

Join the Movement!

**EXECUTIVE MASTER
IN
e-GOVERNANCE**

2008-09 Edition

e-gov

EPFL
ÉCOLE POLYTECHNIQUE
FÉDÉRALE DE LAUSANNE



Introduction

Welcome to the 4th edition of the Executive Master in e-Governance at the Swiss Federal Institute of Technology in Lausanne (EPFL).

Recent years have seen two major trends working together to reshape both private and public economic sectors. On the one hand the rise of information and communication technologies (ICTs) has opened up new ways of communicating and doing business. On the other, globalization is creating more interwoven economies whilst increasing certain inequalities. Commonly ICTs are seen as a way for governments to become more efficient, more citizen-oriented and more democratic. Likewise, they are seen as a way to develop economies and increase competitiveness.

Our Executive Master in e-Governance has been designed against this backdrop and seeks to explore – together with the world's leading thinkers and practitioners in this growing field, as well as with our participants – the possibilities and limits of the information and communication technologies (ICTs) in addressing 21st century governance challenges. Many examples exist of how ICTs can be actively used for improving service delivery, policy-making, business regulation, as well as corporate governance. Our eGov program builds on these experiences, while trying to build a better understanding of how the public sector in particular, can improve their use of ICTs.

With alumni in over 20 countries, ours is a truly international program. Our unique *global learning journey* model means that participants of this program not only come from many different countries, but also throughout the program, travel with us to partner universities on three continents, in search of best knowledge and best practice. No other program offers so much diversity, so many networking opportunities and such a life-changing learning experience.

We invite you to embark on a first journey through the following pages for an exciting overview of what our program has to offer and we hope you will decide to join us for the real eGov journey as a result.



Prof. Dr. Matthias Finger
Academic Program Director



Dr. Kristian Sund
Managing Director



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What is e-governance?

Electronic Governance (e-Governance) can be defined as the governance of and with information and communication technologies (ICTs). One way of defining e-governance is as a strategy to implement good governance through the deployment of appropriate ICT tools, the re-engineering of work flow processes to fit the technologies, and the active involvement of stakeholders.

A particular product or application of e-governance is e-government, or the use of ICTs to better serve the citizen and offer government services. Many governments around the world are now looking for better ways to make services available to the citizen over the internet or through mobile devices.

Why e-Governance?

Information and communication technologies (ICTs) are changing the economy, society, and culture in increasingly pervasive and complex ways. The Development of efficient, reflective, sustainable governance mechanisms and corresponding tools to master and steer their underlying dynamics – in both public and private organizations – has become a necessity. This has motivated governments to adopt e-governance strategies in order to implement an efficient, effective, transparent, accountable, reliable and a citizen-friendly government.

The success stories in this area have shown a drastic reduction in processing time and significant savings in government expenditures. It is also believed that the implementation of e-governance has significant impact on regional economic development.

Why Executive Master in e-Governance?

The program focuses on concepts and methodologies of implementing e-Governance with first-hand experience on e-Governance policies and strategies adopted in Europe, Asia and North America. The participants of this program are exposed to the best practices in various countries, helping them in successfully implementing e-Governance projects in their countries. They will go through a challenging journey sharpening their leadership competencies, examining the appropriate deployment of ICTs and enabling them to efficiently steer their organizations.

The Executive Master is a recognized, Bologna-compatible degree, awarded by the EPFL, ranked as one of the leading universities in Europe. This high level program is a part-time program, designed with the constraints and needs of practitioners in mind.



Alumni Speak...



"It was really a great and exciting experience. Not only because it allowed me to look further into my knowledge in the field of e-Gov, but especially to study practical experiences from other countries. I learned a lot from them and hope that the lessons learned will help my own country."

Abdel Aziz Ould Dahi
Minister of Public Function, Government of Mauritania

I am thrilled to have had the opportunity to participate in EPFL's Executive Master in e-Governance program as it has provided me with both a solid theoretical framework and a rich exposure to real life implementations of e-Governance worldwide. I will leverage this knowledge in my current endeavour at the City of Lausanne; the 2006 – 2007 EPFL e-Government Executive Master edition fulfilled my expectations.



