

- 1. **Doctoral Programmes: Opportunities & Challenges**
- 1. **Initial Necessities & Preliminary Assessments**
- 1. **A Project's Architecture**
- 1. **Management & Contractual Issues**
- 1. **Composing an Application**



Specific Opportunities & Challenges (1/2)

I. Overall No clear Precedent

- ü Inter-Institutional PhD's are still quite “new”- i.e. joint tutorship
- ü Institutionalized forms going beyond the case-by-case basis are very rare
- ü Sensitivity with regards to universities' control
- ü With partially existing institutional tools, new platforms must be created

I. Within EAHE: “Bologna Process” still ongoing at PhD level

- ü Varying entrance criteria - lowest common denominator must prevail
- ü Evolving legal Framework – double, multiple or Joint Degrees
- ü National Legislations & their variations remain starting point

I. Globally: No equivalent Frameworks or Developments

- ü Absence of Legal Framework – even for joint tutorship
- ü Unfamiliarity– suspicion in light of “unknown” nature of platform
- ü Extreme Diversity – requires both flexibility and clarity
- ü Cooperation of this sort at the EU level is already difficult. At the global level, one must take a long perspective



Specific Opportunities & Challenges (2/2)

Duality of PhD Programmes

I. Teaching Programme

- ü Necessary and shared training must be provided
- ü Different types of platforms must be coordinated (Doctoral Schools, Electives, Hybrid, Tutoring)
- ü A certain level of institutionalization is expected (traditional individual informal supervision is not sufficient)

I. Research Programme

- ü Project driven or individually driven
- ü Individual research or team research
- ü Necessary freedom to do research

I. Challenges Born From Their Interactions

- ü Need to coordinate different administrations in the universities
- ü Constant “constructive” ambiguity on nature of fellows
- ü Factor in the EAHE’s conclusion regarding the necessary “professionalization” of researchers’ careers - i.e. skills development



Initial Necessities & Preliminary Assessments

I. Potential Applicants

- ü Confirm the existence of a sufficient pool of an Internationally mobile, global, coherent group of potentially interested graduate students

I. Interest & Expertise of Member Institutions

- ü Confirm support and investment of ALL member institutions in the specific fields covered

Opt for either:

- ü Broad call for spontaneous projects in a given field resting on a wide range of available expertise
- ü Focused call rooted in a specific project seeking to attract the right profile

I. Strategically Target and Organize Calls

- ü Confirm the expectations and target audiences of ALL member institutions
- ü Develop adequate communication platforms
- ü Evaluate potential workload involved in the orientation, evaluation, and selection of applicants



