Affairs Office on the fourth floor of Cabot Intercultural Center. If more than six students express an interest in serving, the students can caucus among themselves and select six.

Standing Committees

Committee on admissions and scholarships

Issues: Advises on and makes decisions on admissions for entering students.

Time Commitment: 2-3 meetings during the Fall semester to discuss policies, procedures, and early notification applications. Spring semester meetings are held on Friday afternoons for 3-4 hours weekly from late January to early March (each student member reviews and rates 300-350 files - approximately 50 per week). Total time commitment (reading files, meetings) is approximately 90 hours.

Students apply in early October to the Director of Admissions; those selected will be compensated on a per file basis. Faculty act as advisors and attend all admissions meetings to review any disputed
applications. Each faculty member will be required to read approximately 75-100 applications to help render decisions.

**Committee on curriculum and requirements for degrees**
**Issues:** Required courses, changes in courses and/or description, field and division designations, language requirements, class scheduling, joint programs, curriculum planning and review. Includes faculty, staff, and student members.
**Time commitment:** Meets on average once a month for 1 1/2 hours.

**Committee on the library and information technology**
**Issues:** Library and information technology strategic direction, including service planning, library and software, resources and space use.
**Time commitment:** Meets on average twice per semester for 1-2 hours.

**COMMITTEE ON TENURE AND PROMOTION**

**Non-standing committees**

**COMMITTEE ON ACADEMIC INTEGRITY**
**Issues:** Considers alleged violations of the Honor Code and Policy on Capricious Grading.
**Time Commitment:** Meets as necessary throughout the year.

**COMMITTEE ON BUDGET AND PRIORITIZATION**
**Issues:** Comprised of senior administration and faculty members. Reviews and approves the three year operating budget for the School and approves requests for special funding during the academic year.
**Time Commitment:** Meets regularly during the academic year.

**COMMITTEE ON DIVERSITY AND INCLUSIVENESS**
**Issues:** Monitors and proposes action to enhance the diversity of the Fletcher faculty and staff and the student body. Monitors and advises on affirmative action policies and plans. Includes faculty, staff, and student members.
**Time Commitment:** 2-3 meetings per year.

**COMMITTEE ON THE PHD PROGRAM**
**Issues:** Reviews PhD candidacy and academic and programmatic topics pertaining to the PhD program. Includes faculty, staff, and student members.
**Time Commitment:** Meets 3-4 times per semester.

**COMMITTEE ON STUDENT ACADEMIC PROGRAMS**
**Issues:** Considers all student petitions for exceptions to all academic requirements. Includes faculty, staff and student members.
**Time Commitment:** Meets once per month for 1 1/2 hours.
FERPA: Notice of Student Rights with Respect to Education Records

Purpose
This notice establishes the University policy with respect to certain types of student records. This policy is designed to help students understand how to access their education records and, if they wish, how to prevent their disclosure to third parties.

Scope
This policy applies to all schools and divisions at Tufts University.

Policy Statement
The Family Educational Rights and Privacy Act of 1974 (“FERPA”) provides students certain rights with respect to their educational records. In general, these rights include:

1) The right to inspect and review education records (with certain limited exceptions) within 45 days of the day Tufts receives a student’s request for access. A student should submit any such request to the Registrar’s Office in writing, identifying the specific records that the student wishes to inspect. The Registrar’s Office will make arrangements for access and notify the student of the time and place where the records may be inspected.

2) The right to request the amendment of education records if the student believes they are inaccurate. Students should submit any such request to the Registrar’s Office in writing, clearly identifying the records that the student wants to have amended and specifying the reasons the student believes those records to be inaccurate. The Registrar’s Office will notify the student of the University’s decision whether to amend the student’s records. If the University decides not to amend the student’s records, the Registrar’s Office will inform the student of the right to a hearing regarding the student’s request for amendment.

3) The right to require Tufts to obtain the student’s written consent before releasing personally identifiable information from the student’s education records unless an exception applies.

Definitions
For purposes of this policy a student is defined as someone who is (or someone who has) officially matriculated at the University, and who attends (or has attended) classes at Tufts. This definition does not include prospective students or applicants.

Education records are records relating to a student that are maintained by the University or by a party acting on its behalf, with some exceptions.

The following records are not considered education records:

- Records created by a school official as a personal memory aid (such as notes of a private telephone conversation).
• Records of the Tufts University Police Department which are maintained separately and solely for law enforcement purposes.
• Most records created and maintained by a physician, psychiatrist, psychologist or other treatment purposes. Even though these records are not considered education records under FERPA, they may still be made available to students following completion of a HIPAA release form.
• Records pertaining to a former student other than those generated when that person was a student, such as alumni records.