Gianfranco Moi
Chief Information Officer, City of Lausanne, Switzerland



The Executive Master in e-Governance has been a challenging adventure for knowledge-seekers. It combined academic excellence that bore the seal of one of the most prestigious higher education institutions in Europe with the richness of real-world experiences offered by the multitude of places visited.

Dr. Konstantinos Gakis
eGov Consultant, Greece

Having eventually sold both of my companies, I decided I had for too long been just an engineer who did not fully grasp the social motivations and consequences of engineering work alone. The eGov@EPFL Executive Master appeared as the best arena to allow me to match my long and practical experience with more theoretical and sociological approaches of the present technical revolution we are in. And the result was so impressive that it proved to be far



Jacques Gamboni
Entrepreneur, Switzerland



In my opinion EPFL is one of the best European universities. The Executive Master in e-Governance program allowed me to learn about innovation management and how I can lead my organization towards efficiency in the area of e-Gov.

Naser Khanji
Lawyer, United Arab Emirates

The program has been both unique and challenging. The program was a workshop for innovation, bringing together multiple competencies and organizations with manifold dimensions through a strong network of e-governance practitioners, researchers, policy makers, private sectors in ICTs field, and academic experts. The program has helped me to make a career in the consulting sector for eGov implementation.



Madhusudana Rao
eGov Consultant, India



Program Overview

The Executive Master in e-Governance is a 15 month part-time program. Participants attend 10 weeks of classroom lectures and visits, distributed over four modules. These modules take place at the EPFL and at partner universities in Europe, Asia and North America, spread over a period of one year. Participants actively engage with top experts and academic specialists in many countries. In addition to facilitated classroom teaching, participants prepare an individual Master Thesis research project.

Program Objectives

The Executive Master program is specially designed to address eGov issues with a **Multi-Level, Multi-Industry and Multi-Stakeholder** approach, which aims to examine how different stakeholders from a variety of industries spanning across local and global levels are able to collaboratively and collectively make use of ICTs for transformative innovation and institutional redesign. Participants of this program will acquire skills that will enable them to:

- **Manage complex ICT-related projects** and implement organizational changes to improve productivity and service quality;
- **Master technology infrastructures** in both public and private sectors, with a particular focus on ICT-based governance and economics;
- **Design ICT-based governance mechanism solutions** in various contexts;
- **Apply innovative technology-based solutions** for organizational learning, performance measurement and risk management;
- **Establish and lead specialized e-networks** and e-communities;
- **Ensure the sustainability of ICT-related projects** and e-Governance initiatives, with a particular emphasis on ICTs for development and inclusion; and
- **Design and steer strategic partnerships** between public sector and private organizations.