Past Experience: Indicative Numbers pulled from the 2009 Call

∅240 Opened Application Files

- ü 73 % as Category A Applicants
- ü 27 % as Category B Applicants

∅151 Concluded and Timely Submitted Applications

- ü 63 % Recuperation Rate

∅134 Eligible Applications

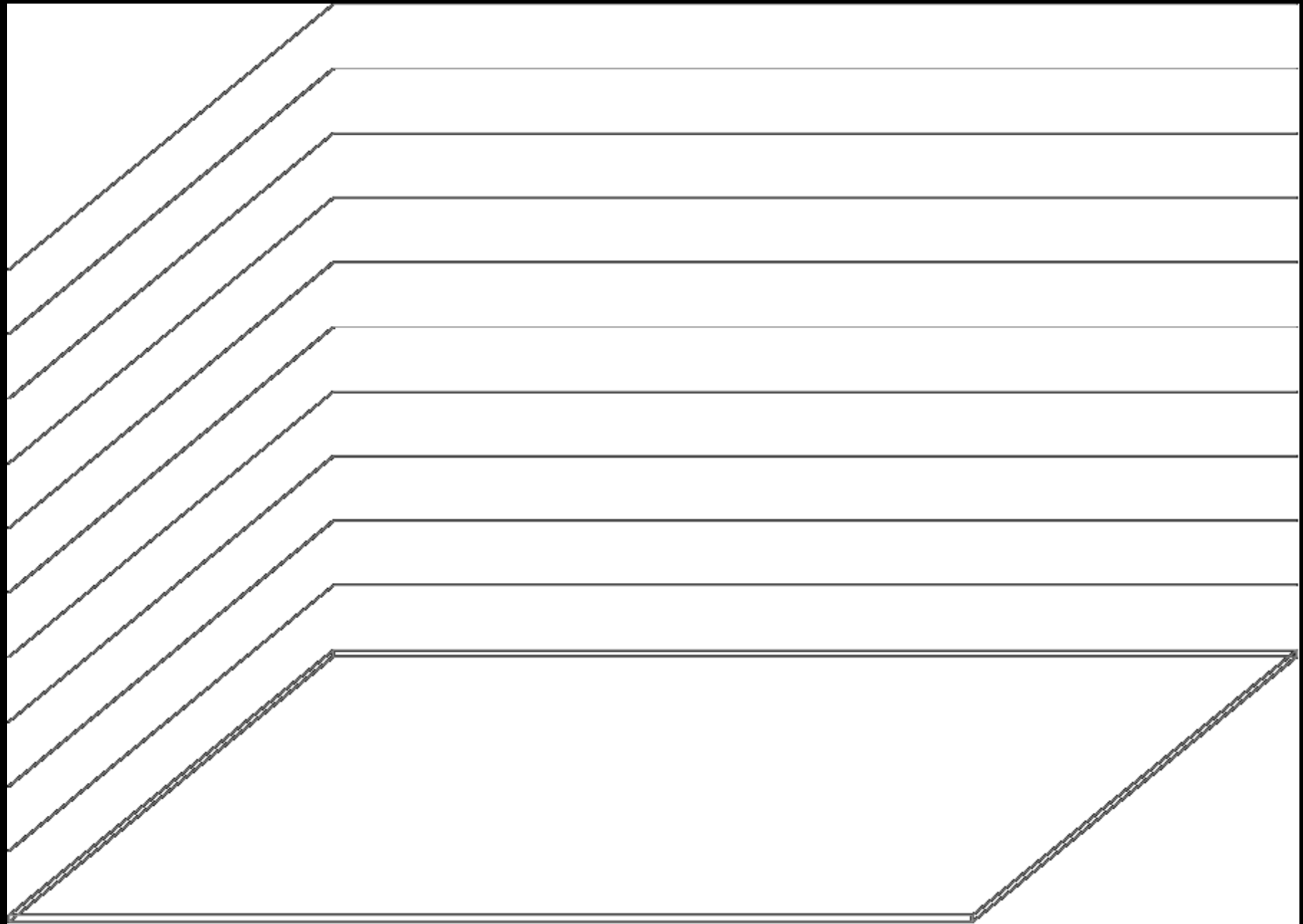
- ü 56 % Survival Rate

∅Very Strenuous Selection

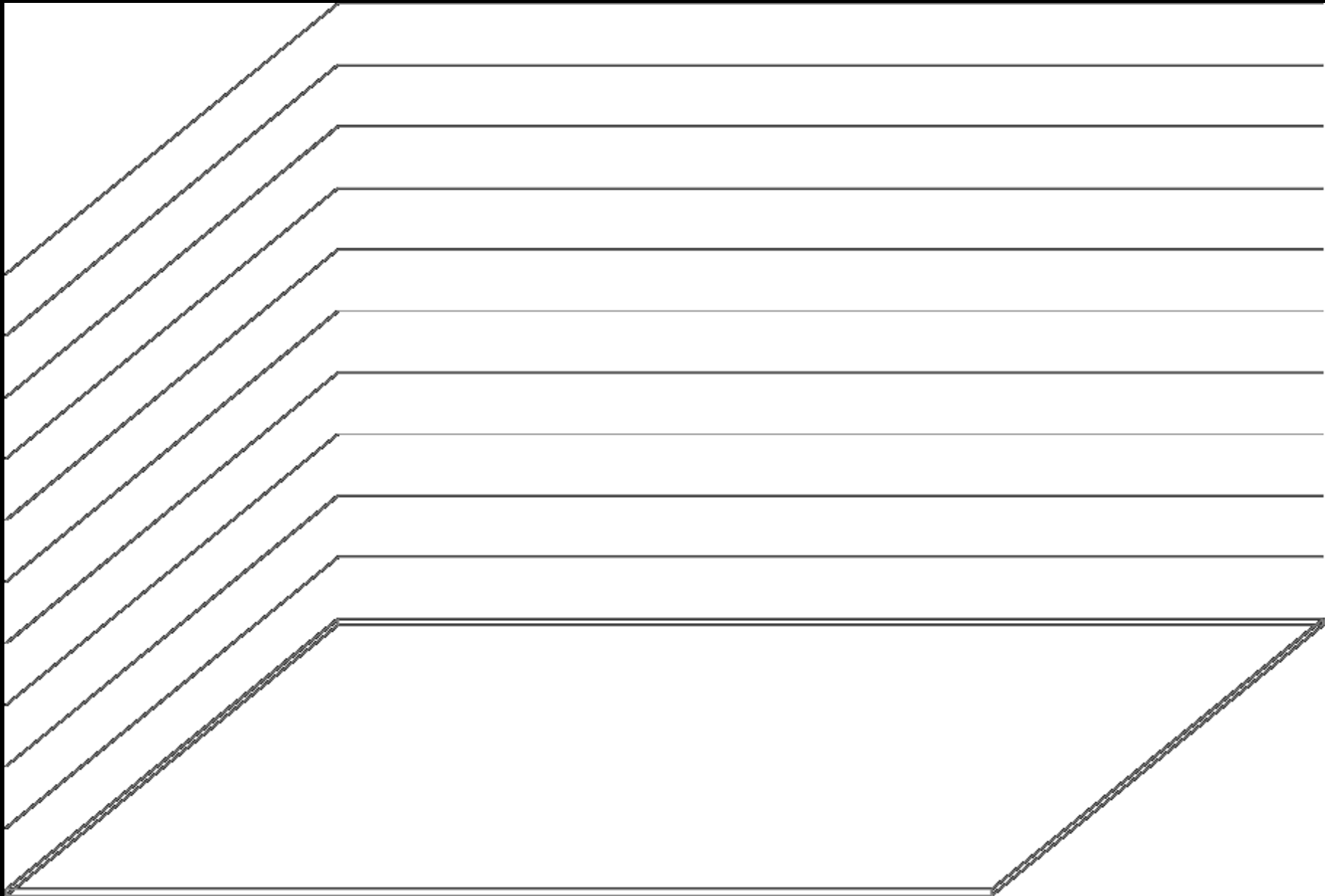
- ü Overall Statistical Selection Rate of 7,5 %
- ü Cat A. Statistical Selection Rate of 6,8 %
- ü Cat B. Statistical Selection Rate of 8,7 %