**Personally identifiable information** includes a student’s name, address or other information that would allow a student to be identified. FERPA generally prohibits the University from disclosing personally identifiable information from a student’s education record without the student’s consent unless the information has been designated as directory information or another exception applies.

**Directory information** consists of the following:
- Student’s name
- Address (both local and permanent)
- Telephone number (local, cell and permanent)
- Date and place of birth
- Academic program (school, degree, major, minor)
- Enrollment status (dates of attendance, full-time/part-time status)
- Degrees, honors and awards received
- Participation in athletics and student activities
- Most recent educational institution attended
- E-mail address
- Photo

**Privacy Blocks** are available to students who wish to prevent the University from disclosing their directory information (in student directories and commencement programs, for example) by selecting the appropriate privacy settings through SIS.

For additional information about privacy blocks, please contact the Registrar's Office.

**Release of Your Records to Third Parties**
Personally identifiable information in your records, except for directory information as discussed above, may not be given to third parties without your written consent, with the following exceptions:
- To Tufts officials such as employees and members of faculty and trustee committees who have a need to know or who are required to work with your records to carry out their duties.
- To officials of another education institution in which you seek to enroll. If your record is transferred, however, you will be entitled, upon request, to a copy of such records. This applies to other schools and colleges within the University and to institutions in which you may be cross-registered or enrolled at the University.
• To authorized representatives of the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or state and local authorities responsible in connection with an audit or evaluation of federal or state supported education programs.
• To an individual or organization required to be informed in connection with your application or receipt of financial aid.
• To state and local officials to whom information is specifically required to be reported by state laws enacted prior to November 19, 1974.
• To appropriate parties in a health or safety emergency if necessary to protect your health or safety or that of another.
• In compliance with a subpoena, or in response to other legal action involving the student and the University.
• When the information is a record of a campus disciplinary proceeding. For students under the age of 21, the University may also inform parents about violations of any federal, state, or local law, or any University rule or policy that governs the use or possession of alcohol or a controlled substance.

Any request or authorization to allow material from your files to be shown to third parties should include: (1) a specification of the records to be disclosed; (2) the purpose of the disclosure; and (3) the party or class of parties to whom disclosure may be made. For additional information about authorizing disclosures from your education records, please contact the Registrar's Office.

Please note that the University does not preserve students’ education records in perpetuity. In fact, most records are not maintained for more than 7 years after a student’s expected date of graduation.

**Complaint Procedure**
A student has the right to file a complaint with the U.S. Department of Education concerning alleged failures by Tufts to comply with the requirements of FERPA. A complaint must be submitted to the Department within 180 days of the date of the alleged violation or of the date that the student knew or reasonably should have known of the alleged violation. The name and address of the office that administers FERPA and accepts such complaints is: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, SW, Washington, DC 20202-4605.

**Compliance Training and Tracking**
Not applicable.

**Approval Entities**
Office of University Counsel
Academic Council
Office of the President

**Approval Date**
May 2015

**Effective Date**
July 1, 2015
Executive Sponsor(s)
Mary R. Jeka, Senior Vice President and General Counsel

Responsible Office(s)
Office(s) of the Registrar

Revision
The University reserves the right to change this policy from time to time. Proposed changes will normally be developed by those responsible for the policy with appropriate stakeholders. The approval entities have sole authority to approve changes to this policy.

Review Cycle
Annually

Related Policies
Not applicable
Policies for Tufts email accounts and addresses

Overview
Email services are provided to the Tufts community in support of the teaching, learning, and research mission of the University and the administrative functions to carry out mission. Users of Tufts email services are expected to act in accordance with the Information Stewardship Policy https://it.tufts.edu/ispol and with professional and personal courtesy and conduct. Email may not be used for unlawful activities. This policy and related policies provide the framework in which all email services are provided and used at Tufts.

Definitions
To clarify terms used within these policies, the following definitions are provided:

**Email account:** An email account is the location where mail is actually delivered. It is a combination of a login username and password and disk space. A person may have several email accounts on different computers or email servers.

**Email username:** The actual name of the account as typed in at the Username prompt when logging onto email.

**Email name address:** The firstname.lastname@tufts.edu address is the name address or alias. It is linked to a preferred email account but is, itself, not an account username, but rather a permanent email alias. Use of the name address ensures that the email address will remain the same the whole time one is at Tufts.

**Email delivery address:** The username@tufts.edu address is the delivery address. Each email account has its own unique delivery address which can be given out to correspondents as one’s email address or a person may opt to use the email name address in addition to or instead of the delivery address.

**Preferred email account:** If a person has more than one email account, they will need to select a preferred email account, which should be the account that receives most mail from correspondents. The name address will be linked to the preferred email account for direct delivery.