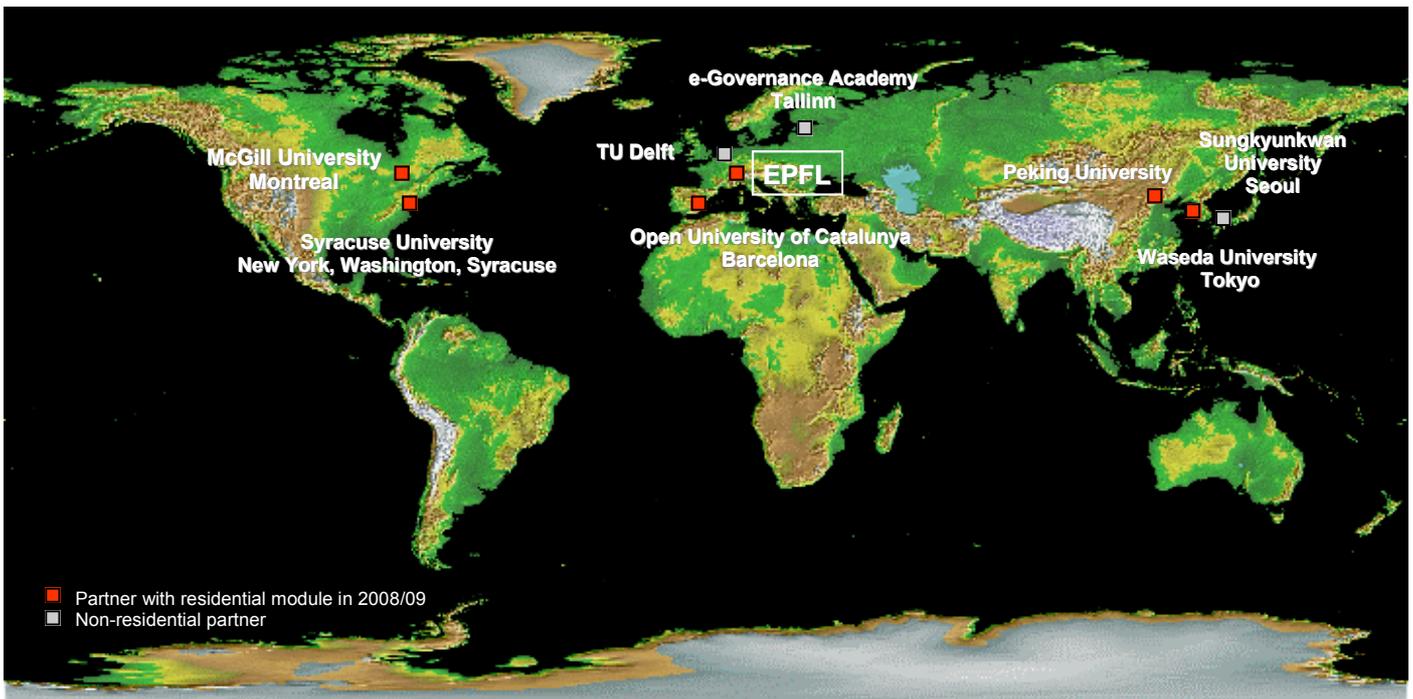
Learning Approach

The pedagogic approach used is specially tailored to the needs of working professionals and executives. The key features of the curriculum are:

- Modular Program for Greater Flexibility** Participants do not have to take sabbatical leave from their work thanks to the modular approach of the program. Participants are required to take part in four residential modules spread over 12 months. The rest of the activities can be completed through distance mentoring while they continue to pursue their professional commitments.
- Intensive Learning On-Campus** On-campus modules are highly intensive and demanding, both in content and workload. As the participants follow the program parallel to their professional career, it requires a high degree of discipline and commitment. A typical course day involves 8-10 hours of work, with a mix of lectures, group work and site visits.
- Virtual Workspace & Interaction Platform Off-Campus** Due to the international character of the program and the diversity of the participant group, e-learning is a clear methodological focus. Participants interact online and the program material is shared and discussed using web-based platform.
- Cultural & Regional Best Practice Immersion** As the program is separated into four modules conducted in various countries all over the world, it is crucial for the participants to adapt quickly to changing environments and different cultures. During these study trips, participants will have the opportunity to exchange their ideas and concepts with decision-makers and academics in a variety of cultural, economic and technological contexts.
- Real Problems, Real Solutions** Participants are exposed to real-world problems in multiple contexts and given the chance to benchmark problem-solving strategies and implementation plans.
- Cutting Edge Research** The program enables the participants to gain exposure to cutting-edge research in such areas as corporate governance, transaction costs economics, knowledge management, information technology studies, governance and innovation.
- Global Networking** The four modules of the program take place on three continents with dozens of lecturers from both academia, governments and private sector companies. In addition, every module includes an open conference event with outside participants. At the end of the program participants have a network of hundreds of individuals on a global level.



