
Reflections on Twelve Years as Fletcher Dean

STEPHEN W. BOSWORTH

This special volume of *The Fletcher Forum of World Affairs* celebrates a great milestone for The Fletcher School—its 80th year as the nation’s oldest graduate-level academic institution of international affairs. While this is certainly a cause for celebration, it also represents a moment of reflection for me, as I now have the honor of becoming Dean Emeritus after serving as Dean of The Fletcher School for twelve years.

I know that this edition of *The Forum*—the School’s signature international affairs journal—will give readers a window into the diverse array of talents, interests, and accomplishments of our graduates and faculty, and I am pleased to be invited to share a few thoughts on my tenure at Fletcher: the evolution of the curriculum; the ability of the School to weather financial crises, and a changing global environment; and the enhanced importance of advanced study in international affairs for meeting contemporary and future global challenges.

I arrived at The Fletcher School in February of 2001, following a long career in diplomacy, the private sector, and academia. I knew I would encounter my fair share of challenges as Dean, and I knew that the world would likely change during my time at Fletcher, requiring an adjustment in the way that we teach our students. It was impossible for me to know at the time just how tectonic these global shifts would be.

From the September 11th attacks to the global financial crisis, from new global conflicts and emerging threats to peace and security to an increasingly complex and interconnected international business environment, the events of the last twelve years have forced all of us to reexamine the way we approach international relations. These events also confirm

Stephen W. Bosworth is Dean Emeritus of The Fletcher School of Law and Diplomacy. Formerly, he served as the U.S. Special Representative for North Korea Policy and as the U.S. Ambassador to South Korea, the Philippines, and Tunisia.

two indisputable facts—as students, faculty, and administrators, we have certainly made the right choice in terms of our chosen focus and passion. These events—and those that unfold daily throughout the world—have taught us that we still have our work cut out for us.

During my time as Dean, I am most proud of the creation of new academic programs to meet the changing needs of the international environment in the twenty-first century. We recognized early that ours was not simply a world in which diplomats from various countries pursued national interests or sought to develop more peaceful and norm-driven international institutions for dispute settlement and cooperation. So we created a Global Master of Arts Program (GMAP), combining technology-based learning with traditional classroom instruction to expand the expertise of mid- and senior-level professionals. We also created the LL.M. in International Law to educate lawyers, as a traditional legal education no longer equips international lawyers with the full complement of tools needed to succeed in this complex field. A broader contextual understanding not only of the law but also of the societies and institutions in which international law is made, interpreted, and applied is critical in today's world.

Business, too, was going global like never before. To address this growing trend, Fletcher developed a unique Masters in International Business (MIB) program to train the next generation of global business leaders in areas of entrepreneurial activity, marketing, consulting, and corporate leadership. This program continues to grow in competitiveness and rigor. And, of course, all of this was accomplished while maintaining and enhancing the traditional rigor of our Master of Arts in Law and Diplomacy (MALD) and Doctor of Philosophy (PhD) programs. Despite the challenges presented by the financial meltdown and the subsequent recession, our scholarship programs continue to be exceptional. We have also continued to hire top-notch faculty to challenge our students.

During the annual commencement exercises this past May, I emphasized—as I often have—that the greatest strength of The Fletcher School is its faculty and students. The School's future success will rely on its ability to attract the best faculty and students from around the world, a challenge I am confident it will continue to meet.

Fletcher has been a very special place and always will be. Chris and I leave with many fond memories, good friends, and a strong sense of confidence for coming generations. We are delighted by the selection of Admiral James Stavridis as the new Dean of The Fletcher School. As a Fletcher graduate and well-accomplished leader, he will ensure that Fletcher continues to excel in its mission to educate world leaders in the years ahead. *f*