- Email Accounts Users of email must adhere to the Information Stewardship Policy https://it.tufts.edu/ispol
- Users are to take precautions to prevent the unauthorized use of email account passwords. Passwords are not to be shared with others and their confidentiality is to be strictly maintained. In choosing passwords, users should select codes that are difficult to guess and
should change them on a regular basis. Users will be held accountable for all actions performed with their passwords, including those performed by other individuals as a result of user negligence in protecting codes. Email administrators and other computer support staff will not ask you for your password.

No one is to use another individual’s account, with or without permission.

- Email accounts are assigned a disk quota on the email server, which can only be increased based on valid business justification. Users should not rely on disk space on email servers for the purposes of archiving or record retention.
- Email accounts can be immediately locked upon the request of the department head or dean.

Email Addresses

- Email name addresses are generated from the user’s legal name and must be unique. Duplicate names are resolved based an alternate name selected by the affected user(s).

- Email usernames and email name addresses may be changed when a user legally changes their name. Upon request, messages sent to the former email address may be forwarded for a period of 90 days. Requests for forwarding services must be made to the department email administrator 30 days prior to the effective date of the legal name change.

Email Distribution Lists

- Mailing lists may be used for purposes related to teaching, course-work, research, and administration at Tufts University and University sanctioned student activities.
- Commercial use of mailing lists, except for authorized Tufts University business is prohibited.
- See the separate Mailing List Policy.

Directory Policies

Tufts University publishes directory information, including email addresses for faculty, staff, and students. Electronic directory services are provided on the Web in the form of the Tufts University Online Directory and within your mail browser. The Tufts University Online Directory is available for anyone at Tufts and elsewhere to locate faculty, staff, and students at Tufts. Email may be sent directly from directory records. The Tufts Online Directory is an integral part of the Trumpeter email services providing email lookup and delivery.

The Tufts University electronic and printed directories are provided solely for the purpose of assisting individuals to contact one another. Information in the directories may not be extracted by any means for the creation of distribution lists for use by businesses or other organizations outside
of Tufts. Use of directory information for solicitation of business or donations is expressly prohibited.

- Students who have requested privacy locks with their Registrar will not appear in the online directory. The setting of a privacy lock means that the student will not be listed in any online directories and will not be able to use their name address (firstname.lastname@tufts.edu form). Email addresses for individuals with privacy locks will be based on the email delivery address (username@tufts.edu).

- Faculty and staff may elect to remove personal contact information (including phone numbers and email address) from the online University directory. Personal contact information includes campus address, campus phone numbers, and email address. Removal of personal contact information from the online directories means that the individual will not be able to use their email name address (firstname.lastname@tufts.edu). Email addresses for individuals with contact information removed from the directories will be based on the email delivery address (username@tufts.edu).

Security, Privacy, and Confidentiality

Tufts cannot guarantee the security, privacy, and confidentiality of email. Users should not assume confidentiality of their email. Users are not advised to send confidential University communications (as determined by law, policy, etc.) via email. Examples of why email confidentiality cannot be guaranteed are:

- Email may be subject to disclosure under law.
- Back-up copies may be retained for periods of time and in locations unknown to senders and recipients even if the user has deleted it from their account or PC.
- In the course of routine systems maintenance, troubleshooting, and mail delivery problem resolution, network or systems staff may inadvertently see the content of email messages.
- Password protections are advised but cannot be guaranteed.
- Senders can mask their identity.
- Messages can be easily forwarded without permission to individuals or groups, even though it violates copyright law.
- Messages can be intercepted while in transit through the network.
- Forwarded messages can be altered from the original.
- Encryption and digital signatures are evolving technologies and are not yet widely available for use at Tufts.
- Once a message is received on a machine outside of Tufts, all of the above concerns continue to apply.

Email Backups
• In the event of a system disaster, email will be restored to the state of user email accounts on that server at the time of the last backup. As messages may be received and subsequently deleted or lost since the last backup, Tufts cannot guarantee that all messages can be restored.

• Tufts is not able to restore individual messages or mailboxes on email servers. It is the user’s responsibility to back up copies of his/her own email.

Email Abuse and Policy Enforcement

Email services are provided to the Tufts community to conduct University business. Violations of the Email and Tufts University Responsible Use policies will be subject to disciplinary action and violators may have their email account suspended during any investigation. The following is a non-exhaustive list of examples of email abuse:

• Excess personal use that interferes with University business by burdening the network or systems or by interfering with employment obligations.

• Interference with other people’s use of email.

• Intentional unauthorized access of other people’s email.

• Sending “spam”, chain letters, letter bombs, or any other type of widespread distribution of unsolicited email.

• Forging email.

• Giving the impression you are representing the University unless you are authorized to do so.

• Use of email for commercial activities or personal gain (except as covered by the Policy on Rights and Responsibilities with Respect to Intellectual Property and the Information Stewardship Policy [http://uit.tufts.edu/?pid=786]).

