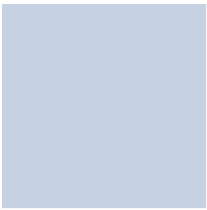


# EUI ACTIVITY REPORT 2016





# EUI Activity Report 2016

EUROPEAN UNIVERSITY INSTITUTE

## REPORT ON CALENDAR YEAR 2016, PUBLISHED IN SPRING 2017

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# INTRODUCTION

In 2016 the European University Institute reached its 40th year, the first cohort of researchers having entered the Institute in 1976. Now constituting an academic community of more than 1000 scholars, and an administrative support staff of around 200, the Institute enjoys positive, international recognition for its doctoral and post-doctoral training and high-quality research. Each year approximately 120 researchers successfully defend their theses across our four departments, and we have achieved placement rates of around 84% for our graduates. Faculty members and academic staff run numerous research projects on a range of topical issues, many with important external funding from national research agencies, the European Research Council, and other public and private sources. The yield of this research activity is visible in hundreds of publications, which range from monographs to peer-reviewed articles to policy briefs, as well as in the conferences, workshops, seminars, policy dialogues and the like which take place each year on campus.

2016 saw important steps in the implementation of the strategic objectives determined by the Institute's governing bodies. It was also marked by the departure of President Joseph Weiler, who left the Institute to return to New York University, and the tragic passing away of Ambassador Vincenzo Schioppa Narrante, who had been appointed Secretary-General only 5 months earlier. Each in his own style, both have impressed the EUI Community by the strength of their commitment to the Institute.

After presenting an overview of main strategic objectives and their outcomes for 2016, this report details the activities of our four academic departments, the

Robert Schuman Centre for Advanced Studies, and the Max Weber Programme. The Historical Archives of the European Union subsequently provides a report on its activities in section three. Section four, introduced by EUI Secretary-General Vincenzo Grassi, presents the annual report summaries of each of the Institute's support services. Finally, we conclude with figures and charts illustrating data on the EUI community and its budgetary situation, as well as an annex describing the governance of the EUI.

## Strategic Plan in 2016

The Strategic Plan was presented by President Weiler in extraordinary meetings of the Academic Council in October 2013 and of the High Council in February 2014. It identified four clear priorities, which the Institute continued to pursue over the course of 2016. President Weiler presented a mid-term report on what had been accomplished during his mandate at his last High Council meeting in June 2016. We can report the following as of December 2016.

The **refocus of the Robert Schuman Centre for Advanced Studies** has been carried out under the leadership of its Director, Professor Brigid Laffan. This reorganization was central to the RSCAS's activity in 2016. Three thematic priorities for the Centre were identified: Integration, Governance and Democracy, Regulating Markets and Governing Money and 21st Century World Politics and Europe. The Centre's programmes have been grouped under those three thematic priorities. The regrouping of all programmes on a single site (Villa Schifanoia) in September 2016 greatly facilitates coordination, cross-fertilization and the building of



an academic community. The proposed launch of the School of Transnational Governance will facilitate synergies between the various training programmes carried out under the aegis of the RSCAS.

The **Rethinking of the Doctoral programme** is now well under way. Under the direction of Professor Martin Scheinin, Dean of Graduate Studies, an international working group established to discuss the place and organisation of doctoral studies in the social sciences held several meetings in 2016 and produced its [report](#) in February 2017. These conclusions will be disseminated widely on the European scene, as there appears to be interest for such an input in a variety of fora. They will also form the basis of a review of the EUI's programmes that will take place in 2017.

Important progress was made in 2016 in the definition of a road-map for the establishment of the **School of Transnational Governance**. Since last spring, we have held discussions with the European Commission on the level and duration of support required to launch and consolidate this initiative. In this context, the Institute made two important commitments as regards the proposed structure. Firstly, the School will build upon existing EUI initiatives and will even help to rationalize existing activities in the field of executive training, in line with some demands expressed by the High Council last June. A gradual phasing-in plan has therefore been established; it foresees a gradual expansion of activities in the first years of existence of the School. Secondly, the Institute has restated its firm intent to build this project as a network involving a number of partners experienced in the teaching of public affairs to national and international audiences. Such a network approach under the EUI's stewardship is a core element of the project. It will enable a distribution of labour based on the respective strengths of the various partners, and will facilitate the marketing of the different programmes.

The fourth element of the Strategic Plan, i.e. the **Internationalization of the EUI**, has been on the Institute's agenda for a number of years. The Institute has made an effort to obtain support for researchers from third countries, and some contracting states of the Institute, such as Italy and France, do fund doctoral students who are not nationals of those countries. The Institute is exploring other ways to bring third country students to the campus, developing an internationalization strategy that will also include offering non-European Ph.D. students the opportunity to spend shorter periods of time at the EUI in the framework of their research. Clearly, the establishment of the new School will also enable us to offer a number of programmes which could be of direct interest to a non-European audience, be it because of their vocational component or due to their shorter duration.

## Outreach

The Institute has been making a systematic effort to reach out to stakeholders at multiple levels.

The next sections of this report highlight the various initiatives undertaken by the Departments and units in connection with a wide variety of interlocutors in the academic and in the policy world. Mention can be made here, by way of illustration, to the workshops organised by the Robert Schuman Centre within the framework of its memorandum of understanding with the European Parliament, bringing together European policy-makers, academics and practitioners. The 2016 roundtables focused on the EU's response to transformation in the Middle East and North Africa; media pluralism in the EU; concepts, practice and governance in EU policy-making, and the 1976 Electoral Act and its significance for European democracy today. Given the fruitfulness of these face-to-face dialogues, the Institute is contemplating a similar agreement with the European Commission.

In addition, also at the level of European institutions, the EUI began exploring, on an initiative of the Robert



Schuman Centre, the establishment of a programme of activities in Brussels to better showcase EUI research and bring it to the attention of a potentially interested public.

The Institute also concluded negotiations with Switzerland for the funding of a Swiss Chair in Democracy, Federalism and International Governance, which will be supported from 2017-2021. It is hoped the Chair will be filled by September 2017.

The EUI has also continued to reach out to EU member states that are not yet contracting states to the Institute's Convention. In 2016 the EUI approached the Czech Republic and Malta concerning their possible accession, and we will continue our engagement with other EU member countries in 2017.

The annual 'State of the Union Conference', which was also partly hosted by the city of Florence in Palazzo Vecchio and generously supported by numerous local, national and international public and private sponsors, was attended by more than 1200 people over the course of its three days, including academics (just over half of the participants), representatives of local and national institutions, members of international and European institutions, diplomats, and representatives from civil society and the general public. The Historical Archives of the European Union's open day at Villa Salviati, which concluded the State of the Union Conference events, welcomed more than 2,800 participants through its gates, including hundreds of families with children.