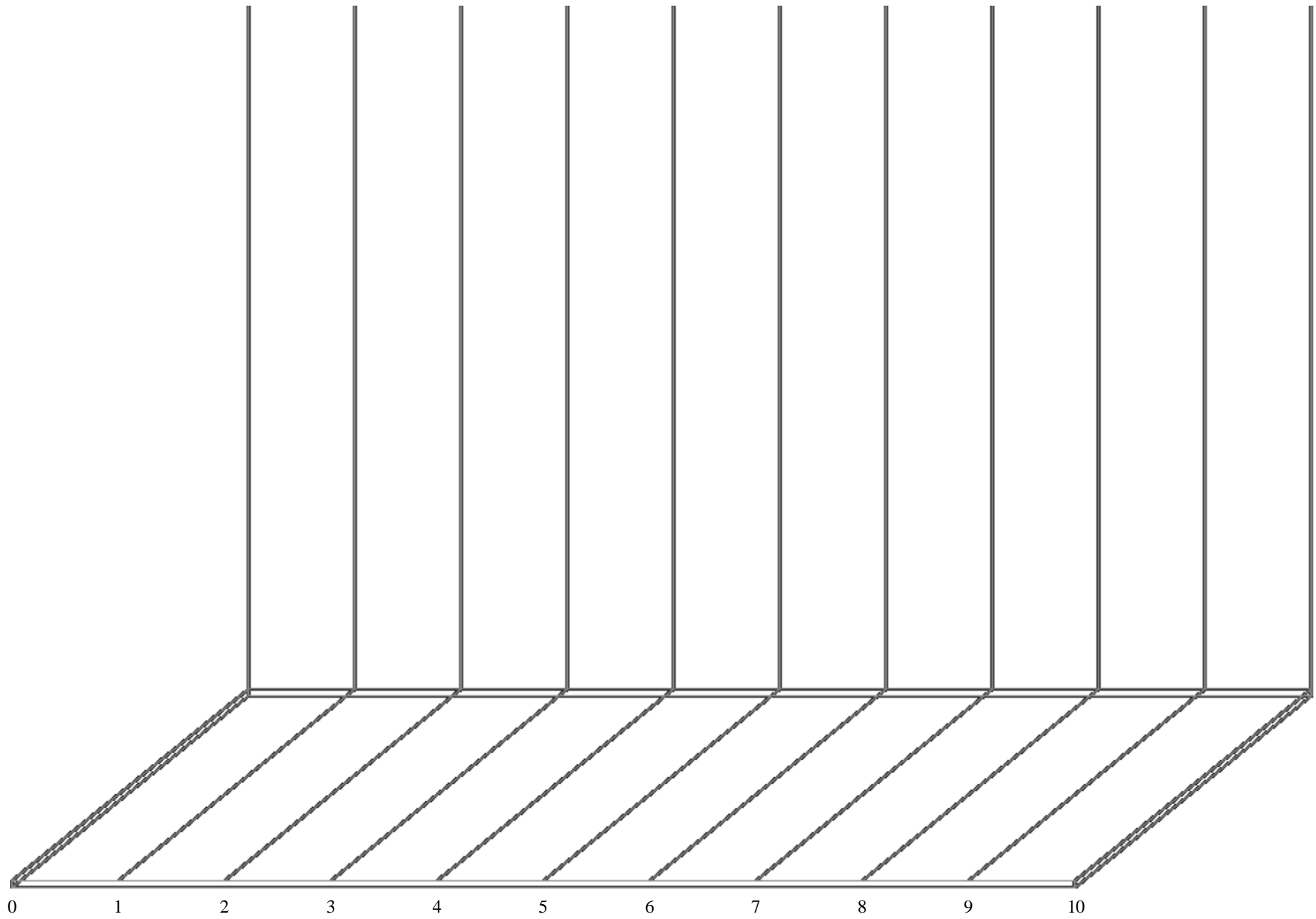
Geographical Spread of the 134 Eligible 2009 GEM Phd School Applications



46 European Applicants by NATIONALITY
- Real or Assimilated -



How Did 2009 Candidates learn about the GEM PhD School



Mobility Tracks as a Programme's Backbone

- i. **The highest possible level of integration and coherence between a programme's content and organizational set up must be sought**

For example, mobility tracks should both:

- ü Reflect the programme's substantial research agenda
- ü Facilitate the programme's joint management

II. Necessary Management Organs

All projects must at least include:

- ü Central day-to-day management structure
- ü An identified relay within each member
- ü A central academic authority
- ü A central managerial authority



International Advisory Board

10 members
(Academics, policy-makers & experts)

Board of Directors

6 Members
(3 EU + 3 Non-EU)

EMID-GEM
Central Office

Jointly Executed Research Projects

Coord. IEE-ULB

- Pr. M. Teb
- Institution focused
- 7/8 PhD Students
- Employed by ULB

Leop. I:

