

**Admission Requirement**

- University diploma, professional diploma or equivalent
- Pertinent professional experience in a managerial position
- Strong command of English (written and spoken)

**Online Application Deadline:** April 15, 2017

Past this deadline, application will be accepted upon space.

**Program Cost**

- CHF 6'900.- for the Certificate
- CHF 1'500.- for individual modules
- CHF 400.- for the optional course

The Certificate can be completed during one or two years.

Financial support for tuition fees: [npo.unige.ch](http://npo.unige.ch)

**Place**

University of Geneva | Uni Mail | 40 Bd du Pont-d'Arve-1211 Geneva 4

**Further opportunities**

- **NPOs' Workshops:** [npo.unige.ch](http://npo.unige.ch)
- **Attestation for individual modules**
- **Diploma Gestion et Management dans les organisations sans but lucratif** (DAS OSBL): [osbl.unige.ch](http://osbl.unige.ch)
- **Executive MBA:** [emba.unige.ch](http://emba.unige.ch)

**Direction**

- Prof. Thomas Straub, GSEM, University of Geneva
- Prof. Tina Ambos, GSEM, University of Geneva

**Contact**

Mylène Blanc, Coordinator | [npo@unige.ch](mailto:npo@unige.ch)

[npo.unige.ch](http://npo.unige.ch)



CAS

# Modern Management for Non Profit Organizations 2017

EXECUTIVE  
SUMMER SCHOOL





## INTENSIVE TRAINING FOR NPO EXECUTIVES TO OPTIMIZE MANAGEMENT CAPACITIES UNDER COMPLEX CONDITIONS

Our program provides executives with a first class management education without interrupting their careers. By balancing theory and practical application, offering interactive teaching approaches, the program allows the participants to get a wider and more comprehensive understanding of their work environment.

### TESTIMONIAL

*"Since I finished the program and sent all my assignments I started thinking how to apply what I learned into my organization in duties and tasks. I found that this program impacted both levels, my organization and my personal life.*

*As we are in war zone and not stable, I started reviewing all existing policies and updating documenting all missing procedures and policies for all hierarchy levels. I acquired a new vision for the future of BASMA, through an updated framework that recognizes the dimensions of the environmental influences, the position and role of BASMA, the requirements for excellence, the collaboration between the board members and of course the driving forces and obstacles at all level, and most importantly identification of the needs for change.*

*What I learned for myself that life is running and we can't just be observers in this world, we have to be active and interfere with the circumstances through continuous learning. I am now aware that being active in the surrounding environment is very different than being just a passive observer and recipient of its consequences, surrendering to its effects."*

**Rima Salem**, Executive Director BASMA,  
Support children with cancer and their families organization, Syria

### AUDIENCE

Candidates with managerial responsibilities (Executive Directors; Board Members; Program and Project Managers; Executives Decision Makers) working for: Non Profit Organizations, Voluntary Organizations, Non Governmental Organizations

## OBJECTIVES

- ▶ Improve specific skills and competencies for managing Non Profit Organizations, projects or programs under complex conditions and with limited resources.
- ▶ Create synergies between managerial practices and experiences amongst and within NPOs, in order to develop efficiently and in a sustainable way the mission of each organization.

## CERTIFICATE OF ADVANCED STUDIES

- 6 modules
- Scheduled on 4 days: 3 days courses with mandatory attendance, 1 day for autonomous exam preparation
- Teaching hours from 9:00 am until 6:00 pm
- 18 ECTS credits

## MODULES

- 1 **Strategic management and governance**, June 26, 27, 28, 29
  - 2 **Project management**, June 30, July 3, 4, 5
  - 3 **Change and knowledge management**, July 6, 7, 10, 11
  - 4 **Leadership**, July 12, 13, 14, 17
- Optional Course **Financial management, principles**, July 18
- 5 **Financial management and accountability**, July 19, 20, 21, 24
  - 6 **Communication, fundraising and advocacy**, July 25, 26, 27, 28

## ASSESSMENT

Each module is validated based on class participation, individual or group presentations and a take-home written assignment.



## ETH Zurich and the Swiss School of Public Governance

Freedom, responsibility, an entrepreneurial spirit, and an openness to the world – the values of Switzerland are the foundation of ETH Zurich. Since 1855, this university of science and technology has been a center of knowledge and innovation. Situated in the heart of Europe, forging connections around the world, ETH Zurich pioneers effective solutions to the global challenges facing humanity.