Finally, the EUI continued to explore partnerships and reinforce its networks with other universities. New joint initiatives are being examined with the University of Florence, with which the Institute already has an active teaching agreement. In November the Institute and the College of Europe held their second annual Joint Academic Committee and Joint Conference on 'Differentiation: A new pragmatism or the end of ever closer

union?', in Bruges. That event was also the occasion for meetings to discuss the College's potential involvement in the proposed School of Transnational Governance, which is central to the network approach we aim to take with the School.

### **Building reallocation plan**

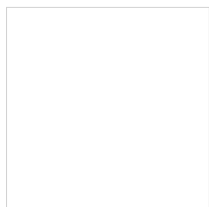
Through the generous and sustained support of the Italian government, the years-long works renovating Villa Salviati were completed in 2016, allowing the Institute to implement the building reallocation plan developed in 2015. Thanks to the very hard work and coordination of the Real Estate and Facilities and the ICT Services, the Institute created approximately 160 additional working desks and moved approximately 700 members of the academic and administrative communities, including researchers, over the summer of 2016.

The moves permit a strategic rationalization of existing space and a new distribution of academic and administrative units. Notably, we have consolidated the Robert Schuman Centre for Advanced Studies, which was previously scattered over six sites, into offices on the premises of the Villa Schifanoia, and regrouped much of the central administration into the Badia and the Convento.

This rationalization should have positive consequences not only in terms of efficiency and the use of public money, but also in terms of academic community building and greater coherence among administrative units. Importantly, the Institute was able to implement the reallocation plan in a budget-neutral way.

All these reorganisation efforts should help the EUI to fulfil its mission in the fields of Higher Education and Research in a more effective manner. ■

*Renaud Dehousse*  
*President of the EUI*



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# ACADEMIC UNITS AND PROGRAMMES

The [Department of Economics](#) of the European University Institute brings together top scholars from all over the world in an outstanding research and teaching environment. The Department aims at producing theoretical and applied research, contributing both to the advancement of our knowledge about the complexity of the economic systems and to the debate on economic and social issues in the European Union and beyond. Its structured Ph.D. programme aims at producing the future generation of top class researchers in Economics, working in academia and in the public and private sector, mostly in Europe but also throughout the world.

## Major Research Directions

The Department of Economics hosts a very active and lively research environment. It is not only reflected by its research outcome in terms of publications and working papers, but also by the research-related events organized regularly by the department. The main research topics of the Department reflect the interests of the current faculty members and are concentrated in the three broad areas of microeconomics, macroeconomics and applied economics (econometrics). Below, we highlight some of the most important developments in 2016.

In *microeconomics*, Professor Andrea Galeotti has completed his ERC grant on ‘Networks, Markets and Organization’ in 2016. The project has addressed many different aspects of how networks shape economic and social interactions. He has published the key results of this project in the very top economics journals. We are also happy to report that the ERC also appreciated

his efforts and awarded him a new ERC grant starting from 2017. Professors David Levine and Andrea Mattozzi have started to work on a new project financed by the EUI’s Research Council in 2016 on the formation and nature of political groups. They study models of collusive groups formed for economic reasons. The framework can be applied for the study of political participation or trading networks.

In *macroeconomics*, the major development was the launch of the [ADEMU](#) project financed by the H2020 programme of the EU. This project is coordinated by the EUI Department of Economics (the Director is Professor Ramon Marimon) and there are several high profile international partners. The project takes on one of the most relevant research questions in Europe: how to improve on the institutional framework of the European Union to deliver a more stable economic environment that can foster economic growth and reduce the pressure of growing inequality across and within countries. The project involves theoretical papers on policy design, empirical/quantitative papers on measuring the impact of policies and institutions and the studies on the legal, political and economic aspects of implementing institutional changes. The project involves several former and current members of the Economics (Professors Árpád Ábrahám, Juan Dolado, Axelle Ferriere, Piero Gottardi, Peter Hansen, David Levine, Andrea Mattozzi, Ramon Marimon and Dominik Sachs) and Law departments together with several current and former researchers and postdoctoral fellows. The project also organizes events within the EUI where academic scholars can discuss the preliminary, inter-

mediate or final findings of the project with practitioners from European and international institutions such as the European Central Bank, the European Commission, the European Stability Mechanism or the International Monetary Fund. Professors Árpád Ábrahám and Piero Gottardi also started to work on a project financed by the Research Council on how to optimally design dissolution of partnerships with a special emphasis on the design of optimal asset division rules. This project has several possible applications including the divorce law or exit of countries or regions from economic unions.

In *econometrics and applied economics*, Professor Andrea Ichino has completed a paper on a project to assess the recent immigration inflow on students' educational outcome in Italian schools. Professor Evi Pappa has published a thought-provoking piece of research to show empirically how announcement of military spending increases (preparation for war) affect the economy by stimulating output and investment growth. Professors Dolado and Pappa have also embarked on a project financed by the Research Council to study how monetary policy could alleviate the welfare consequences of long-term unemployment that can be observed in many European countries.

The Department also has a very dynamic set of research events. It organizes three regular workshop series in Microeconomics, Macroeconomics and Econometrics/Applied Economics (see the full list of workshops [here](#)). These workshops, which practically take place every week, host scholars from top academic departments and researchers from international organizations who present their recent and ongoing work. The Department also provides a wide selection of internal forums to present and discuss research for its faculty, fellows and researchers.

## New Professors

Through great recruitment efforts in 2015 and 2016, the department is at full strength as of January 2017.

The department recruited two new assistant professors in 2015: Professor Axelle Ferriere (just graduated from NYU) and Professor Dominik Sachs (most recently a post-doc at the University of Cologne) in 2015. Hence, 2016 was the first complete year that they have spent at the EUI. Professor Ferriere works on the redistributive implications of sovereign default, while Professor Sachs studies what type of policies are desirable to promote human capital accumulation. Their presence benefits the department in many ways. Firstly, they provide a closer and more direct example of academic excellence and conduct to our researchers and postdoctoral fellows. Secondly, they bring the methodological frontier of public economics and quantitative macroeconomics to the department. Thirdly, they bring new energy and ideas to supervision and teaching in many formal and informal ways. Although, no formal evaluation has taken place so far, the mutual understanding is that they also appreciate the very lively research atmosphere of the EUI and the close connection with the doctoral programme and with the rest of the faculty.

Professor Andrea Galeotti joined the department in January 2016 from the University of Essex. He is one of the leading scholars in one of the hottest field in economics now: the Economics of Networks. With his recruitment, we continue our tradition in research of networks that was started by Professor Fernando Vega Redondo a decade ago.

Our more recent recruits are Professor Michèle Belot and Philipp Kircher from the University of Edinburgh who joined the department in January 2017. Professor Belot is an expert on behavioral economics and on migration. Her research profile enhances greatly the department's ability to engage in multidisciplinary activities with the

Social and Political Science department and the Robert Schumann Center for Advanced Studies.

