

# THE EUI GLOBAL EXECUTIVE MASTER

Transforming policy professionals into  
agents of change



Policy design and implementation increasingly involves governance across borders – and it includes government and public administration, business, media, and civil society. In this environment, policy professionals must upgrade their skills continuously to inspire and drive sustainable change in the world around them.

The EUI Global Executive Master (GEM) degree enables professionals to become agents of change in their field of work. The EUI GEM is open to professionals across the public sector, the private sector and civil society who are looking for opportunities to continue to build and upgrade their skills.

The programme allows professionals to study while they work, learning from leading academics and policymakers with hands-on experience who will offer a unique global perspective on cutting edge issues.

At the same time, the programme represents a unique opportunity to become part of a wide and impactful international network, connecting academia with the public and private sectors, policymakers and institutions.

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“The EUI Global Executive Master aims to provide executives with structured, lifelong learning experiences. The wealth of knowledge on key policy issues such as geopolitics, global security, energy and climate, banking and finance, or technology and media offered here at the European University Institute will enable participants to take their careers to the next level.”

**Prof Georgios Papakonstantinou**  
Academic Director of GEM

# Why is the EUI GEM unique?

## HANDS-ON

**The institution:** With strong links to the policy world, the EUI is the place to go beyond theory, to learn and discuss the complex practice of policymaking.

## CONNECTED

**The cohort:** Designed to gather together policy professionals in business, government, and civil society, to collaboratively address policy challenges.

## TAILORED

**The personalised curriculum:** EUI GEM participants curate their own professional development journey, going deeper into cutting-edge policy areas of importance to them, by selecting one of the specialisation tracks.

## IMMERSIVE

**The method:** An innovative and interactive blended approach to learning that combines online and on-campus teaching.

# Who is the EUI GEM for?

**Public policy professionals** working in government, in national and sub-national administrations and in international organisations.

**Professionals in the private sector** working at the intersection of the public and private sectors.

**Civil society professionals** working in advocacy and the media.



# Addressing the most pressing issues of our time

The four specialisation tracks are solidly rooted in academic excellence, drawing from the existing training portfolio of the European University Institute. They are built with the involvement of experienced practitioners working in these fields around the world, thus providing EUI GEM participants the opportunity to be exposed to high-level experts in their respective fields.

EUI GEM participants can select one of the specialisation tracks below:

ENERGY AND CLIMATE



ECONOMY AND FINANCE



TECH AND GOVERNANCE



GEOPOLITICS AND SECURITY



# Structure



## TWO YEARS, PART-TIME

Designed for the working policy professional executives who can “learn while they earn” and attend classes while being employed full-time.



## BLENDED

Through state-of-the-art online learning and support tools, EUI GEM participants can study from wherever they are. The program includes over 25 days of in-residence learning throughout the two-year period, with time spent in Florence and executive study visits.