• Sending of offensive or abusive messages.

• Conducting unlawful activities.

Email abuse may be reported to abuse@tufts.edu. Reports of abuse will be investigated and handled as appropriate. In all cases, do not delete any evidence or message(s) as they can be used as evidence.

Responsibility for Email Policies

University Information Technology (UIT) is responsible for implementing this policy, in cooperation with:

• Information Technology Advisory Council

• Dean(s) of Faculty and the Dean of Students for each school

• Vice President of Human Resources

• University Counsel
The University has the right to change this policy as necessary; the Information Technology Advisory Council will oversee and approve changes to the policy in consultation with the aforementioned groups and individuals. The Provost and Executive Vice President must jointly approve changes to policy; final authority rests with the President.

**Responsible Use of Information Technology**

**An Overview of Your Rights and Responsibilities in Cyberspace**

The Internet is a powerful and revolutionary tool for communication - powerful in its ability to reach a global audience and revolutionary in its accessibility to those who formerly were only at the receiving end of mass communications. With access to the Internet, anyone - even a preschool child - can effectively be an international publisher and broadcaster. By posting to Usenet or establishing a web page, for example, an Internet user can speak to a larger and wider audience than the New York Times, NBC, or National Public Radio. Many Internet users, however, do not realize that that is what they are doing.

Not surprisingly, given these facts, the Internet also has a powerful and revolutionary potential for misuse. Such misuse is particularly prevalent on college and university campuses, where free access to computing resources is often mistakenly thought to be the equivalent of free speech, and where free speech rights are in turn often mistakenly thought to include the right to do whatever is technically possible.

The rights of academic freedom and freedom of expression do apply to the use of university computing resources. So, too, however, do the responsibilities and limitations associated with those rights. Thus, legitimate use of university computing resources does not extend to whatever is technically possible. In addition, while some restrictions are built into the university’s computer operating systems and networks, those restrictions are not the only restrictions on what is permissible. Users of university computing resources must abide by all applicable restrictions, whether or not they are built into the operating system or network and whether or not they can be circumvented by technical means.

Moreover, it is not the responsibility of the university to prevent the computer users from exceeding those restrictions; rather it is the computer user’s responsibility to know and comply with them. When you’re pulled over to the side of the Information Superhighway, “I’m sorry officer - I didn’t realize I was over the speed limit” is not a valid defense.

So, just what are the applicable restrictions? The answer is - the same laws and policies that apply in every other context. “Cyberspace” is not a separate legal jurisdiction and exempt from the normal requirements of legal and ethical behavior within the university community. A good rule of thumb to keep in mind is that conduct that would be illegal or a violation of university policy in the “offline” world will still be illegal or a violation of university policy when it occurs online.
Remember, too, that the online world is not limited to Tufts University. Computer users who engage in electronic communications with persons in other states or countries on other systems or networks may also be subject to the laws of those other states and countries and the rules and policies of those other systems and networks.

It is impossible to list and describe every law and policy that applies to the use of university computing resources and the Internet since by and large, they all do but following are some of the ones that most frequently cause problems:

Copyright law

Copyright law generally gives authors, artists, composers, and other such creators the exclusive right to copy, distribute, modify, and display their works are protected by copyright law from the very moment that they are created, regardless of whether they are registered with the Copyright Office and regardless of whether they are marked with a copyright notice or symbol (©).

That means that virtually every email message, Usenet posting, web page, or other computer work you have ever created or seen is copyrighted. That also means that if you are not the copyright owner of a particular Usenet posting, web page, or other computer work, you may not copy, distribute, modify, or display unless:

- Its copyright owner has given you permission to do so,
- It is in the “public domain”,
- Doing so would constitute “fair use”, or
- You have an “implied license” to do so.

If none of these exceptions apply, your use of the material constitutes copyright infringement and you could be liable under federal law for as much as $100,000 in damages for each use. In addition, if you reproduce or distribute copies of copyrighted material having a total retail value of $1,000 or more, you would be in violation of copyright law and possibly criminal law, even if you don’t make a dollar from the distribution or posting. For example, this includes an instance where a software program or a music CD selection is posted on a web site or attached to an email you send to someone else or to a listserv. Consider that material with a value of only $50, downloaded 20 times, or sent to 20 friends, would meet this $1,000 threshold. Since the time necessary to restore lost data or damaged material is also covered by this law, it would take only 10 hours of repair time to meet the criminal threshold (federal law provides that the time is billed at $100/hour).

It is usually easy to tell whether you have permission to make a particular use of a work - the copyright owner will have told you so expressly, either in writing or orally, but it is not always so
easy to tell whether work is in the public domain or whether what you want to do constitutes fair use or is covered by an implied license.