Philipp Kircher is one of the world's leading experts on the theory of labour markets with a special attention to the pattern how employers and employees are sorted throughout the matching process in different markets. His presence makes the department much stronger in the fields of micro- and labour economics.

### **The Ph.D. programme**

The Ph.D. programme of the department is probably among the five top programmes in Europe. In terms of structure, it is very similar to the other leading doctoral programmes in economics with structured coursework during the first two years and a close supervision by the faculty leading to a dissertation and to successful placement in academia or leading policy institutions. At the same time, the EUI is a unique place to do a Ph.D. in Europe as the department focuses solely on doctoral and postdoctoral training and supervision. This creates an excellent opportunity to build a close academic community of professors, doctoral students, postdoctoral fellows and visitors. There are both regular and spontaneous activities multiple times during every week to exchange ideas about the frontier of economic research and policy. This focus on research makes the EUI a great place to study economics, even though the department in terms of faculty size is much smaller than most of the other major economics departments in Europe or elsewhere.

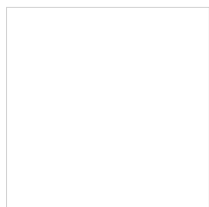
In 2016, the department admitted [26 new researchers](#), bringing our total number of registered researchers to 100. In calendar year 2016, 25 researchers successfully defended their Ph.D. theses. A record of all theses defended in recent years can be found on the Economics Department [website](#).

Although the doctoral programme was established 40 years ago, it is very dynamic and continuously adjusts to both competitions from elsewhere, but also from our learning experience of providing doctoral studies to economists during the last 40 years. The faculty together with the researchers work in equal parts on improving both the quality of the teaching material but also the structure of classes and the timing of dissertation development. For example, we have just redesigned the schedule of courses between the first and second years from the current academic year to address better the needs of the graduate students to obtain in-depth knowledge in a challenging environment and to minimize the unnecessary pressure on them.

One of the important activities of the graduate programme is the preparation and support of researchers who are entering the job market. These activities pay off as shown in our success in terms of excellent final placement of our students. One important point to mention here is that we are not only successful in placing our students and fellows in leading academic departments but also in the most important policy institutions in Europe and in the world. For example, currently, there are 18 doctoral graduates of the EUI that are working at the ECB and this constitutes the biggest share of any university. The placement record of those students and fellows who entered the Academic job market in 2016 can be found [here](#).

### **Relocation**

One of the most important changes in the Department's life during the last five years was the move from Villa San Paolo to Villa La Fonte in September 2016. Faculty, researchers and staff are very happy with the move and appreciate the great effort of the Real Estate and Facilities Service to implement the work that was necessary to adapt Villa La Fonte to our needs in a very short time. We believe that Villa La Fonte will serve the department very well, for many years to come. ■





# DEPARTMENT OF HISTORY AND CIVILIZATION

The [Department of History and Civilization](#) is distinctive among its European peers in the way that it emphasizes Europe's place in a global historical context that reaches back over six hundred years. Our professors and researchers study Europe's history outside the traditional context of national narratives. Instead we foreground Europe's diverse relations with the rest of the world, and especially its place in global networks of commerce, political organization, and social thought.

We offer a highly structured academic programme in which Ph.D. researchers work very closely with faculty advisers and second readers to develop and execute their projects. Our faculty's commitment to making visible the complex links between societies, often in different parts of the world, demands agility and flexibility, since we mentor projects that link many parts of Europe and the world over many chronological periods. We fund generous research missions that enable all of our students to carry out historical research at the necessary archives throughout Europe and often elsewhere in the world.

Ph.D. researchers admitted in 2016 and their research topics can be found on the following [link](#).

## Major Research Fields

We approach our trans-national histories of Europe with both rigor and imagination, focusing on the complex networks of trade, cultural and intellectual exchange, and political relations that have linked Europe to the rest of the world since the period of the Renaissance. Within this general framework our department has also developed specific regional and topical

subfields that are particularly critical for training EUI researchers today. One of these, for example, involves re-thinking the place of Central and Eastern Europe along with Russia in the transnational and global networks we study. Other critical fields of specialization for us include the global history of science and the global history of ideas.

The department currently hosts two ERC projects that deal with contemporary historical issues of European integration ([Looking West: The European Socialist Regimes Facing Pan-European Cooperation and the European Community](#)) and migration ([Bodies Across Borders: Oral and Visual Memory in Europe and Beyond](#)). In 2016 the department hosted three Marie Curie grantees: Dominika Gruziel, working on 'Roman Catholic Laywomen's Examination of Habit as a Vehicle for Developing Modern pious Womanhood, 1878-1914'; Borut Klabjan working on 'Adriatic Perspectives: Memory and Identity on a Transnational European Periphery'; and Rosa Salzberg working on 'Mobility, Migration and the Politics of Reception in Venice (ca. 1450-1650)'.

## New Faculty

In January 2016 we were especially pleased to be able to welcome Professor Corinna R. Unger to the department in the critical chair for Global and Colonial History. Before joining the EUI, Unger was Professor of Modern European History at Jacobs University in Bremen, Germany. Her research focuses on global and international history and on the history of colonialism and decolonization. Most recently she has been working on the history of development aid in the twentieth

century with a focus on India since 1947. Her books include *Entwicklungspfade in Indien: Eine internationale Geschichte, 1947-1980* (Göttingen: Wallstein, 2015), and as a co-editor *International Organizations and Development, 1945-1990* (Basingstoke: Palgrave Macmillan, 2014), with Marc Frey and Sönke Kunkel; and *Twentieth Century Population Thinking: A Critical Reader of Primary Sources* (Abingdon and New York: Routledge, 2016), with the Population Thinking Network. In her very first semester with at the EUI Unger introduced a new research seminar on 'Decolonization and Development' to our curriculum. In the fall she joined Professor Federico Romero to co-teach our departmental seminar on 'International History'.

### Ph.D. Training Programme

In 2016 the department offered a broad range of departmental, training, and research seminars for degree credit to our first and second-year researchers. In many cases, Max Weber Fellowship post-doctoral scholars joined us to co-teach the seminars and in one case ('In the Archives') Ph.D. researchers themselves devised and taught a seminar. The Department offers three types of seminars: 1) *Training seminars* enable students to subject their written work to the critiques of their colleagues in an intense workshop environment. Other training seminars are organized around specific skills such as In the Archives: Research Strategies and Palaeography. This year the Department also committed to training researchers more completely in the fields of digital history and digital resources with a special seminar taught by Alexander Etkind and Serge Noiret. 2) *Departmental seminars* such as History and the Social Sciences, International History, Global History, Cultural and Intellectual History, deepen students' knowledge of core methodologies and approaches of the department. This year a departmental seminar on 'The Historical Study of Gender and Sexuality' was added to the departmental seminar offerings. 3) Finally, *Research seminars* enable professors

to develop and share their own research with students. This year, for example, research seminars included 'Friendly Dealings or a Conspiracy Against the Public? Thinking About Merchant Networks and Political Economies in the Early Modern Time' (Molà), 'The Early Modern Go-Between' (Flores), 'Decolonization and Development' (Unger), 'Empires in Modern Europe' (Judson and Riall), 'Natural resources' (Etkind and Van Damme), and 'Business Imperialism: Old and New Issues' (Cassis).