## PROJECT-BASED

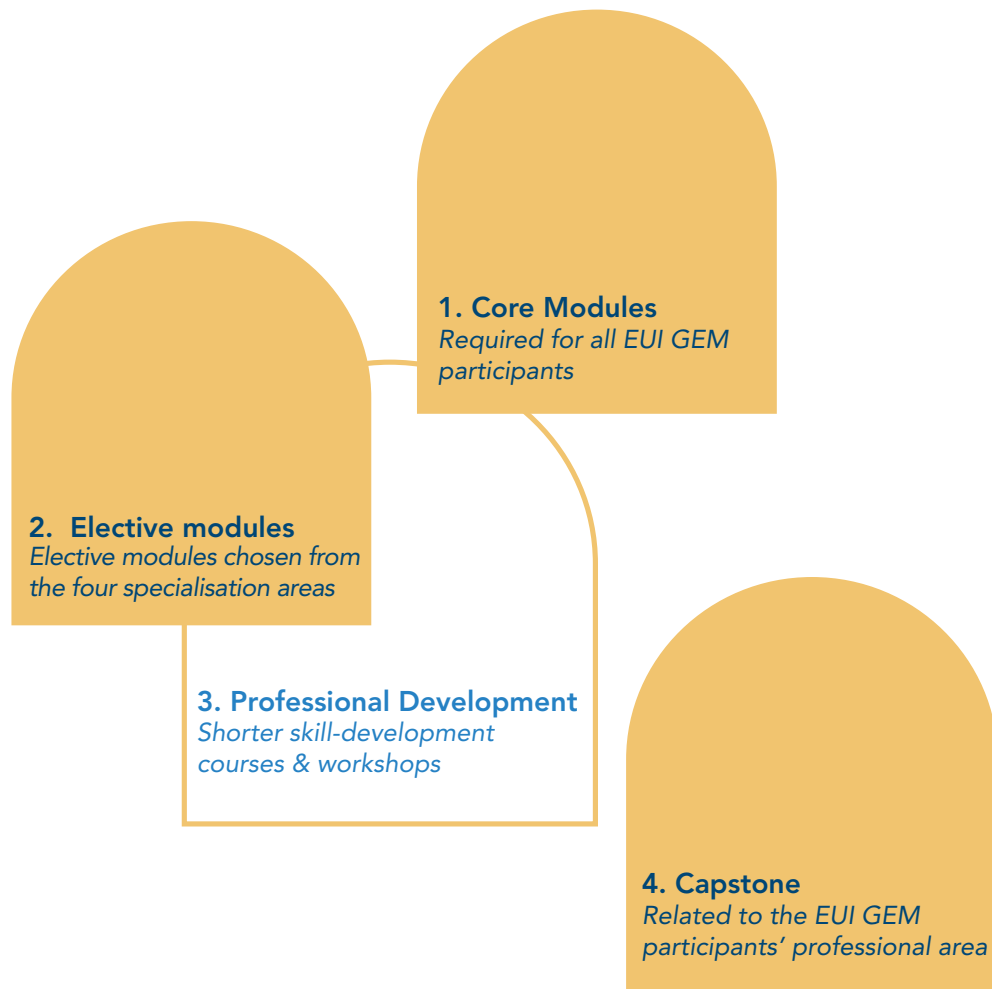
Designed to actively support professionals in addressing real-world problems facing their organisations, through a final capstone project.

Upon successful completion of the programme, EUI GEM participants receive a master's degree diploma corresponding to **70 ECTS**.



# Building blocks

The EUI GEM is a project-based programme that in addition to core and elective modules, as well as professional development modules, requires all EUI GEM participants to produce a final capstone addressing a real-world policy problem. This enables prompt practical application of their learning into the real-world environment for immediate impact.



## The curriculum

### Year 1 - Core modules

During the first year, EUI GEM participants will take four core modules that will set the basis for a comprehensive understanding of the complex task of policymaking, and its interaction with government, the economy and global trends. All core modules are mandatory.

#### 1. Applied political science

In this module, participants explore how political behaviour and political institutions shape policymaking and policy outcomes.

#### 2. Economics for policymakers

Participants delve into the main dimensions of contemporary cutting-edge economic policy analysis at a national and global level in this module, which provides them with the tools for effective decision-making.

#### 3. Business and government

This module explores how businesses and governments can work together to resolve significant social and political challenges in a globalised world, such as delivering growth, addressing food security, managing environmental crises, and creating more inclusive societies.

#### 4. Big and smart data analytics

This module asks critical questions regarding the use of data in the public sector through interactive case studies and key readings. Participants are trained in the basics of data science and how they can design big data-driven policies within ethical and regulatory norms.

## Year 2 - Elective modules

During the second year, EUI GEM participants select five elective modules from the four specialisation tracks. To specialise in one of the four tracks, three of the electives should be picked in the same track (and the Capstone project must be conducted in the same area).

### 1. Energy and climate

- Energy markets and regulation
- Sustainable and smart cities
- Getting to Net Zero

### 2. Economy and finance

- Current issues in international political economy
- Digital finance – from technology to regulation
- Sustainable finance and climate risks

### 3. Tech and governance

- Innovation and digital infrastructure
- Regulating digital platforms
- Artificial intelligence and governance

### 4. Geopolitics and security

- Navigating the new global disorder
- Transnational organisations & global rule making
- International trade and diplomacy



## Professional development

The EUI GEM will also offer a professional development journey delivered by leading trainers, strengthening the capacity of its participants to become effective managers and lead with impact.

