



Executive Education

Essential Tools for Today's
Global Professional



THE FLETCHER
SCHOOL

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THE FLETCHER SCHOOL

TUFTS UNIVERSITY



Navigate the world with confidence.

In a rapidly changing world, Fletcher Executive Education offers reliable expertise to help you make informed decisions, achieve success, and lead your team through today's most urgent global challenges. Our faculty have been training world leaders since 1933, and we look forward to welcoming you to our international community.

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FOR ORGANIZATIONS

Custom Solutions



Our rigorous custom programs deliver a dynamic learning experience using an immersive, interactive approach, which leads to meaningful, real-world benefits.

We work regularly with businesses, governments and diplomatic delegations to provide custom solutions that fit your needs. Our track record includes programs for high-ranking diplomats, government officials, and business executives.

By tailoring our approach to meet your organization's goals, we can deliver a program that is focused and generates long-term impact. There are 4 stages in the Executive Education programs for Organizations timeline: Discover, Design, Deliver and Impact.

Our Approach to Creating Your Custom Program:



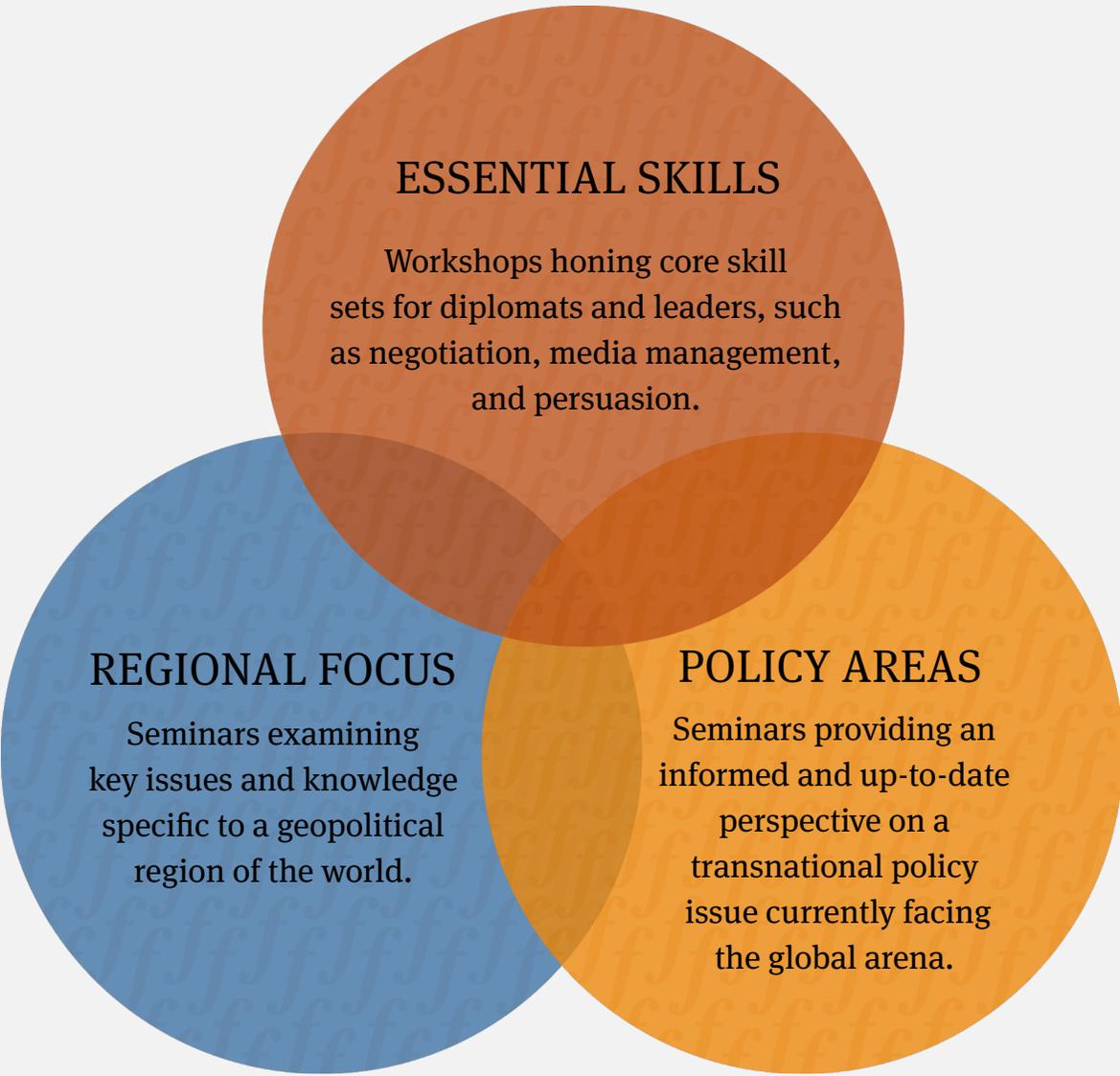


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FOR ORGANIZATIONS

Structure Your Program

We offer an interdisciplinary approach that gives you the knowledge and the skills to be successful in a diversity of contexts. Our curriculum is built on three core areas: Essential Skills, Policy Areas and Regional Focus, and all our courses fall into one or more of these categories. During Discovery and Design, we optimize your program to best achieve your goals.



ESSENTIAL SKILLS

Workshops honing core skill sets for diplomats and leaders, such as negotiation, media management, and persuasion.

REGIONAL FOCUS

Seminars examining key issues and knowledge specific to a geopolitical region of the world.

POLICY AREAS

Seminars providing an informed and up-to-date perspective on a transnational policy issue currently facing the global arena.



FOR ORGANIZATIONS

Sample Seminars

ESSENTIAL SKILLS

Processes of International Negotiation
Negotiating in International Organizations
Conflict Resolution Practice
Crisis Management
International Mediation
Leadership: Managing Relationships and Reputation
Leadership: Building Creative and Collaborative Teams