ETH Zurich's 500 professors and nearly 20,000 students from more than 120 countries generate innovation in areas ranging from data science to robotics and from nanoscience to cutting-edge medical technology. Switzerland's advanced economy benefits from the nearly 100 patents, 200 inventions, and 25 spin-off companies emerging from the university every year. ETH Zurich also upholds a commendable track record of scientific excellence with 21 Nobel laureates, including Albert Einstein, and regularly ranks among the world's top universities.

The Swiss School of Public Governance at ETH Zurich offers executive education programs in public governance and management and hosts a network for public sector scholars and professionals. Its Certificate of Advanced Studies in Public Governance and Administration leverages the strengths of multiple ETH departments and builds on Switzerland's long history of successful and innovative governance initiatives to deliver a unique academic experience. In addition to program events at ETH Zurich, the program will embark on a field trip to the heart of the Swiss Alps to examine governance and sustainability issues in a fragile environment.

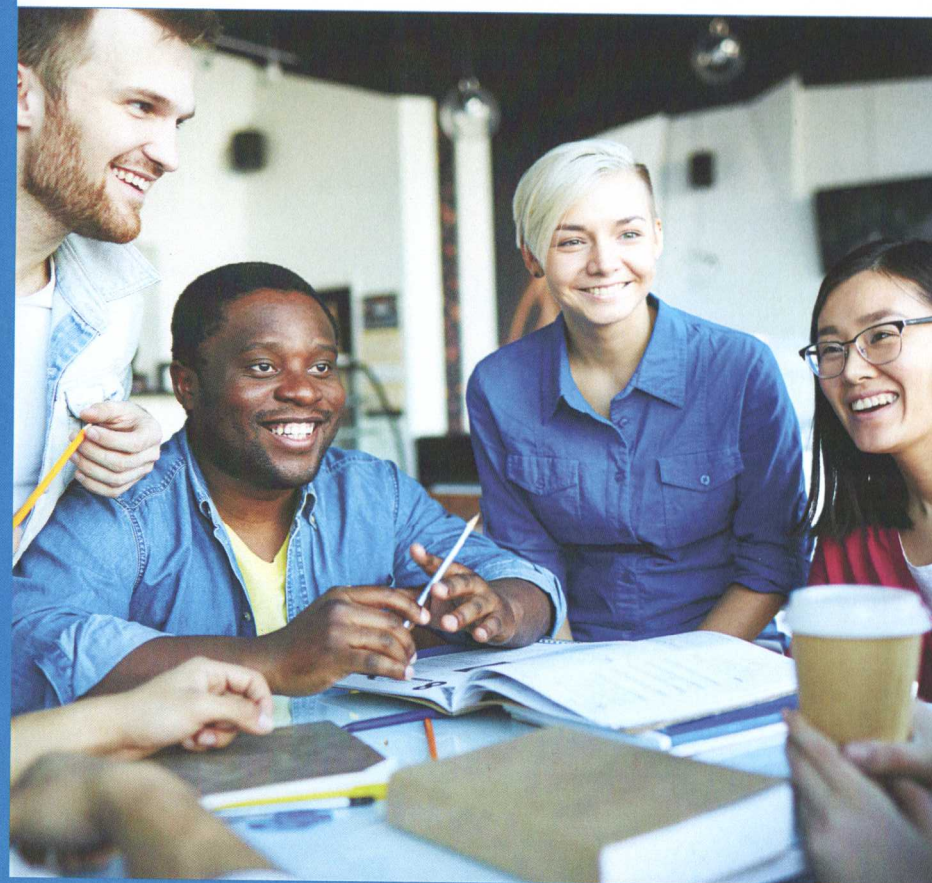
**Academic Director:** Prof. Dr. Michael Ambühl  
**Managing Director:** Dr. Martin Gutmann  
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**Program Coordinator:** Linda Sulzer  
lsulzer@ethz.ch, +41 44 632 6153

[www.sspg.ethz.ch](http://www.sspg.ethz.ch) →

ETH zürich

## CAS in Public Governance and Administration

Swiss School of Public Governance



**SSPG**  
Swiss School of  
Public Governance



# CAS in Public Governance and Administration

## Learning Objectives

Participants learn to:

- Understand key governance frameworks and problems
- Dissect multi-dimensional policy issues, with a particular emphasis on technological disruption
- Lead effectively across the spectrum of conceptual, human and technical challenges