- **Masterclass in change management**
- **Executive training in policy communication**
- **Masterclass in media relations**
- **Executive training in policy design and strategic foresight**
- **Executive training in responsible negotiations**
- **Masterclass in inclusive leadership**
- **Executive training in project management**

## Executive study visits

The programme includes two executive study visits.

### 1. BRUSSELS FORESIGHT

In the second year, EUI GEM participants go on an executive study visit to Brussels to explore the role that strategic foresight plays in the policy planning of EU institutions. An intensive training course on strategic foresight is complemented by networking opportunities and keynote talks.

### 2. GLOBAL CHALLENGE

EUI GEM participants are expected to work on practical solutions to transnational policy challenges within the four specialisation areas. The global challenge executive study visit takes them on the ground, to explore and get inspired by meeting and working with local policy stakeholders. Destination of the study visit is to be confirmed, and is optional for the EUI GEM participants.

## Capstone project

Throughout the programme, participants will be working on a project addressing a real policy problem facing an organisation (including their own) and proposing solutions based on original research. The project will be jointly mentored by the organisations in question and EUI faculty.

Steps in capstone development:

- **Problem definition**
- **Project co-design**
- **Methods selection**
- **Empirical research**
- **Mentoring and supervision**
- **Presentation of findings and recommendations**



# GEM Cohorts



**Koralia Kontou**  
Project Officer, European Commission

I was initially looking for an MBA, but I think this programme is even better because it is more interdisciplinary. When I first looked at the list of professors in the faculty, I was truly inspired and imagined myself working with them.



**Denis Piplaş**  
Foreign Policy Advisor to the President,  
Presidency of Bosnia and Herzegovina

It is amazing to be part of a prestigious university such as the EUI. In these first days, we had the chance to speak with three former ministers and staff from the White House: this is a privilege and an extraordinary opportunity for growth

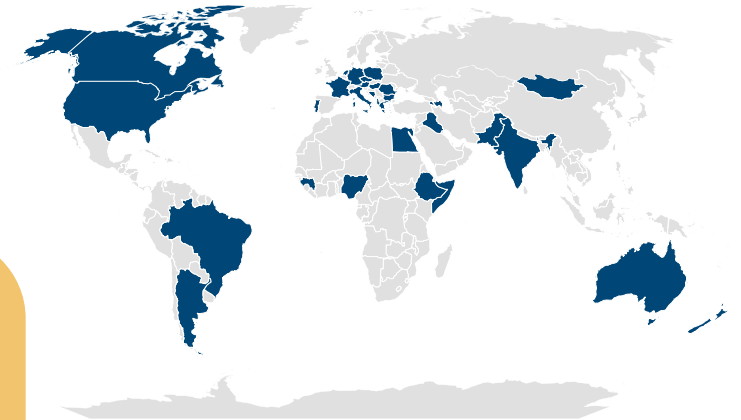


**Olubukola Moronkola**  
Energy Economist, Nigeria Extractive Industries  
Transparency Initiative (NEITI)

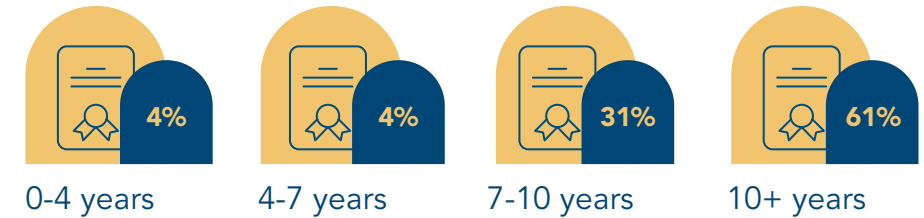
The EUI GEM has always been an ambition because of the world-class experts and practitioners in business and policymaking who equip participants with a broad set of policy approaches and methodologies, relevant not only in Europe but also in Nigeria, where I work.