Wherever possible the department integrates Max Weber Fellows into the teaching and into the sessions that monitor the progress of first, second, and third-year researchers, so that the post-docs gain valuable experience co-teaching with the professors.

In 2016, 33 of our researchers successfully defended their theses. A record of these theses can be found [here](#).

### Workshops and Speakers' Series

In 2016 our researchers and faculty together initiated several successful workshops and speaker series. The Department worked closely with the Alcide De Gasperi Center, organizing five conferences that were also co-sponsored with other institutions, departments or with the Historical Archives of the European Union. These included the topics 'Communicating International Organizations in the 19th and 20th Centuries;' 'Capitalism, Crises, and European Integration: from 1945 to the Present;' 'A University for Europe: Higher Education and European Integration;' and 'The Consequences of the Chernobyl Nuclear Accident on Relations between the EEC and Socialist Eastern European Countries.' Our Gender Chair, Professor Laura Downs, welcomed American Supreme Court Justice Ruth B. Ginsburg for a conversation with researchers as part of the annual Ursula Hirschmann Lecture series. Researchers, post-doctoral fellows and



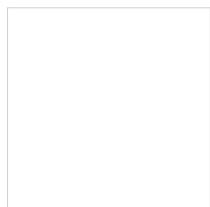
professors together organized workshops on a range of topics such as ‘Feminism and Socialism in Eastern Europe 1945-1989—a Global Perspective,’ ‘Courts, Empires, and Political Cultures in the Early Modern Era,’ ‘Economic Issues of the Early Modern Period. Business Enterprises, Spaces, Markets,’ ‘Communicating International Organizations in the 19th and 20th Centuries,’ ‘Cultural Memory and Oral History in Global Perspective,’ ‘Why ‘Neoliberalism?’ On Critique and Method,’ ‘The Geopolitics of European Intellectual Space, 1750-1945,’ ‘Ukraine as a Contested Case: Imperial Continuities and Disjunctions,’ ‘The Consequences of the Chernobyl Nuclear Accident on Relations Between the EEC and Socialist Eastern European Countries,’ ‘Translators as Historical Actors,’ ‘Financial Deregulation: A Historical Perspective,’ ‘Women’s Work in Pre-Industrial Europe,’ and ‘New Paths in Intellectual History, from the Local to the Global.’ Additionally, Professors Etkind, Judson, and Kolář instituted a new lecture series on ‘History, Memory, and Politics in Central and East Europe.’ The Department continued its participation in the annual graduate students’ conference shared with the Central European University and the University of Vienna (the GRACEH conference) and we began the initial planning in 2016 for an annual graduate researcher conference on the history of European integration that will bring together young scholars from two different international networks in this field, HEIRS and RICHIE. In September we hosted another highly successful session of the annual HEC Summer School on Comparative and Trans-National History, a summer school that now attracts history students from across Europe and indeed the world.

### Future Challenges

While the department is extremely pleased to have developed a coherent, focused, and distinctive programme that rests on the close personal mentorship of researchers by their professors, we nevertheless face

some ongoing institutional challenges. Our research projects generally demand that we spend time in archives often located around the world. We have tried to address this challenge by restructuring our curriculum to give professors defined periods of research time at offsite archives while simultaneously maintaining a close relationship with their supervisees. The department also sought this year to make its first-year programme more intellectually coherent with a new core seminar that introduced all first-year researchers more fully to the specific themes and specializations of the department and its faculty. For researchers in the third and fourth year we have added more training workshops aimed to increase their preparation for the professions. One difficult challenge we face in the next two years is the coming loss of the chair in early modern global history currently held by Professor Jorge Flores. His position had originally been funded by the Portuguese government, and it stands at the very center of our ‘Europe and the World’ programme. We are currently devising strategies that would allow the department to maintain a credible commitment to the fields we have developed so successfully in the past five years, but with a diminished staff. We are committed to maintain leadership in our main research areas without sacrificing our ability to treat them both in depth and through broad regional coverage.

The mood in the HEC department is intellectually intense and upbeat. The move to Villa Salviati in August of 2016 provided our researchers with more and better workspaces, and the department genuinely shares a strong sense of intellectual community with them and with our colleagues from the EU Archives and the Department of Law. ■



# DEPARTMENT OF LAW

## THE ACADEMY OF EUROPEAN LAW

The [Department of Law](#) provides a cosmopolitan and vibrant environment for the study of law in its social and economic context. Our ambition is to carry out research on the most significant challenges facing the EU and the world, to shape the terms of legal debate and to contribute to a better understanding of the role law plays and can play in contemporary society.

The Department offers a structured Ph.D. programme which is designed to train future scholars, and an LL.M. programme geared to strengthening students' research skills. Ph.D. and LL.M. researchers admitted in 2016 and their research topics can be found on the following [link](#).

### Major Research Directions

In spite of the small size of the faculty, the department carries out research across an eclectic range of topics, principally in European and International Law. In addition to disseminating research through books and articles, a range of our findings are available on open access [working papers](#) or dedicated websites, some of which are indicated below.

In European Law, Professors Claire Kilpatrick and Bruno de Witte, together with Professors Loïc Azoulay, Marise Cremona, Stefan Grundmann, Hans-W. Micklitz, and Giorgio Monti as well as a number of researchers and post-doctoral fellows have completed a four year study funded by the Research Council into the emergence of novel legal measures designed to address the economic crisis in Europe. The principal results of this project ([Euro-Crisis Law](#)) are available online. We have traced the legal impact of these measures

in the Member States and tested the constitutional validity of the measures taken. A book resulting from the project (entitled *Constitutional Change Through Euro-Crisis Law*) is to be published by Cambridge University Press in June 2017. We now continue to work on this in collaboration with the Economics Department of the EUI and a number of other universities in the EU as part of a Horizon 2020 programme which is designed to explore options for improving the governance of the Euro-area: [ADEMU](#) (A Dynamic Economic and Monetary Union). Professor Deirdre Curtin has just completed a project on transparency of the European Central Bank and works on related themes of information sharing by law enforcement in Europe.