Program Schedule



Module	Location	Schedule
Module I (3 weeks)	Switzerland Spain	Oct. 3 – 24 2008
Module II (2 weeks)	Korea China	Feb. 2 – 13 2009
Module III (3 weeks)	Canada USA	May 18 – June 3 2009
Module IV (2 weeks)	Switzerland	Sep. 21 – Oct. 5 2009
Master Thesis	Online	Feb. – Dec. 2009

NB: Dates and locations may be subject to change



Faculty Resources *

Dr. Andrzej Drygajlo

Speech Processing & Biometrics
EPFL, Switzerland

Mr. Ants Sild

Head, Baltic Computer Systems
Estonia

Mr. Andres Aarma

Estonian Certification Centre
Estonia

Mr. Gerard Carvello Garcia

Director, Electoral Consulting
ScytI, Spain

Mr. Heo Kyung Min

Head, Samsung Coporation
South Korea

Dr. Naoko Iwasaki

Deputy Director, eGov Institute
Waseda University, Japan

Prof. Longjunsheng

Organisational Change
Peking University, China

Mr. Eiji Makiguchi

Director, Prime Ministers Office
Japan

Prof. Mila Gasco-Hernandez,

Public Administration and Management
Universitat Oberta de Catalunya, Spain

Dr. Avo Ots

Tallinn Technical University
Estonia

Prof. Boi Faltings

Artificial Intelligence Lab
EPFL, Switzerland

Prof. Christopher Tucci

Professor, Management of
Technology, EPFL, Switzerland

Mr. Daniel Martinez

Consultancy and Research
CATCert, Spain

Dr. Danilo Piaggese

Inter-American Development Bank
New York, USA

Prof. Derrick Cogburn

School of Information Studies
Syracuse University, USA

Mr. Dircton David Li

Director, SAP
China

Dr. Ivar Tello

e-Governance Academy
Estonia

Dr. Jon Gant

Geospatial Technologies
SU Maxwell School, USA

Prof. John Antonakis

Professor, Organisation Behaviour
HEC, University of Lausanne

Prof. Joseph Maria Reniu

Political Science & e-voting, Universi-
tat Oberta de Catalunya, Spain

Prof. Jeffrey Huang

Media and Design Lab
EPFL, Switzerland

Prof. Jeong Gab Joo

Cyber infrastructure
Konkuk University, South Korea

Dr. Joseph Lee

Head, Microsoft Corporation
China

Prof. Milton Mueller

School of Information Studies
Syracuse University, USA

Mr. Pascal Eichenberger

Head - Innovation
LOGITECH, Switzerland

Dr. Pierre Rossel

College of Management of Technology
EPFL, Switzerland

Mr. Rain Rannu

Mobi Solutions
Estonia

Prof. Rosa Borge

Political Science & e-voting
Universitat Oberta de Catalunya, Spain

Mr. Tadashi Sato

Vice President
Infomation & Communication Network
Japan

Mr. Song Jung Hee

Seoul e-Gov
South Korea

Ms. Elisa Henry

Executive Director,
Centre for Intellectual Property
Policy, McGill University, Canada

Prof. Fengchun Yang

Dean, Academy of e-Government
Peking University, China

Prof. Guido Palazzo

Business Ethics, HEC
University of Lausanne

Mr. Guido Bertucci

UNDESA,
New York, USA

Prof. Kim Seang Tae

Director,
Global e-Policy & e-Government
Sungkyunkwan University
South Korea

Prof. Kuno Schedler

Director, Public Management
Centre of Excellence
University of St. Gallen

Prof. Kwon Gi Heon

Information Policies & e-Government
Sungkyunkwan University
South Korea

Prof. Toshio Obi

Director, Institute of e-Government
Waseda University, Japan

Dr. Wolter Lemstra

Technology, Policy & Management
TU Delft, Netherlands

Dr. Yang Ji Jiang

e-Government
Tsinghua University, China

Mr. Toshikazu Yoshii

Director, Tokyo Metropolitan City,
Japan

* These are examples of past program faculty.