## Language of Instruction

English

## Structure and Dates

Intensive onsite session (1st – 16th September, 2017) followed by CAS Thesis

## Fees

CHF 7500 (includes all teaching material, field trips and lunch)

## Credits

10 ECTS

## Candidate Profile

The program is designed for motivated and accomplished junior to midlevel professionals of any nationality, who want to take on challenging governance projects and transform public institutions. Specifically, it is tailor-made for:

- High-potential public sector, NGO and IO professionals who are transitioning into complex leadership roles
- Accomplished professionals from peripheral sectors (academia, private sector, etc.) who wish to transition into the public sector

## Admission Requirements

Masters degree or equivalent demonstrated experience. Minimum 3 years of relevant practical experience.

## Application

Starting January 2017 at:

[www.sspg.ethz.ch](http://www.sspg.ethz.ch) →



Prof. Dr. Lino Guzzella  
President ETH Zurich

Photo: ETH Zurich, Giulia Marthaler

*"ETH Zurich has a rich history of global engagement. The CAS PGA is another such initiative, which provides the next generation of public sector leaders with critical input to solve the great challenges of our times. As one of the world's top-ranked universities and situated in a country well-known for effective governance, ETH Zurich is uniquely positioned to host this program."*

Whether you are a disaster relief specialist for the International Committee of the Red Cross, an analyst at the Reserve Bank of India or a project manager with the South African National Research Foundation, you face similar challenges as you transition into higher levels of responsibility: you need the ability to dissect multidimensional policy issues, the tools to lead effectively outside your specific area of expertise, and a vision for effective governance in an age of interconnectivity and technological disruption.

This unique and intense certificate program is designed specifically for aspiring public sector leaders and enhances knowledge, skills and confidence across these three critical dimensions. Throughout, a particular emphasis is placed on the challenges and opportunities afforded by new technologies.

The program will take place over a two-week period in September 2017 at ETH Zurich's campus, as well as in the mountains of Switzerland, in a small group of international and Swiss participants.



## Certificate of Advanced Studies in Public Governance and Administration (10 ECTS)

### Block I: Contemporary Governance (3 days)

Institutional  
& Policy  
Design

Legal &  
Regulatory  
Frameworks

Financial &  
Operational  
Frameworks

### Integrative Session: Innovative Problem Solving (1 day)

### Block II: Policy Domains (4 days)

Food and  
Agriculture

Environment,  
Health &  
Safety

Urbanization  
& Mobility

Higher  
Education

### Field Trip to High Alps: Governance and Energy Policy (2 days)

### Block III: Public Management (4 days)

Negotiations

Conflict  
Management

Leadership &  
Human  
Capital  
Management

Technology,  
Data &  
Decision

### Integrative Session: Building Agility and Resilience (1 day)

### CAS Thesis

## Program Content

The program equips aspiring public sector leaders to manage complex governance projects and processes.

It is structured as a single, intensive 16-day learning experience. The program size is deliberately limited to enable the small group of participants representing various countries, sectors and backgrounds to enhance each other's learning through exchange and teamwork. The program is structured around innovative, competency-based learning experiences, including simulations, peer-to-peer learning, excursions and best-practices analyses, as well as expert lectures and group discussions.

The program encompasses a sequence of one-day modules organized into three

interdisciplinary learning blocks: Contemporary Governance (3 modules), Policy Domains (4 modules), and Public Management (4 modules). Additionally, integrative sessions examine relevant governance topics and serve to synthesize the learning from each block's modules: Innovative Problem Solving (1 day), Communal Governance Models and Energy Policy in Fragile Environments (field trip to the high Alps – 2 days), and Building Agility and Resilience (1 day).

After the three onsite blocks, participants write a CAS Thesis over the following three months that applies the learning to their own professional context.



Photo: ICRC

*"I highly recommend the CAS PGA at ETH Zurich for public sector professionals from across the globe who want to take on the most challenging problems in their communities. The program builds on your existing knowledge and will boost your ability to plan, manage and assess high-impact initiatives."*

**Dr. Peter Maurer**

President of the International Committee of the Red Cross



Photo: Bundeskanzleramt

*"The CAS PGA at ETH Zurich combines insights from Switzerland's rich history of good governance with global best practices. The program is highly relevant to public sector professionals all over the world."*

**Pascale Baeriswyl**

State Secretary, Swiss Ministry of Foreign Affairs