In private law, Professor Micklitz completed an ERC funded project on European Regulatory Private Law, examining the development of a new kind of legal ordering emerging as a result of the regulation of a number of economic sectors. A blog of this project is available [here](#). He has now embarked on a related project, examining the external dimension of European Private Law, financed by the Finland Academy of Law. Professor Giovanni Sartor has completed a project exploring liability issues for automated systems, supported by Eurocontrol, the main policy findings are available [here](#). Professor Grundmann has recently published a treatise on private law theory based on social and legal sciences sources from European countries and the US, taking as main theme the interplay between party autonomy and the constitutional and public order.

In international law, recent projects include Professor Nehal Bhuta's inter-disciplinary analysis of legal

and moral issues surrounding the development of autonomous weapons systems, and his ongoing historical study of the notion of the state. Professor Martin Scheinin has led an extensive multidisciplinary assessment of surveillance technologies, and he is currently working on an edited volume on research methodologies in human rights law and a monograph on a proposed World Court of Human Rights.

The Department is closely engaged with national and European judges, agencies and other enforcement authorities. Professor Curtin directs the [Centre for Judicial Cooperation](#), a forum facilitating dialogue between academia, judges and other authorities such as data protection, designed to facilitate exchange and co-operation between academia and judges. Professor Monti is scientific director of a judicial training programme in the field of EU competition law, organised with the Robert Schuman Centre: European Networking and Training for National Competition Enforcers [ENTRANCE](#). He also co-organises (with the Scuola Nazionale dell'Amministrazione) an annual workshop with leading practitioners and members of the Italian Competition Authority to discuss its work and priorities, the Rome Antitrust Forum.

### New Professors

A number of professors' contracts have come to an end and we have embarked on a major recruitment exercise. We have taken this as an occasion to reflect on how to develop our Ph.D. programme and our research ambitions when hiring new staff. Two new professors joined us in 2016 and they will help lead the Department in new directions.

Professor Gábor Halmai has a Chair in comparative constitutional law and he will explore the range of contemporary constitutional challenges faced by jurisdictions in Eastern Europe. He joins after a teaching and research career at the Eötvös Loránd University in Hun-

gary and Princeton University in the USA. He has also served as chief advisor to the President of the Hungarian Constitutional Court, he was a member of the EU Fundamental Rights Agency's Management Board and has undertaken numerous other civic activities.

Professor Urška Šadl joins the EUI from the iCourts Centre of Excellence for International Courts in Copenhagen, where she remains a Global research fellow. In her research Urška Šadl systematically examines the tools and techniques, which the Court of Justice of the European Union uses to make and transform European law. Her methodologically innovative approach to studying the judgments of the Court will also help in developing our teaching programme.

In the coming year we will welcome Professor Joanne Scott, whose expertise is environmental law, and Professor Peter Drahoš whose expertise is in the fields of intellectual property law and global regulation.

In addition, the Department hosts visiting professors from other universities. In 2016 we have had nearly 40 colleagues stay with us, mostly from Europe and the United States. They have been integrated into our teaching programmes and have participated actively in presenting their projects and engaging with our researchers.

### The Ph.D. and LLM programmes

Our researchers benefit from a programme that affords them the opportunity to learn to use a range of different research methods. Our most recent development in the programme has been to introduce a component of socio-legal research methodology, which is increasingly important in understanding how law works in practice. We see that an increasing number of researchers wish to utilise interviews and surveys as part of their projects, and this component helps them develop skills in carrying out such tasks.

Researchers are integrated into the academic life of the Department. They are encouraged to initiate working groups which create a forum for discussion of their research fields. Researchers participate actively in workshops and projects organised in the faculty. They are afforded several opportunities to present progress of their research to their peers and they are encouraged to participate in conferences further afield to present and discuss their work. In addition the Department hosts an open access journal, edited by researchers, the [\*European Journal of Legal Studies\*](#).

In recent years we have given an opportunity to some of our more senior researchers to design and teach short, introductory courses in law under the supervision of a Professor, aimed at first year law researchers or at researchers from other Departments. In 2016 courses were offered on: competition law, copyright law and constitutional law. These serve to give researchers much needed teaching experience.

The list of Ph.D. awarded in 2016 is on the following [link](#). A good number of theses are subsequently published by the EU's top publishing houses, mostly in the English language and some in French. Each year some theses win international prizes. Our graduates find employment in academia, legal practice and international organisations. ■

## ACADEMY OF EUROPEAN LAW

The [Academy of European Law](#), established in 1990 to promote teaching and scholarship in the fields of human rights law, European Union law, and international law, continues to fulfil its mission through its summer school programme, publications, projects, conferences and events.

The Academy summer courses on 'Human Rights Law' and the 'Law of the European Union', taught by distinguished guest faculty, focus on cutting-edge issues, ensuring a challenging and stimulating learning experience for advanced students, researchers and practitioners of law. As well as raising the profile of the EUI within the broader legal community, the courses inspire a number of participants to return to the EUI as Ph.D. researchers.

The 2016 Human Rights Law course focused on the sources of human rights, with the General Course delivered by Professor Jean d'Aspremont from the Universities of Manchester and Amsterdam, and a series of Specialized Courses on specific related areas. Sir Michael Wood, member of the International Law Commission, gave the Distinguished Lecture. The Law of the European Union course concentrated on the global reach of EU law, with a General Course by Professor Joanne Scott, soon to join the EUI faculty, and a set of Specialized Courses covering specific topics. Professor Neil Walker of the University of Edinburgh delivered the Distinguished Lecture. A special roundtable discussion, with EUI faculty and visiting lecturers, was organized following the Brexit referendum result.

Within the ambit of the research projects led by our Academy Directors, conferences were held on: 'A History of International Law in Italy'; 'Technologies of Stateness: International Organizations and the Making of States'; 'The Displacement of Social Europe: A

Law in Context Inquiry'. In addition, a large event, organized in collaboration with the Historical Archives of the European Union, was held on the occasion of the opening of the Antonio Cassese Archive. The event, entitled 'The Possibility of International Law', paid tribute to Antonio Cassese, co-founder of the Academy. Finally, the Academy invited Professor Emeritus Nicholas Onuf from Florida International University to give an international law masterclass on 'An Archaeology of All Things International' and a public lecture on 'The Turn to Ethics'.

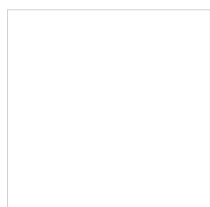
Recent publications resulting from Academy projects include *Autonomous Weapons Systems: Law, Ethics, Policy*, edited by Nehal Bhuta et al. Two volumes of the Collected Courses of the Academy of European Law volumes were also published in 2016: *The Frontiers of Human Rights: Extraterritoriality and Its Challenges*, edited by Nehal Bhuta, and *Independence and Legitimacy in the Institutional System of the European Union*, edited by Dominique Ritleng.

The *European Journal of International Law*, published by Oxford University Press and generally recognized as the foremost scholarly journal in the field of international law, continues to have its editorial office at the Academy.