Admission Criteria

- **Academic Qualifications:** Master degree from an accredited university or a university-level qualification that is judged equivalent.
- **Professional Experience:** At least five years of relevant work experience at a senior position, preferably in a relevant field, e.g. public administration, IT consultancy, suppliers of e-Services, etc.
- **Linguistic Abilities:** A strong command of written and spoken English - the language of instruction is English and participants will be assessed on their contribution to class discussions and other activities.
- **International Outlook:** As this is an international program, cultural sensitivity and the ability to operate well in a multi-cultural setting will be a definite asset.

Participant Profile

The typical participant in the Executive Master in e-Governance program is likely to:

- **Be a middle or senior manager:** the average participant has at least 5-7 years management experience;
- **Have significant professional experience:** the participant usually has a baggage of around 10-15 years of work experience, often at an international level;
- **Have a strong first degree:** although we value experience just as much as academic qualifications, it is not unusual for participants to have a strong master degree or even PhD before entering the eGov program;
- **Have a diverse background:** alumni show a wide diversity of backgrounds and include engineers, economists, medical doctors, political scientists, IT specialists to name but a few.
- **Be either a man or woman, aged anywhere between 30–60:** the average participant age is around 38-40 and we typically have about 25% women in the program—neither sex nor age is a discriminator.
- **Be from anywhere in the world:** the 2007/08 edition welcomed 23 participants from 14 different countries, making eGov the most international executive education program of the EPFL.



General Information

Tuition Fee 2008/09

The Tuition and Matriculation Fees to participate in the program break down as follows:

Matriculation Fee:	CHF 1'160.-
Tuition Fee:	CHF 27'840.-
Lunches and Breaks:	CHF 2'000.-
Materials:	CHF 1'000.-

Total Fee: CHF 32'000.-

Fees are normally billed in two equal installments of CHF 16'000.- for the beginning of the first and third modules.

Given the global nature of the program, participants should plan to spend additionally approximately CHF 15,000.- for travel and accommodation.

Degree

The participants will be conferred the degree of **Executive Master in e-Governance** by the EPFL on successful completion of the modules, assignments and thesis.

Language

The medium of instruction is English and the participants are expected to have strong command in written and spoken english.

Duration and Credits

The duration of the programme is 15 months including the master thesis for a total of 60 ECTS credits.

Visa and Logistics

Participants must obtain visas and arrange their own travels to participate in all the modules of the program. However, the EPFL and partner institutions will issue invitation letters to support participants in their applications for visas.

Scholarships

Tuition fee reductions for qualified applicants who demonstrate a need for financial assistance and have considerable academic and professional achievements will be considered. However, we encourage individuals interested in the program to seek sponsorship from their employer or other sources first.

The EPFL is one of the approved institutions under the Regular Program of the **Joint Japan/ World Bank Scholarship Program (JJ/WBGSP)**. If you qualify for this program and wish to apply, you are strongly encouraged to apply to the Executive Master in e-Governance early, as a Confirmation of Acceptance from the EPFL is a prerequisite for the scholarship application. The deadline for the application to the JJ/WBGSP is usually March 31st of every year.

Cancellation Fees

Applying for the Executive Master in e-Governance is free. Once you have been accepted and billed, cancellation fees may however apply. Please contact us if you would like a copy of our cancellation policy.

Deadline

Applicants are required to submit their application in two formats (one electronic and one paper duly signed including accompanying documents) to our contact address no later than **June 30th, 2008**



The campus of EPFL, along the shores of Lake Geneva

About EPFL

EPFL is one of the two Ecoles Polytechniques Fédérales (Federal Institutes of Technology) in Switzerland. The EPFL has three missions: education, research and technology transfer - at the highest international level. Associated with several specialised research institutes, EPFL is directly dependent on the Federal Department of Home Affairs. EPFL, in its idyllic location on the shores of Lake Geneva, brings together a campus of more than 10,000 people. By its novel structure, the school stimulates collaboration between students, professors, researchers and entrepreneurs. These daily interactions give rise to new and groundbreaking work in science, technology and architecture.