Strategies and Tools of Diplomatic Persuasion
Arts of Communication & Media Handling
The Art and Science of Statecraft
Ethics in the Practice of Foreign Affairs

KEY POLICY AREAS

The Changing 21st Century Security Environment
Emerging Security Structures
Cyber Security
Data Piracy and Internet Governance
Diplomatic and International Security Implications
of Artificial Intelligence
Climate Change, Policy, and Law
International Environmental Policy
Global Energy Markets
Climate and Migration
Economic Diplomacy
Emerging Economic Structures
International Humanitarian Response
Trends in International Migration
Law of the Sea

REGIONAL FOCUS

Customized based your needs, including topics such as:
Geopolitics of East Asia
Geopolitics of Russia
Geopolitics of the Middle East
Geopolitics of Latin America



FOR ORGANIZATIONS

Program Formats

All programs are customizable based on your needs. Pricing varies based on the number of participants, scale of programming, and other exclusive features as requested.



VIRTUAL FORMATS

Live Webinar:

- Live Webinar: 1-4 two-hour sessions
- Just-in-time learning from the experts

Global Leadership Academy Online:

- *Intensive* (4 hours/day consecutively)
- *Extended* (spaced over 4-5 weeks)



IN-PERSON FORMATS

Leadership Academy at Tufts:

- A fully customizable in-person schedule is developed to suit each organization's requirements
- Typically 5-6 full days on campus

After decades of hosting diplomatic delegations on our Medford campus, the pandemic provided the opportunity to design effective online solutions for our clients. Our faculty are experienced in online pedagogy and eager to work with you to design workshops that achieve strong engagement, deep learning, and long-term results.

Safety: We are reopening our campus to offer our in-person programs following careful safety protocols and all Tufts University policies to ensure the health of all participants.

To get started, please contact us directly at FletcherExecEd@tufts.edu with information about your cohort and needs, and we will reach out for an initial consultation.

FOR INDIVIDUALS

Fletcher LIVE Online

5-Week Executive Courses:
Summer Session: May - June

Register by May 1



The Essentials, Curated for Today's Global Leaders

Fletcher LIVE Online brings the expertise of our faculty directly to you, wherever you are in the world. We've created a streamlined collection of essential courses that are fast, in-depth, and prepare you for today's most important global challenges.