The Academy provides the Secretariat for the European Society of International Law. Founded in 2004, ESIL has become an important association for international lawyers, bringing the EUI to the attention of international law academics, practitioners and students. In 2016, the Society had 1,227 members from over a hundred countries. The Secretariat assists with all aspects of the Society's activities. In 2016, the 12th Annual Conference, hosted by the Riga Graduate School of Law in cooperation with the Latvian Constitutional Court, was entitled 'How International Law Works in Times of Crisis'. Other events included the ESIL Re-

search Forum, held in Istanbul; an ESIL-European Court of Human Rights Conference in Strasbourg, and an ESIL-Court of Justice of the EU Symposium in Luxembourg.

The three Directors of the Academy, all of whom are professors in the Law Department, are Nehal Bhuta, Marise Cremona and Claire Kilpatrick. ■



## Research Programme and Mission

The [Department of Political and Social Sciences](#) (SPS) is one of Europe's leading centres for research and doctoral studies in comparative politics, sociology, social and political theory and international relations. The [research](#) and supervision at the SPS Department focuses on major contemporary challenges to the European Union and its member states, such as long term trends in socio-economic inequality, the rise in populism, normative debates on citizenship and human rights, religious conflicts, international security and development, tax reforms, and the impact of demographic changes. In this broad-ranging research programme of the Department, there is a common emphasis on integrating leading theory with empirical findings and on developing policy responses to these ongoing social and political developments within Europe at all levels, the national, the sub-national and the transnational.

A major mission of the SPS department is to establish a standard of academic excellence in social science research in Europe. The most distinctive feature of the SPS department when compared to other top doctoral programmes in social sciences in Europe, such as those at Oxford, LSE, Humboldt, Amsterdam, Carlos III, Universitat Pompeu Fabra, Trento, SciencesPo and the Central European University, is the geographical diversity in the composition of its faculty and, in particular, of the Ph.D. researchers. Ph.D. researchers are recruited not only from the traditional top M.A. programmes in Europe, but also from more peripheral national programmes that, still, represent national excellence in training in various EU countries. The de-

partment thus plays a crucial role in equalizing opportunities for doctoral research across EU. Since four out of five SPS researchers enter academia after completing their Ph.D. (see the 2014 EUI alumni placement survey), the SPS department also makes an effective and unique contribution to the establishment of a common space of excellence in academic research in the social sciences in Europe.

The best indicator of distinction of the SPS Department is the very high number of faculty members who have received a European Research Council (ERC) Grant. In 2016, full professors Jennifer Welsh, Hanspeter Kriesi and Hans-Peter Blossfeld each held Advanced ERC grants for their respective projects '[The Individualisation of War](#)', '[Political Conflict in Europe in the Shadow of the Great Recession](#)', and '[Education as a Life-long Process](#)'. Part-time professor Rasmus Hoffmann held an ERC Starting grant for '[Socioeconomic Status and Health: Disentangling causal pathways in a life course perspective](#)'. Moreover, Olivier Roy recently completed his ERC project '[Religiowest](#)' in 2015. With fourteen full-time professors in 2016, about one third of the faculty held or had just completed an ERC project. In addition to the ERC grants, in 2016 the SPS Department's Fabrizio Bernardi and Hans-Peter Blossfeld each hosted two other large externally funded projects (FP7 and German Research Foundation Special Priority Program grants, respectively). Overall, these achievements make the SPS department one of the most successful centres in Europe in mobilizing resources for research in the social sciences.



## Faculty developments in 2016

The first major challenge in 2016 has been to secure outstanding replacements for professors who have left the department or will leave it in the near future, and thereby maintain the leading position that the Department has among social sciences departments in Europe. During 2016 three professors left the department (Lazlo Bruszt, Alex Trechsel and Pepper Culpepper) and one chair was still vacant from previous years. These vacancies follow the natural pace of replacement of the faculty, due to the temporary nature of contracts at the EUI. Dorothee Bohle (former professor of political science at the Central European University, Budapest), joined the SPS Department in September 2016 and replaced Professor Bruszt. She holds a Chair in Political Science and her research focusses on comparative political economy with a special emphasis on East Central Europe. The hiring of Bohle guarantees research and supervision continuity in the study of political economy and policy responses in the aftermath of the great recession, particularly in Eastern Europe. In 2016, the hiring of Anton Hemerijck (professor at the Vrije Universiteit, Amsterdam) and Ellen Immergut (professor of comparative politics at Humboldt University, Berlin) has also been completed. With these appointments the department notably strengthens its position in the area of welfare state research, both in the party politics of welfare state reforms and on their socio-economic impacts. It is foreseen that Professor Hemerijck will also participate in the activity of the Comparative Life Course and Inequality Research Centre (CLIC), based at the SPS Department, and add a social investment perspective to the study of socio-economic inequality, which is another research area where the Department has a leading position in Europe. Three additional searches have been initiated for a Chair in Sociology (now held by Professor Blossfeld), in Social and Political Theory (now held by Professor Rainer Baubock) and the Swiss Chair in

Federalism, Democracy and International Governance (formerly held by Trechsel). Finally, Fabrizio Bernardi replaced Alex Trechsel as Head of Department in September 2016.

## Researcher Recruitment

The second challenge for the Department is to attract the best potential Ph.D. researchers from Europe and beyond. The number of applications for the Ph.D. in the SPS department is exceptionally high. In 2016 the Department had 590 applications (49% of the total of the applications at the EUI) and 29 new Ph.D. researchers were admitted in the Department, from 17 different countries. They are listed, along with their Ph.D. topics, on the SPS [website](#). The ratio of selected candidates to applicants is about one in twenty – a strong indicator of the attractiveness of the Department for young academics in Europe and beyond. The high selectivity of the selection process also ensures that the quality of the intake of researchers is very strong, enabling SPS to build a community of highly motivated, open-minded, creative and academically excellent researchers from different countries. Nonetheless, given the increasingly competitive nature of the market for Ph.D. students, the Department has remained vigilant and taken steps to monitor the applications to ensure that their quantity and quality are maintained going forward. In this respect the Department's strategy for the recruitment of new Ph.D. researchers is based on two principles: the recruitment campaign of potential Ph.D. must last throughout the year; and second, recruitment is most effective when it is conducted from 'below'. While the first principle is self-explanatory, a campaign 'from below' means that in 2016 the Department has involved its own Ph.D. researchers in contacting potentially interesting Ph.D. applicants in Masters programmes in different European countries. In coordination with the researchers' representatives, the Department has started mapping the best social sciences graduate programmes in dif-



ferent EU countries and conveyed the information about the research possibilities at the EUI to the participants in these courses.