It is not unusual for individuals to forward other's email messages, although this practice technically constitutes a copyright violation in the absence of permission by the author. Cases are rarely pursued in this, since those involved are usually mutual acquaintances or wrong about whether the author will feel victimized or damaged by your forwarding of his or her writing to others without permission. It also makes good sense that if you wish an email message that you create not to be forwarded, you should probably communicate this as part of the message.

**Public domain**

Generally speaking, a work is in the public domain only if (a) its creator has expressly disclaimed any copyright interest in the work, (b) it was created by the federal government, or (c) it is very old. Unfortunately, just how old a particular work must be to be in the public domain depends in part upon when the work was created, in part upon whether and when it was formally published, in part upon whether and when its creator died, and in part on still other factors, so there is no one cutoff date that you can use for all works to determine whether or not they are in the public domain. As a rule of thumb, however, works that were created and published more than 75 years ago are now in the public domain. Works that were created less than 75 years ago, works that were created more than 75 years ago but published less than 75 years ago, and works that have never been published might be in the public domain, but, if you don’t know for sure, it’s best to assume that they are not.

**Fair use**

In very general terms, a particular use of a work is “fair” if it involves only a relatively small portion of the work, is for educational or other non-commercial purposes, and is unlikely to interfere with the copyright owner's ability to market the original work. A classic example is quoting a few sentences or a paragraph of a book in a class paper. Other uses may also be fair, but it is almost never fair to use an entire work, and it is not enough that you aren't charging anyone for your particular use. It also is not enough to simply cite your source (though it may be plagiarism if you don’t).

An implied license may exist if the copyright owner has acted in such a way that it is reasonable for you to assume that you may make a particular use. For example, if you are the moderator of a mailing list and someone sends you a message for that list, it is reasonable to assume that you may post the message to the list, even if its author didn’t expressly say that you may do so. The copyright owner can always “revoke” an implied license, however, simply by saying that further use if prohibited.
In addition, facts and ideas cannot be copyrighted. Copyright law protects only the expression of the creator’s idea - the specific words or notes or brushstrokes or computer code that the creator used - and not the underlying idea itself. Thus, for example, it is not copyright infringement to state in a history paper that the Declaration of Independence was actually signed on August 2, 1776 or to argue in an English paper that Francis Bacon is the real author of Shakespeare’s plays, even though someone else has already done so, as long as you use your own words. (Again, however, if you don’t cite your sources, it may still be plagiarism even if you paraphrase.)

Some Examples:

Exactly how copyright applies to the Internet is still not entirely clear, but there are some rules of thumb:

- You may look at another person’s web page, even though your computer makes a temporary copy when you do so, but you may not redistribute it or incorporate it into your own web page without permission, except as fair use may allow.
- You probably may quote all or part of another person’s Usenet or listserv message in your response to that message, unless the original message says that copying is prohibited.
- You probably may not copy and redistribute a private email message you have received without the author’s permission, except as fair use may allow.
- You probably may print out a single copy of a web page or of a Usenet, listserv, or private email message for your own, personal, non-commercial use.
- You may not post another person’s book, article, graphic, image, music, or other such material on your web page or use them in your Usenet, listserv, or private email messages without permission, except as fair use may allow.
- You probably may print out a single copy of a web page or of a Usenet, listserv, or private email message for your own, personal, non-commercial use.
- You probably may quote all or part of another person’s Usenet or listserv message in your response to that message, unless the original message says that copying is prohibited.
- You probably may not copy and redistribute a private email message you have received without the author’s permission, except as fair use may allow.
- You probably may print out a single copy of a web page or of a Usenet, listserv, or private email message for your own, personal, non-commercial use.
- You may not post another person’s book, article, graphic, image, music, or other such material on your web page or use them in your Usenet, listserv, or private email messages without permission, except as fair use may allow.
- You probably may print out a single copy of a web page or of a Usenet, listserv, or private email message for your own, personal, non-commercial use.
- You may not download materials from Lexis-Nexis, the Clarinet news service, or other such services and copy or redistributed them without permission, unless the applicable license agreement expressly permits you to do so or unless your particular use would constitute fair use.
- You may not copy or redistribute software without permission, unless the applicable license agreement expressly permits you to do so.

Libel

Libel is the “publication” of a false statement of fact that harms another person’s reputation - for example, saying that “John beat up his roommate” or “Mary is a thief” if it isn’t true. If a statement doesn’t harm the other person’s reputation - for example, “Joe got an ‘A’ on the test” - it’s not libel even if it’s false. In addition, a statement of pure opinion cannot be libelous - for example, “I don’t like John” - but you can’t turn a statement of fact into an opinion simply by adding “I think” or “in my opinion” to it. “In my humble opinion, John beat up his roommate” is still libelous if John didn’t beat up his roommate. If you honestly believed that what you said was true, however, you might not be liable if it later turns out that you were wrong.
A libel is “published” whenever it is communicated to a third person. In other words, if you say, “Mary is a thief” to anyone other than Mary, you have “published a libel”. That means that almost anything you post or send on the Internet, except an email that you send only to the person about whom you are talking, is “published” for purposes of libel law.