Fletcher is here to set you up for success. On completion, you will be armed with deep insight, strategies and tools needed to deliver results. Lead your team through today's most urgent challenges, whether you are managing a multinational team, growing a global business, serving in a diplomatic delegation, or launching a local initiative that could transform your community.



Interactive Sessions with World-Renowned Faculty

Real-time classes with Fletcher faculty in a live, virtual setting. Our faculty serve as strategic advisors and consultants at organizations like the United Nations, NATO, the World Bank, the World Economic Forum, World Trade Organization, and the Pentagon, among others.



Small Classes in a Powerful Global Network

Through small, interactive courses, you will join a global community of fellow leaders - diplomats, CEOs, and innovators - tackling many of the same challenges as you, who can offer a new perspective or a partnership.



Fletcher's Standard of Excellence

Our online programs offer the rigorous educational experience that gained Fletcher its reputation on the world stage. As our faculty challenge you, you will gain the knowledge, skills, and global perspective to lead and change the world.



FOR INDIVIDUALS

Accelerate your Learning

Fletcher Executive Education offers a portfolio of courses that are structured to maximize learning and deliver the knowledge and skills you need. Our courses offer:

- Small cohorts and interactive sessions
- A research-based curriculum drawing on the latest information and up-to-the-minute global context
- An opportunity to apply your learning to your current role and career
- Opportunities to build an exclusive international peer network

Your Leadership Journey Starts Here

- Registration opens on January 10
 - Short Application Process required. Payment processed only after acceptance.
 - Group rates available for teams of 4-9
- Priority registration by March 15
Last day to Register: May 1
- Courses take place in May and June
 - Total of 10 hours of live sessions (2 hours/week)
 - 2-3 hours/week independent work required
 - 20-25 total hours of effort
- Certificate of Completion

Enroll on our website:

sites.tufts.edu/fletcherexeducation/



FOR INDIVIDUALS

Fletcher LIVE Online

Summer 2022 Courses



Advanced Negotiation

Leverage the tools of the UN, WHO, and leading peacekeeping organizations to move your organization forward.

Taught by Professor Eileen Babbitt.



Cyber Risk Management

Take control of your cyber risk strategy and be prepared with an incident response plan.

Taught by Professor Josephine Wolff, author of *By the Time You Read This, It Will be Too Late* (MIT Press).



Understanding the New Dynamics of Climate Action

As special representative of the UN secretary-general, former VP of the World Bank, and special envoy in the Paris Agreement, Dean Kyte offers a rare look at climate policy and the future of our planet.

Taught by Dean Rachel Kyte.



How Market Forces Can Drive Economic Inclusion

Engage market forces to improve lives and learn strategies for commercial, government, and non-profit sectors.

Taught by Kim Wilson, Sr. Lecturer & Sr. Fellow.



Strategy and Leadership for Social Impact

How can your organization tackle today's biggest social challenges and yield real results? Gain the skills to create change.

Taught by Professor Alnoor Ebrahim.



Data-Driven Approaches to Fighting Humanitarian Crisis

What is the role of data when human rights are at stake? Use evidence powerfully and ethically to make an impact in a crisis.

Under Development



FOR INDIVIDUALS - LIVE Online Course

Advanced Negotiation

Course Format

Course takes place between May 31 - July 2

- Total of 10 hours of live sessions (2 hours per week)
- 2-3 hours per week independent work
- 20-25 total hours of effort required

Faculty

Taught by Eileen Babbitt, Professor of Practice of International Negotiation and Conflict Management; former director of education and training at the U.S. Institute of Peace in Washington, D.C.

Course Date

May - June

(See website for details)

Early Registration

March 15

Final Registration Deadline

May 1

Outcome

Fletcher Executive

Certificate of Completion

Advanced Negotiation

This course will help you develop a strategic approach to influence, and it will enhance your capabilities to deal with disputes in a wide variety of forms and contexts.