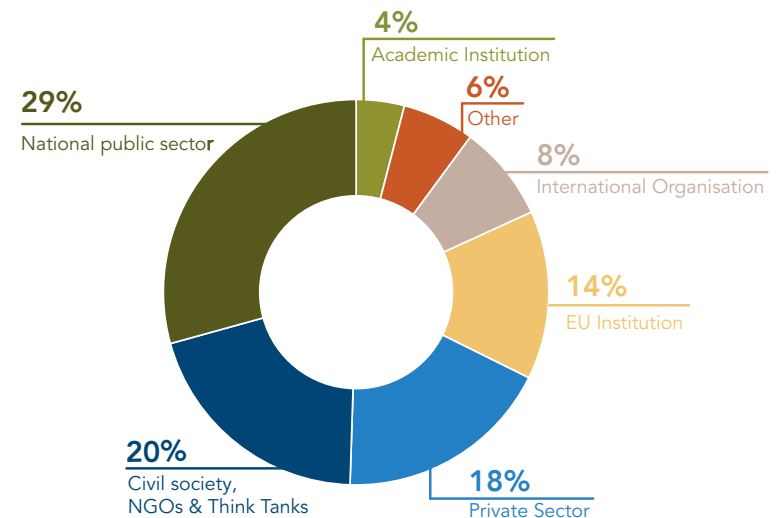
32



## Number of represented nationalities



## Type of institution



# Learn policymaking from



**Alain Lempereur**  
EUI Professor of Leadership



**Andrea Renda**  
EUI Professor of Digital Governance



**Andrew Wyckoff**,  
Former Director of the OECD's Directorate for Science, Technology and Innovation



**Anne Marie Slaughter**  
Former Director of Policy Planning, US Department of State



**Laurence Boone**  
Former French Minister of State for European Affairs



**Leonardo Meeus**  
EUI Professor of Energy and Climate Policy and Director, Florence School of Regulation



**Madeleine De Cock Buning**  
Vice President Public Policy EMEA, Netflix



**Arancha Gonzales Laya**  
Former Foreign Minister of Spain



**Claudio Radaelli**  
EUI Professor of Public Policy



**Diane Stone**  
EUI Professor of Global Policy



**Fabrizio Tassinari**  
Executive Director School of Transnational Governance



**Maria Demertzis**  
Senior Fellow at Bruegel



**Martin Chorzempa**  
Senior Fellow, EUI and Peterson Institute for International Economics



**Michael Bauer**  
EUI Professor of Public Administration



**Georgios Papakonstantinou**  
EUI Dean of Executive Education and Former Finance Minister of Greece



**Jakov Bojovic**  
EUI Research Fellow on Public Policy Communications



**Jos Delbeke**  
Former Director General of DG Climate Action at the European Commission



**José Manuel Barroso**  
Former President of the European Commission



**Pier Luigi Parcu**  
EUI Professor of Competition Policy and Director, Centre for Digital Society



**Ruth Rubio Marín**  
EUI Professor of Gender Governance



**Simon Hix**  
EUI Professor of Comparative Politics



**Kalypso Nicolaïdis**  
EUI Professor of Global Affairs



**Kenneth Amaeshi**  
EUI Professor of Sustainable Finance



**Kristin Fabbe**  
EUI Professor of Transnational Governance



**Laura Tyson**  
Former member of US Department of State Foreign Affairs Policy Board



**Thorsten Beck**  
EUI Professor of Financial Stability and Director, Florence School of Banking and Finance



**Tommaso Nannicini**  
EUI Professor of Economic Policy and Former member of the Italian Senate



**Trine Flockhart**  
EUI Professor of Security Studies

# Admission and Fees

## Eligibility requirements

The EUI GEM is an advanced degree in public policy for current and emerging leaders in their fields. Candidates should hold a Bachelor's degree or an equivalent qualification that provides access to master's level studies and typically have a minimum of seven years of professional experience.

As the programme is conducted in English, candidates should be fully proficient in English.

## Selection process

The selection process for the EUI GEM in three steps:

**Application:** register to our application portal and complete the online application by filling the form and submitting all documents.

**Eligibility check:** applications will be screened for eligibility.

**Evaluation & selection:** applications will be evaluated by the Selection Committee, and applicants might be invited for an interview. Selected candidates will receive a place offer to complete the registration to the EUI GEM programme.