A person who has been libeled can sue for whatever damages are caused by the publication of the libel. Since a libel on the Internet could potentially reach millions of people, the damages could be quite large.

A good rule of thumb to follow: If you would be upset if someone else made the same statement about you, think carefully before you send or post that statement on the Internet, because it might be libelous.

Invasion of privacy

There are a number of different laws that protect the “right to privacy” in a number of different ways. For example, under the Electronic Communications Privacy Act, a federal statute, it generally is a crime to intercept someone else’s private email message or to look into someone else’s private computer account without appropriate authorization. The fact that you may the technical ability to do so, or that the other person may not have properly safeguarded his or her account, does not mean that you have authorization. If you don’t know for sure whether you have authorization, you probably don’t.

Invasion of privacy, like libel, is also a “tort”, which means that you can also be sued for monetary damages. In addition to the sorts of things prohibited by the Electronic Communications Privacy Act, it can be an invasion of privacy to disclose intensely personal information about another person that that person has chosen not to make public and the public has no legitimate need or reason to know - for example that someone has AIDS, if he or she has not revealed that information publicly. Unlike with libel, a statement can be an invasion of privacy even if it is true.

Obscenity, child pornography, and ‘indecency’

Under both state and federal law, it is a crime to publish, sell, distribute, display, or in some cases, merely to possess obscene materials or child pornography. These laws apply equally to the Internet, and a number of people have been prosecuted and convicted for violating them in that context. The line between what is obscene and what is not is hard to draw with any precision - as one Supreme Court justice said, “I could never succeed in intelligibly” defining obscenity, “[but] I know it when I see it” - but the term basically means hard-core pornography that has no literary, artistic, political, or other socially redeeming value. One reason that it is so hard to define obscenity is that it
depends in part on local community standards; what is considered obscene in one community may not be considered obscene in another.

That makes it particularly difficult to determine whether materials on the Internet are obscene, since such materials are, in a sense, everywhere, and it is therefore not enough that the materials are legal wherever you are. In one case, the operators of a bulletin board service in California posted materials that were not considered obscene there, but were convicted of violating the obscenity statutes in Tennessee when the materials were downloaded there.

Child pornography is the visual depiction of minors engaged in sexually explicit activity. Unlike obscenity, child pornography is illegal regardless of whether it has any literary, artistic, political, or other socially redeeming value.

Sexually oriented materials that do not constitute either obscenity or child pornography generally are legal. Still, it is illegal in most cases to provide such materials to minors, and displaying them or sending such materials to people who do not wish to see them may be a violation of the university’s Sexual Harassment Policy.

‘Hacking’, ‘cracking’, and similar activities

Under the federal Computer Fraud and Abuse Act, and under a variety of similar other state federal statutes, it can also be a crime to access or use a computer without authorization, to alter data in a computer without authorization, to transmit computer viruses and “worms” over computer networks, to conduct “email bombing”, and to engage in other such activities that negatively affect the operation of the university’s computer resources. Engaging in such activities can also make you liable for monetary damages to any person who is harmed by your activities. Again, the fact that you may have the technical ability to do any of their things, or that another computer owner may not have properly safeguarded his or her computer, does not mean that you have authorization. If you don’t know for sure whether you have authorization, you probably don’t.

University policies

Use of the university computing resources is also subject to The Fletcher School’s Code of Academic Integrity, the University’s Sexual Harassment Policy, and all other generally applicable University policies.

For Further Information

If you have any questions about the legality of your use of university computing resources, it is best to ask before proceeding. You can get general advice (but not specific legal advice) from Academic Computing at (617) 627-3004.
In addition, you can find more information on these and related topics at the following web sites: “10 Big Myths About Copyright Explained”, which is located at: http://www.templetons.com/brad/copymyths.html

The digital millennium copyright act

PEER-TO-PEER FILESHARING
In 1998, the U.S. Congress passed into law the Digital Millennium Copyright Act (DMCA) protecting the rights of owners of digital media. Over the past few years, the DMCA has been used as a basis for initiating charges against students who violate the copyright of digital media, including music, movies, software, images, and online books or manuals. There have been many cases recently involving students being sued by the record and media industry for infringing on copyrights through illegal downloading of music and movies. In some cases, the students have had to pay significant amounts of money to settle the cases brought against them. At various times over the past several years, Tufts has been served subpoenas requesting the names of individuals whose IP addresses were associated with the illegal downloading of movies or other copyrighted material and some student have paid a significant amount to settle the claims. More recently, the Recording Industry Association of America has been issuing pre-paid settlement letters to schools and students allowing them to pay up front to avoid prosecution.