In this course, you will learn and practice negotiation with real-world international case studies that will prepare you to work on a global scale in political and economic policy settings. The techniques we cover are also directly applicable in the corporate space to design effective collaborative solutions, create and maintain partnerships, and guide conflict resolution efforts. You will learn to identify the needs of all parties involved, work with competing interests, and manage disputes toward a positive outcome.

This course uses research-based lecture and targeted case studies to hone your understanding while providing opportunities to practice and build your skills through live online simulations.

Who Should Enroll

Advanced Negotiation is designed for participants with a working knowledge of the basic negotiation concepts that are typically covered in an introductory negotiations course, such as BATNA, position vs. interests, objective criteria, and the 2-level game.

We welcome early career, mid-career, and senior-level practitioners and leaders in both the international affairs fields and in the private sector.



FOR INDIVIDUALS - LIVE Online Course

Cyber Risk Management

Course Format

Course takes place between May 31 - July 2

- Total of 10 hours of live sessions (2 hours per week)
- 2-3 hours per week independent work
- 20-25 total hours of effort required

Faculty

Taught by Josephine Wolff, Assistant Professor of Cybersecurity Policy; author of *By the Time You Read This, It Will be Too Late* (MIT Press)

Course Date

May - June
(See website for details)

Early Registration

March 15

Final Registration Deadline

May 1

Outcome

Fletcher Executive
Certificate of Completion

Cyber Risk Management

This course prepares you for the complex process of developing a cyber risk management strategy in a multinational organization.

This program uses research-based live lecture, in-depth discussion, and real-world case studies to bring you to the most up-to-date knowledge about cyber risk mitigation, strategy, and response. The organizational risks discussed will include data breaches, online financial fraud, industrial espionage, social engineering, denial-of-service attacks, cloud provider outages, and online extortion.

To prepare you to respond to these threats, we cover threat modeling, security metrics and budgeting, incident response and remediation, legal compliance, and cyber-insurance. You will learn how to develop a comprehensive cyber risk management plan, and will come away with the latest tools to enable you to take control of your cyber risk strategy.

Who Should Enroll

Cyber Risk Management is designed for professionals who are in a position of responsibility when it comes to understanding the digital risks potentially facing their organization, as well as how to best respond to those risks.

No technical expertise is required. Professionals with a background in technology or IT, or who would like to learn more about IT and technical risks, are welcome.



FOR INDIVIDUALS - LIVE Online Course
Speed, Scale, and Sharm El-Sheikh
Understanding the New Dynamics of Climate Action

Course Format

Course takes place between May 31 - July 2

- Total of 10 hours of live sessions (2 hours per week)
- 2-3 hours per week independent work
- 20-25 total hours of effort required

Faculty

Taught by Dean Rachel Kyte, Dean of the Fletcher School; special representative of the UN secretary-general, former VP of the World Bank, and special envoy in the Paris Agreement.

Course Date

May - June
(See website for details)

Early Registration

March 15

Final Registration Deadline

May 1

Outcome

Fletcher Executive
Certificate of Completion

Understanding the New Dynamics of Climate Action

This course offers a rare opportunity to work closely with Fletcher School Dean Rachel Kyte, world-renowned expert in climate action and climate diplomacy, CEO of UN Sustainable Development Goal #7 (Clean Energy), and climate advisor to the United Nations Secretary General.

Using lectures, research-based readings, and active discussion, this class provides an understanding of the current state of climate diplomacy. In this course, we will review the results of COP26 in Glasgow, Scotland, analyze the stumbling blocks and barriers to climate diplomacy, and understand how we can take action in 2022 as we approach COP27 in Sharm El-Sheikh, Egypt.

In this course, you will:

- Analyze the implications of COP26 for climate diplomacy.
- Understand the role of financial systems for climate action.
- Engage with up-to-the-minute research on climate action and climate diplomacy.
- Build your professional network.

Who Should Enroll

Understanding the New Dynamics of Climate Action is designed for professionals whose work impacts the climate or has the potential for climate action.