### Teaching and Supervision

The third challenge is to enable the selected Ph.D. researchers to fulfil their full academic potential by conducting high level research, completing top-notch theses, and later competing for the best positions in Europe, in the US and in the rest of world. Since 2012 the Department has undertaken a gradual but radical reform of its doctoral programme and teaching offer. Succinctly, this reform, which may be found in full in the SPS 'Self-evaluation Report 2009-2014, has involved:

- a) the definition of a clearer structure in the teaching offer, with a new distinction between Foundations Seminars in the key disciplines covered by the Department (comparative politics, comparative sociology, political economy, political theory and international relations); Research Seminars on cutting edge specialized research topics; and Workshops, typically on methods, taught by a combination of internal and external instructors;
- b) the introduction of compulsory seminars in quantitative and qualitative methods in the first year of the programme;
- c) the introduction of a 'Research in Progress' ('RIP') seminar, which is devoted to discussing the thesis proposal of first year researchers at the very beginning of the second term;
- d) the overall strengthening of methods training, through the seminars and workshops (listed above) and the introduction of a Data and Methods Clinic.

In 2016 the Department, under the leadership of the Director of Graduate Studies, further institutionalized these changes and expanded and structured the offering of a set of Core Workshops in quantitative and qualitative methods. Qualitative methods train-

ing will cover areas such as interviewing and process tracing, while quantitative methods workshops will include topics such as time series analysis, event history and panel data. The Workshops will be offered at least once every two years. The Department now has a clear sequence in quantitative methods teaching that spans the three terms of the first year and the first term of the second year, bringing our programme in line with and in some cases ahead of leading social science departments in Europe, such as Oxford, LSE, Humboldt, Amsterdam, Carlos III, Universitat Pompeu Fabra, Trento, SciencesPo and the Central European University.

As noted above, training in methods has also been strengthened by the creation of a Data Clinic that provides three types of services: a drop-in service with personalized assistance to researchers with problems related to the analysis of their data; the organization of debates on methodological topics; and 'bring-in your results' sessions where researchers employing the same statistical techniques can meet and discuss jointly issues related to their analyses and results. The challenge for the future is to further strengthen the teaching of qualitative methods along the lines already drawn for quantitative methods and to recruit more faculty who can contribute to the expansion of the supervision and teaching of quantitative methods, in order to reduce the current dependency on external instructors.

In 2016, 36 doctoral candidates successfully defended their theses. A list of these individuals can be found [here](#).

### Post-doctoral Fellows

The fourth development focuses on post-doctoral fellows attached to the department via the Max Weber Programme and visitors to the department via programmes such as the Fernand Braudel Fellowship. In 2016 the Department has received 561 applications

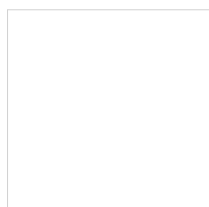
(114 applications more than in 2015) for about 15 Max Weber post-doctoral fellows associated to the SPS Department. This is another indicator of leading position and attractiveness of the Department for young academics who have completed their Ph.D. in top schools in Europe and North America. In 2016 the Department has also hosted a number of renowned scholars as Fernand Braudel Fellows and visitors. These fellows and visitors have the opportunity to present in the departmental seminar that takes place on a monthly basis and to participate in other activities such as workshops and seminars related to the various [working groups](#) that are active in the department. We also invite these fellow and visitors to participate in formal ‘in-progress’ seminars with second year researchers, where the latter present their current findings.

### Research Dissemination

A final development regards the visibility and diffusion of the results of the research undertaken in the Department. Beyond the frequent contribution of the faculty to press and academic blogs, the SPS department started a new initiative to increase the outreach of the research results of its Ph.D. researchers. Since 2016, excellent theses defended in the department are presented on the SPS website. This presentation consists of a one-page summary in non-technical language that can be easily accessed by an external audience. This initiative has been labelled the SPS [‘thesis of the month’](#).

To conclude, the combination of the outstanding academic excellence of the faculty, Ph.D. researchers and post-doc fellows, and the plurality of EU academic cultures that the Department hosts, contribute to its uniqueness in Europe and its competitive advantage when compared to similarly top ranked social science departments in the EU. The future task for the Department is to use these assets to compete with top ranked departments in social science in the United States,

both in terms of research and in the recruitment of new Ph.D. researchers – including their academic placement once they have completed their theses. ■



## Introduction

2016 was a year of exciting and intense work at the [Robert Schuman Centre](#). It was marked by the consolidation of our major programmes and the launching of new initiatives, notably the Middle East Directions ([MEDirections](#)) programme and the Florence School of Banking and Finance ([FBF](#)). It was a year in which, given the political shocks of Brexit and the election of President Trump, the relevance and centrality of the Schuman Centre's research programmes and related activities was brought sharply into focus. Given the turbulence in global, European and national politics, the Schuman Centre will concentrate over the next five years on *Whither Europe's Union in this Tempestuous World*. Since the mid-2000s, the RSC has developed a programme model consisting of three strands; academic research including applied policy research, policy dialogues and executive training. In addition, the Schuman Centre is home to a number of stand-alone research projects and we host over 50 fellows each year. The fellowship programmes bring freshness and vitality to our intellectual community. The Schuman Centre works in close collaboration with the four disciplinary departments and supports the work of the wider EUI research community. One of the highlights of 2016 was a lecture 'Notorious RBG: A conversation with US Supreme Court Justice Ruth Bader Ginsburg' organised in conjunction with the EUI's Departments of History and Law. Judge Bader Ginsburg was truly inspirational and offered very rich insights into her life and her work on the US Supreme Court. In January 2016, the Schuman Centre was delighted to welcome Professor Deirdre Curtin who joined us full-time as joint chair with the Law Department.

## Research

The Schuman Centre is the EUI's interdisciplinary research platform complementing the work of the disciplinary departments. From 2013 onwards, it has adopted three major themes to guide and prioritise its research focus; (1) Integration, Governance and Democracy, (2) Regulating Markets and Governing Money and (3) 21st Century Global Politics and Europe.

### *Integration, Governance and Democracy*

2016 was a watershed year in the dynamic of European integration. The outcome of the June 2016 referendum on the question of UK membership of the European Union (EU) unleashed a set of complex dynamics that will be played out over the next years. The Brexit referendum came on top of the challenges to the EU from the significant increase in refugees arriving on Europe's shores that reached a peak in 2015 and the legacy of the Eurozone crisis both in some member states and the Union's policy agenda. These multiple crises were against a backdrop of pronounced volatility in the domestic politics of the member states. Crisis featured prominently in the scholarly agenda of the Centre in 2016. The Schuman Centre spearheaded a special issue of *West European Politics* entitled *Europe's Union: Tested and Contested*. This special issue explored how Europe's Union is tested through crises but also faces explicit contestation in troubled times. Crises are 'open moments' that impact on rulers and ruled, testing existing paradigms, policies, politics, institutional roles and rules. The papers of this special issue test the resilience of the Union in crisis conditions, the post-functionalist interpretation of contemporary integration, the legacy of the crisis for politics and in-