If you are not absolutely certain that a song, movie, or image is not copyright protected, then assume it is until you find out for sure. All digital media and software should have a license agreement on its primary download site or in documentation that comes with it.

Read the Tufts Information Stewardship Policy (http://uit.tufts.edu/?pid=786). It outlines the responsibilities you have as a user on the Tufts Network. Remember, there are consequences for violating copyright laws. The university will not be able to intervene on behalf of students who are being investigated by the music industry for suspected violations.

Don’t take a chance. The music industry is now taking a much stronger stance against downloading and sharing of protected material, even for a few MP3 files. New websites have been developed that allow legal downloads of music either at no charge or very inexpensively.174

Viewpoint – email: friend of foe?

The pitfalls of instantaneous communication

(Reprinted from the Fletcher Ledger, March 31, 2003)
by Kevin Book, MALD ‘03

As one of the technology policy students here at Fletcher, I wanted to write a few thoughts and lessons I have learned about email, deriving from my studies and also from my eight years of work in the tech space. By this writing, I do not intend to criticize or support any viewpoint from the
social list-serve; rather this is grist for a new discussion thread in its own right. Besides, I look like a moron in many of the anecdotes I have provided, so this is also just for your entertainment.

Like many of you, in my career prior to Fletcher I had the opportunity to watch as email transformed itself from an esoteric communications medium for academics and government scientists into an explosive, mainstream phenomenon. Many of us are part of a generation that regards instant messaging and electronic correspondence as perfectly viable alternatives to traditional communications; many of us can type on computers faster than we can write with a pen (and to many of us, this doesn’t seem odd).

It’s easy to see the upside of the sea change in interpersonal communications via email. Email is fast, free, and discreet: one can pen a very private message in the close company of one’s peers (or coworkers) without ever alerting them that communication has transpired. Email is global, universal, and it is not just a one-to-one tool for people to talk with one another, but also a one-to-many broadcast medium (as in the case of list-serves).

All that said, email creates at least as many problems as it solves, particularly in the litigious context of American society. Here are few of the bigger ones in my opinion.

**Email is an incomplete form of communication:**

Recently, one of our administrators sent out a piece suggesting that 55% of conversation consists of nonverbal communications (body language, tone of voice, etc.) I have read previous studies that put that percentage as high as 70% or more. In any case, the moral of the story is the same: sending an email sends only a small fraction of the message one wishes to convey. Who wants to be only 30% understood?

Another way to look at the findings of nonverbal communications studies is to consider these nonverbal communications as redundancies that reinforce the core spoken message. Information theory (an evolving and exciting doctrine originating in the work of mathematician Claude Shannon in the 1940s) teaches us that, in a noisy world, simple messages survive rather well, but complex messages are fragile and must be bolstered by redundancy or they will be corrupted as they pass through the signal channel. The “noise” in this case is not noise across the signal channel but the distractions of life and the disparities of viewpoints between sender and receiver. Here are a few complex messages that tend to fail by email:

- irony, sarcasm and “over-the-top” friendly mocking
- culturally-based jokes and flirting
- cautious statements (“Are you kidding?”), which can seem mocking or threatening
- implicit ultimatums or veiled threats
Email lacks authenticity and actionability.

At a recent interview with a European investment bank, my interviewer explained that “the majority of our work takes place over the phone or in person.” I was surprised - at first blush, one might expect the Information Age should have diminished the necessity for one to travel and to schedule phone calls; in fact, email has exacerbated the problems of authenticity and actionability.

Think about it. If somebody sends you an email suggesting that (s)he wants to buy your family business for $20MM, are you going to seriously consider the offer given the large number of well-publicized email scams out there? And even if the sender appears to be, based on the return address, a credible buyer of the business, how can one be sure the offer is in earnest, or that the motives of the buyer are pure, or that the buyer actually has the solvency to deliver on the deal? It is very hard to authenticate information sent via email, making email a very bad tool for speculative correspondence of a sensitive nature.

And how many times does the average unsolicited recipient simply hit the “delete” key and move on to the next message? A venture capitalist who spoke in one of my HBS classes suggested that he gives each email “ten seconds” and then he deletes it…and those are solicited emails!!!

Notwithstanding the challenges facing the venture industry today, the message should be clear: email is not actionable. If I come to your office and I actually get time on your calendar, it is going to take you much, much, much longer than ten seconds to “delete” me from the room.

Let me say it again: in the business world, anyway, email is not actionable. If you have something important to say – something that really matters, something that really needs a response – you should make sure you talk to somebody in real-time, in person, if possible.