FOR INDIVIDUALS - LIVE Online Course

How Market Forces Can Drive Economic Inclusion

Course Format

Course takes place between May 31 - July 2

- Total of 10 hours of live sessions (2 hours per week)
- 2-3 hours per week independent work
- 20-25 total hours of effort required

Faculty

Taught by Kim Wilson, Senior Lecturer of International Business and Human Security; Senior fellow, Center for Emerging Market Enterprises, Institute for Business in a Global Context.

Course Date

May - June

(See website for details)

Early Registration

March 15

Final Registration Deadline

May 1

Outcome

Fletcher Executive

Certificate of Completion

How Market Forces Can Drive Economic Inclusion

Have you ever wondered, how in some instances, harnessing the power of the market can promote development and inclusion? Learn how you can leverage the double-bottom line to reach previously ignored populations of workers, agents, and customers.

Using lectures, case studies, and human-centered design activities, each class explores a different method for tapping value chains and market ecosystems. We will examine how NGOs and businesses have achieved success with market-driven inclusion and learn how these principles can be applied in new contexts.

The course begins by delving into the financial and economic lives of low-income people. Armed with that knowledge, we then turn to strategies in financial services, product distribution, and education and how they can be scaled at the last mile. We will analyze modalities such as social franchising and agent-based distribution and learn how to harness them for inclusion.

We will also debate uncomfortable ethical dilemmas. In this course, you will come away with a deeper understanding of how to navigate these challenges, and you will gain skills in business design, analysis, and presentation, which will help you apply your learning to your own leadership.

Who Should Enroll

This course is widely applicable for professionals who engage with market growth, market strategy, business strategy, and inclusion in their organization, from the private sector, nonprofit sector, NGOs, and public service to register.



FOR INDIVIDUALS - LIVE Online Course

Strategy and Leadership for Social Impact

Course Format

Course takes place between May 31 - July 2

- Total of 10 hours of live sessions (2 hours per week)
- 2-3 hours per week independent work
- 20-25 total hours of effort required

Faculty

Taught by Alnoor Ebrahim, Professor of Management at the Fletcher School and Tisch College of Civic Life; author of *Measuring Social Change: Performance and Accountability in a Complex World*.

Course Date

May - June

(See website for details)

Early Registration

March 15

Final Registration Deadline

May 1

Outcome

Fletcher Executive
Certificate of Completion

Strategy and Leadership for Social Impact

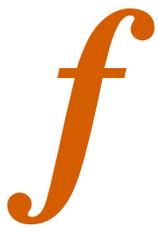
This course provides a toolkit for leaders and managers to bring strategic clarity and discipline to designing, executing, and constantly improving their social impacts.

This program focuses on how to: a) design an organization's theory of change and strategy in order to deliver on its mission; b) develop performance management systems useful for internal learning and external accountability to diverse stakeholders; and, c) scale impact through diverse pathways such as market growth, cross-sector collaboration, and policy influence.

The course content is practical and case-study-based. You will apply the knowledge in each session to your own project, organization, or issue of interest. We will draw on examples from diverse industries as a basis for identifying cross-cutting leadership and strategy lessons. And we will draw on small group discussions, videos, and practical exercises to enhance your learning.

Who Should Enroll

Strategy and Leadership for Social Impact is designed for individuals who seek to build their strategic leadership capabilities — whether as managers in nonprofit organizations, NGOs, social enterprises, international aid agencies, and development finance institutions, or as board members, consultants, investors, or funders. Early-stage entrepreneurs, as well as experienced professionals, are welcome.



FOR INDIVIDUALS

LIVE Online Testimonials

From Previous Class Intakes

“I loved it and would recommend it to anybody in any kind of leadership position. I strongly believe this course will have a direct impact on how I carry forward my current and future positions.”

“Excellent course and I would recommend it to other international development professionals.”

“I have really enjoyed this course for its dynamism, relevance and it has been thoroughly engaging.”

“This course met my expectations in terms of the scope of material covered, and exceeded my expectations in terms of the actual substance presented.”