EPFL offers 14 complete study programs at the **Bachelor's and Master's levels** in engineering, basic sciences, computer and communication sciences, life sciences, civil engineering, architecture and the environment. These study programs are designed to be flexible and modular. They meet the requirements of the Bologna accords and as a result, students can take advantage of a wide array of exchange opportunities, and the degrees they earn are internationally recognized. Within **EPFL's Doctoral School**, PhD students share ideas, provide mutual support and intellectual stimulation, and round out their education with high-level specialized courses. PhD students benefit from EPFL's scientific expertise and excellent infrastructure.

Students in EPFL's **School of Continuing Education** have the opportunity to strengthen and update their skills and knowledge, giving them a competitive edge in a rapidly evolving professional environment. The School offers a wide range of courses from seminars to postgraduate Master's degrees. These modular programs can also be adapted to meet individual companies' needs (<http://www.epfl.ch>).

new institutional designs for a changing world

Executive Master in e-Governance **Application Form**

Please include the following information and documents:

- * A detailed curriculum vitae
- * Certified copies of university degree(s) and grades
- * Motivation letter
- * Two letters of reference
- * Two passport photos
- * One business card
- * Photocopy of your passport (to facilitate later visa applications)

How did you first become aware of the e-Gov program?

- Internet
- An eGov Alumnus
- An event organized/sponsored by e-Gov
- Email announcement
- Brochure or leaflet mailing
- An article in newspaper/magazine
- Other, please specify:

Passport Photo

Passport Photo

Professional Business Card



Last name: _____

First name: _____

Birth place: _____ Birth date: _____

Citizenship (s) _____ Sex: male female

Address & Contact Information

#, Street: _____

Zip code: _____ Town: _____

State: _____ Country: _____

Phone: _____ Fax: _____ E-mail: _____

Education

Years From - To	Degree	University

Professional Experience

Dates From - To	Company	Position

Languages

Mother tongue: _____ Other fluent languages: _____

This application is to be returned under **two** formats (one electronic and one paper duly signed including accompanying documents) to our address no later than: **June 30th, 2008**. By your signature below, you hereby certify that all of the information in this application and the documents included are complete and accurate. You also authorize the EPFL to use your photo and personal data for administrative purposes only.

Date: _____ **Signature:** _____

Mailing address :

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Executive Master in e-Governance
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Switzerland

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Network of e-Gov Experts

During the registration process, careful attention is paid to the selection of participants in order to encourage stimulating exchanges among participants and foster long-term collaborative partnerships. Furthermore, the participants are provided with the privileged access to the following networks through their participation in the program:

- **Faculty & Academic Network:** The e-Gov Executive Master Program brings together a strong network of excellent academics from internationally renowned universities such as Syracuse University (USA), McGill University (Canada), Peking University (China), Waseda University (Japan), Sungkyunkwan University (Korea) and many others.
- **e-Gov Competency Center & Industry Network:** In addition to the academic faculty network, participants are able to interact with representatives and guest speakers from various stakeholders, international organizations and leading companies such as The World Bank, The United Nations, Microsoft, Logitech... The Executive Master program is an enabling platform where experiences and best practices are exchanged.
- **Executive Master Alumni Association:** An alumni association has been established by graduates of previous program editions. The objective of this association is to share ideas, thoughts, and project activities. The active collaboration between the current participants and the alumni helps act as a driving force for e-Governance ideas all around the world.

Academic Partners



**Syracuse University,
School of Information Studies,
Syracuse, New York & Washington, USA**



**Academy of e-Governance,
Peking University,
Beijing, China**



**McGill University,
Centre for Intellectual Property Policy,
Montreal, Canada**



Sungkyunkwan University

**Sungkyunkwan University,
Global e-Policy e-Government Institute,
Seoul, Korea**



**Universitat Oberta de Catalunya,
Barcelona, Spain**



**Delft University of Technology,
Netherlands**



**Waseda University,
Research Institute of e-Government,
Tokyo, Japan**



**e-Governance Academy,
Tallinn, Estonia**

Contact Us

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