**Instantaneous + Asynchronous = BAD.**

Email provides senders the ability to issue a message immediately one or many recipients – as many of you know, it is as simple as hitting the “send” button and the message streaks irretrievably forth across the infocosm. But the recipient may not get the message for several minutes, hours, days or even weeks.

This creates an interesting problem when the correspondence contains volatile information. Tempers rise and fall rather quickly, and back in the “old days” of written correspondence, many of us found that, by the time we had written out our angry letters and posted them and stormed off to the mailbox to deposit them, we started to have misgivings about the contents of the letters, and we
did not send them at all. At least, in a real-time conversation, if you say something stupid you have a chance to apologize or correct yourself in real-time.

But email eliminates the time necessary for reflection, time that might otherwise quash a vituperative and angry letter. A good rule of thumb is “never send an angry email” – but how realistic is that, really? Perhaps a better rule of thumb is: “no matter what email you write, always wait fifteen minutes before reviewing it one more time and then sending it.”

It’s not just anger that can create a problem – alcohol is a factor, too. I went to London in January for a morning of informational interviews. Compensating for the five-hour time difference, I interviewed between 1:00 and 5:00 a.m. Boston time. Then I met up with an old college friend who offered me alcohol at lunch – thus, the drinking day started at 7:00 a.m. and continued until approximately noon.

Then, on little sleep, I wrote my thank-you letters by email to the seven people with whom I had spoken that morning. I wanted to make sure they got them before the end of the business day. It turns out there were a number of problems with my actions. A British friend suggested that thank-you letters are not as culturally well-received in the UK as they are here in the US, thus my earnest desire to seem polite and courteous probably appeared to be a bit desperate and creepy. All that notwithstanding, I could barely see straight as I wrote my letters and fully five of the seven emails contained at least one typo. The most glaring of these was the salutation I gave to a woman in the sales department. Her name is “Elly.” I spelled it with a silent, lowercase “f” – thus my letter began, “Dear fElly.” What could I say? It was the American spelling?

You can probably imagine my horror when I read over the emails five hours after I had sent them. If you can’t imagine it, ask Darrell Herndon: he saw it firsthand.

Email is always permanent and seldom private.

Citigroup Analyst Jack Grubman, once the poster child of new economy enthusiasm, has hoisted himself on his own petard rather impressively in the wake of New York Attorney General Eliot Spitzer’s inquiry into possible wrongdoing by Grubman and the bank.

In the last five months, Grubman’s private emails to Sanford “Sandy” Weill, Chairman of Citigroup, reveal him to be an a**-kissing “yes” man at the same time as his emails to his friends and colleagues explain that he was just using Sandy to get his kids into an exclusive nursery school. Ow! That’s got to be socially embarrassing!
Perhaps more perniciously, Grubman’s email log shows that he spoon-fed Worldcom CEO Bernie Ebbers, word-for-word, an announcement designed to delude Worldcom’s shareholders. Bad, bad Jack!! Bad, bad Bernie!!

The broader lesson is simple: ample precedents in US and European law show that one’s employer (or university) “owns” the emails issued from its email servers – so nothing we write by email is technically private - even when it is directed to a single party. Do not write stupid things by email if you can avoid it because they are NOT going to go away.

Much of the time, one’s emails are permanent, backed up forever on servers, or residing indefinitely in the inboxes of the recipients – or even somewhere in between: email passes across a public network, stopping at numerous “nodes” along the way, each of these being a point where it might be intercepted or stored.

The ramifications of even one stupid email can be devastating. A colleague of mine worked for a technology company where a female employee who had been fired filed a sexual harassment suit against her former employer, alleging that the work environment was hostile towards women. My colleague suggests that nothing could have been further from the truth – more than 50% of the company’s employees were women, including many senior managers, and everybody was even-handed. But when the plaintiff’s attorney subpoenaed the email logs, the evidence contained therein did a lot to support the complainant’s argument. The investigation revealed innumerable “innocent jokes” containing ethnic and religious and sexist slurs. As much as one might have wanted to believe the defendant’s protestations to the contrary, the evidence clearly supported the plaintiff’s claims within the framework of the court case.

In simpler contexts, one can get one’s friends into hot water simply by forwarding something that wasn’t intended to be forwarded. While I was working as a consultant in Jamaica back in 1997, I wrote a mocking and horrific account of a dear friend of mine, describing the aggressive manner in which she drove (in a country where one must try quite hard to be considered a bad driver). I sent my mail to three or four colleagues back in the US and a couple of them were suitably entertained by the account to pass it on to an equal measure of their colleagues. You can probably guess what happened – four days later I was confronted by an angry phone call: “You [expletive, expletive, expletive] you can [expletive] walk from now on!!!”

So, that’s what I have to say on the subject of email. Now who wants to meet me in person to talk about it? [That's a joke, folks.]