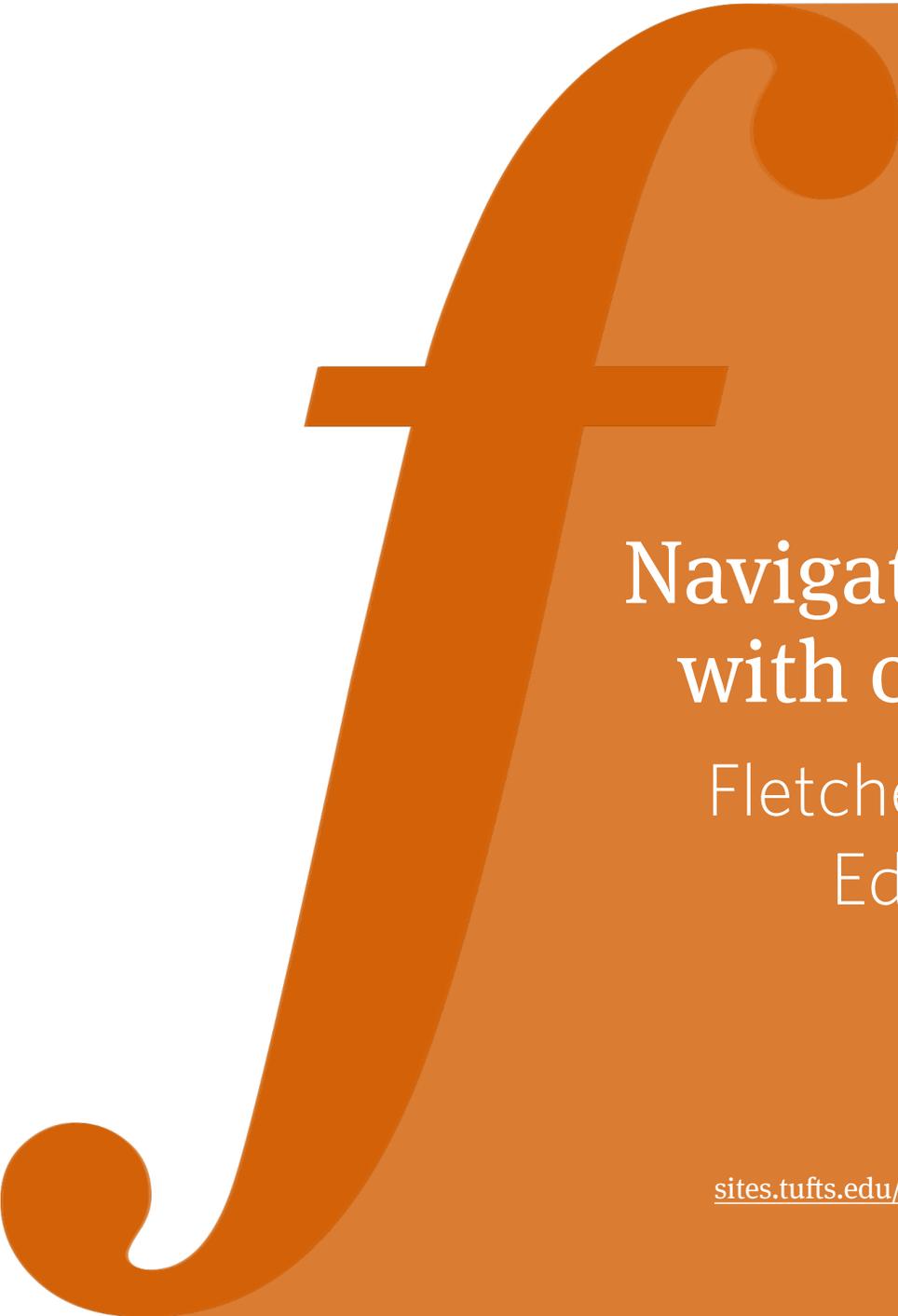
“Fantastic!
Generated incredible ideas, grounded in reality, exceptional classmates.”

“The Professors were fantastic at crafting the class for a virtual environment. Class set-up and time management were phenomenal. We almost never felt rushed and I learned so much in each session.”



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