Apply now



The tuition fee for the EUI Global Executive Master is € 28,000. This fee includes:

- Full tuition fee for the two-year programme
- All study material and online recordings
- Mentoring and capstone development
- Access to the EUI Executive Education Centre
- Access to the EUI Library
- Networking lunches and cocktails during the residential periods

**The fee does not include travel and accommodation during the residential periods, and the optional global challenge executive study visit.**



The EUI GEM programme offers several discount options which **can be accumulated** up to the applicable total percentage reduction on the tuition fee.

### Early bird discount (10%)

- Submission of the application by **30 January, 14:00 CET**
- Whose participation to the programme is not conditional upon external funding or funding from the available GEM funding schemes.

### Public administration professionals discount (10%)

- Applicants must be employed within a public administration organisation, subject to the GEM administration's assessment.
- Provide a certificate of employment or similar proof of employment confirming eligibility, submitted in one of the official languages of the EU.

**EUI Alumni and former Executive Education participants (5%)**  
Eligible candidates will be required to provide documentation verifying their previous participation.

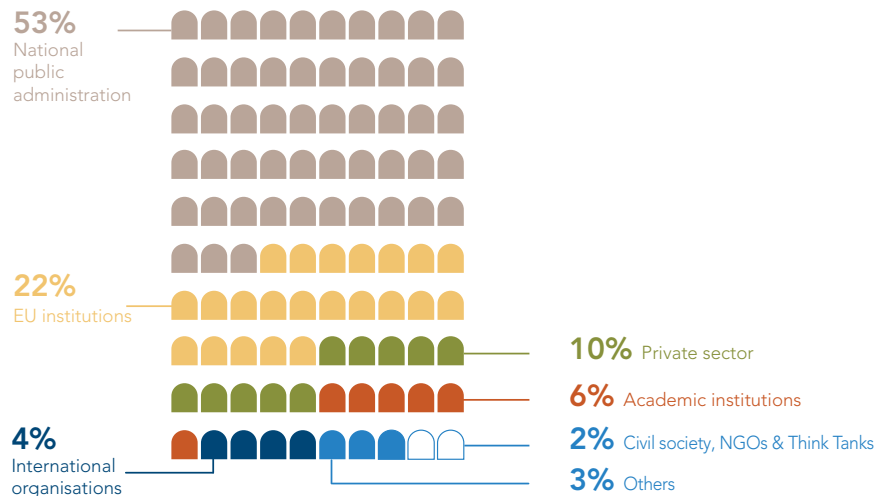
**While most participants are self-funded or supported by their employers, the GEM programme administration reserves the right to award a limited number of fee waivers or other funding opportunities to eligible candidates.**

# About EUI Executive Education

**700+**  
Training courses

**28,000**  
Professionals  
trained

**160+**  
Nationalities



The EUI Executive Education programme provides a unique platform, where actors across politics, business, civil society, international organisations, NGOs, media and academia engage in 21st century policymaking.

Led by world-class academics and policymakers, courses are offered by the Institute's specialised schools, such as the Florence School of Transnational Governance, the Florence School of Regulation, the Florence School of Banking and Finance and the Centre for Digital Society. Courses cover a wide range of policy areas, including energy and climate, banking and finance, migration and gender, and technology and media.

If you want to learn more, please visit [exed.eui.eu](https://exed.eui.eu) or contact us at [exced@eui.eu](mailto:exced@eui.eu).

# Who we work with

The EUI partners, collaborates and offers training courses to a large number of stakeholders worldwide: public administrations, international organisations, academic institutions, private companies and funding institutions, including:



# The European University Institute at a glance

The European University Institute (EUI) is an intergovernmental organisation and home to the Historical Archives of the European Union. Founded in 1972 by the six original members of the then European Communities, the EUI has earned a reputation as a transnational hub of research and higher learning.

The EUI's outstanding doctoral, postdoctoral, master and executive education programmes come together to create an empowering, intellectual climate where students and researchers can contribute to the betterment of society.

Composed of four academic departments, Political and Social Sciences, History and, Law, and Economics, the EUI also comprises the Robert Schuman Centre for Advanced Studies (RSC) and the Florence School of Transnational Governance (STG), offering a multidisciplinary perspective across a wide range of policy areas.



## 1972

Set up by the  
founding members  
of the European  
Communities



## 1000+

Scholars



## 100+

Countries of Origin





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## **#EUIGEM**

Interested to know more?  
Contact us!



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