MORGANITE



Coord. Warwick

- Pr. S. Roumanoff
- Interest focused
- 7/8 PhD Students
- Warwick Employees

Leop. 2:

CEBRINE



Coord. LUIS

- Pr. S. Maffezzoli
- Ideas focused
- 7/8 PhD Students
- Employed by LUIS

Leop. 3:

ASMETRINE



GARNET Academic Council

13 Members

- 7 partners +
- 3x Associates +
- 3 External Members

up to 5 cat. A EMID-GEM
doctoral fellows

up to 10 fully financed external
PhD candidates

Annual GARNET
PhD Seminar

up to 8 cat. B
EMID-GEM doctoral fellows

up to 5 non-financed external PhD
candidates

Management & Contractual Issues (1/2)

The Basic Reference Documents

As you proceed with creating and then developing the EMJD a series of milestone documents will structure and root your efforts:

1. **The Framework Agreement** (from the onset)
2. **The Consortium Agreement** (at the start of the 1st year)
3. **Student Guidebook // Course Book** (continuously enriched)

The Employment/Fellowship Contract

Bear in mind for your own and the students' sake that you must align yourself with relevant national legislations:

1. **Regarding PhD contracts**
2. **Taxation and social security contributions**
3. **Contractual requirements and obligations**

While all the time also respecting:

1. **EACEA's expectations regarding EM fellows' Rights**
2. **Overall equity within the network**



Management & Contractual Issues (2/2)

Budgetary considerations

I. **Very Tight Budgetary Framework**

- ü LIONSHARE of the resources go directly to the students

I. **Local resources must be invested for the program to develop –**

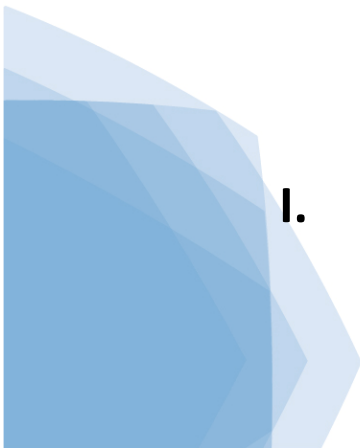
- ü EC funds will only cover the bare necessities, the unavoidable overheads

I. **Start up and launch costs are quite high and imply advances from home institutions in two regards**

- ü As the program is set up before the arrival of the first generation all costs must be covered in absence of EU funding
- ü Initial investments linked to the EMJD launch (ex; website creation) are not specifically covered their costs are therefore to be amortized over several cycles

I. **Complementary Funding is not only a question of sustainability but also a necessity if the programme is to prosper**

- ü Synergies between existing programmes (beyond the EM program) are essential



Overall Considerations

- i. **Identify the Scientific agenda and a set of trusted consortium members which share said agenda AND which have established links with existing joint programmes**
 - ü Bear in mind the EU's composition constraints (ex. min. 3 EU)
 - ü Considering the weight of such programmes, administrative capacity is essential
 - ü EURAXESS cells are a welcome presence/indicator

- i. **Content and structure should reflect each other**
 - ü Mobility tracks allow for diversity and decentralized management
 - ü Institutionalization is a key objective – perennial deliverables are to be sought
 - ü Managerial clarity is of the essence



III. Learn all relevant national legislation

In fine, national legislation remains the final arbiter in all key Variables. The EMJD programme can be a powerful facilitator but most stringent national rules must be respected:

- ü VISA access and residency are nationally awarded
- ü Fellowship contracts must respect national employment laws
- ü Calls and applications must head national requirements (ex: language of publication)
- ü Access to Doctoral programmes (prerequisites) remain nationally dictated
- ü PhD examination processes remain national
- ü ...

In all the matters compromises must be sought. Oft around the most stringent national option existing within the consortium on a given topic

Thank You



Johan Robberecht
GEM Central Executive Office
johan.robberrecht@ulb.ac.be
+32 (0)2 650 33 85

www.erasmusmundus-gem.eu