stitutions in Europe and the impact of the crisis on key bilateral relations. Four thematic issues are addressed: the resilience of the EU, multilevel politics, patterns of continuity and change and the relationship between the whole (EU) and the member states. In July 2016, the Schuman Centre hosted a major conference with the title *Theory Meets Crisis*. The organisers of the conference asked leading scholars researching capitalism, European integration, political parties, democracy, and redistributional politics to engage the theoretical implications of Europe's multiplex crisis. Much has been written about Europe's crises in the past five years. Most of this employs extant theory to shed light on the crisis and its broader political and economic consequences. The papers presented at this conference turned this perspective around 180 degrees. Each asks what one can learn from the crisis for our understanding of political institutions and behaviour. How have the crises shifted problematics of research? What new puzzles and questions have come to the fore? What anomalies does the confrontation between new facts and extant theories throw up, and what novel insights emerge? The papers that were presented at the conference will be published in a special issue of the *Journal of European Public Policy* under the title *Theory meets Crisis* in 2018. Both special issues are an important contribution to the literature on European integration and the EU in troubled times. The Centre also hosted a conference to facilitate an *Authors' Workshop for the Oxford University Press (OUP) Handbook on Citizenship*. In December, the Schuman Centre hosted an EP - EUI History Roundtable on *The Electoral Act 40 Years Later: History and Significance for European Democracy Today*. The Centre for Media Pluralism and Media Freedom continued its work on media monitoring media pluralism in the EU member states.

### ***Regulating Markets and Governing Money***

2016 was a very intensive year for the [Florence School of Regulation](#) (FSR) which has expanded over the

years to include most of the networked industries, such as energy, communications and media, transport and water and is also home to the Climate group that works on Life Side, a major project dealing with the European Union Emissions Trading System (EU ETS). The FSR was established to address issues pertaining to European policy and regulation. FSR Energy continued its extensive programme on all aspects of European energy policy including a Forum on European Energy Law, the external dimension of European Energy Union, the EU Power System and congestion management in the Internal Energy Market.

FSR Transport hosted the *8th Air Forum*, the *13th Rail Forum* and a conference on *The Future of Air Traffic Management*. The Media and Communications group hosted the *24th Conference on Postal and Delivery Economics*, the leading global conference in this field. The political economy platform at the Robert Schuman Centre consists of two funded chairs, the Pierre Werner Chair and the Tommaso Padoa-Schioppa Chair and the Florence School of Banking and Finance that had its first full year in operation in 2016. The Pierre Werner Chair had a very active year which included a conference in honour of the late Professor Mike Artis. Mike Artis was the first Joint Chair of the ECO Department and the Robert Schuman Centre for Advanced Studies. Largely thanks to him the European University Institute became a centre of debate about European Economics, at a time where research in economics (Maastricht, ERM, EMU) had a major impact on European Economic Policy. The Pierre Werner Chair is linked to the Horizon 2020 research project-ADEMU, which has as its objective to reassess the overall fiscal and monetary framework of the EU and, in particular, the euro area. The Tommaso Padoa-Schioppa Chair focuses on the analytical challenges and policy responses of international macroeconomics and finance in Europe. A highlight of 2016 was a [keynote address delivered by Ignazio Visco](#), Governor of the

Bank of Italy, on 5 May in the context of the workshop on *Stability of the Banking System*. The key research event of the Florence School of Banking and Finance in 2016 was a major conference on *Filling the Gaps in Governance: The Case of Europe* organised by Franklin Allen (Brevan Howard Centre, Imperial College, and University of Pennsylvania), Elena Carletti (Bocconi University and European University Institute) Joanna Gray (Birmingham University, Law School) and Mitu Gulati (Duke University) on 28 April 2016. This resulted in an [eBook](#) that was published in 2016 and has already been downloaded more than 500 times.

### ***21st Century Global Politics and Europe***

The [Global Governance Programme](#) (GGP), the [Middle East Directions Programme](#) (MEDirections) and the [Migration Policy Centre](#) (MPC) are the three flagship programmes under this theme. The GGP had a very active year which involved major conferences, workshops and seminars. The GGP's International Economics pillar, hosted the *World Trade Forum* in September which is an annual event organised by the World Trade Institute. It is the premier meeting of international organisations involved in trade policy and academics who specialise in trade. The pillar also held a meeting for doctoral researchers on international trade and international finance and a seminar on WTO case law. The Europe in the World pillar held a meeting on *China's Rise and Europe's Response*. The *History of EC Foreign Relations* was analysed at a conference organised jointly with the EUI Department of History and Civilization. The GGP Cultural Diversity pillar and the MPC held a number of important events on multiculturalism in a mobile world, the refugee crisis, human trafficking, and asylum seekers. The newly launched MEDirections programme had a very active year conceptualising the key axes of its research profile and holding workshops on Tunisia, Libya and the future of Christians in the Middle East. The ERC funded project [Borderlands](#) held its final conference in 2016

on the EU's relations with North Africa and the Middle East.

### **Policy Dialogues and Executive Training**

At the heart of the Robert Schuman Centre's mission is the creation of a bridge between the world of the academy and the world of practice. This is undertaken through Policy Dialogues and Executive Training.

#### ***Policy Dialogues***

The Robert Schuman Centre continued its practice of holding High Level Policy Dialogues and Roundtables in 2016. In June a very insightful dialogue was held on the question of 'policy conditionality' during the bail-outs of a number of the programme countries. The event involved former ministers and officials from the programme countries who had to implement 'policy conditionality' on the ground. Also in June the MED programme held an EP-EUI Roundtable with the European Parliament on transformations in the Middle East. In July the Advisory Council of the School of Banking and Finance met at the EUI for a seminar on Banking Resolution. The Advisory Council consists of all of the EU and Euro area level institutions responsible for implementing the new regime. The Centre for Media Pluralism met with the European Parliament to outline the risks and opportunities of media pluralism in Europe. In November, a second EP-EUI Roundtable addressed the question of evidence and analysis in EU policy-making.

#### ***Executive Training***

2016 was the most successful year in the evolution of Schuman Centre Executive training. In all 54 training events were undertaken, involving 1,820 participants. The Florence School of Regulation conducted 21 trainings, followed by the newly established Florence School of Banking and Finance with 16 and the Global Governance Programme with 6. Three characteristics distinguish the Schuman approach to executive train-

ing; first the training is embedded in knowledge platforms in those fields that the Centre has built up niche strength, second those niches relate broadly to EU policy, regulatory and supervisory regimes and third the Centre uses its digital capability to build community beyond Florence. The participants in Schuman executive training come from a wide variety of institutions and professions; regulators from a number of sectors, judges, private sector, central bankers, supervisors, national and international officials, public officials and researchers. The courses cover an introductory level of younger staff and a more advanced level for experienced staff. The format and duration of the trainings have evolved over the years in response to demands and the development of e-learning capacities. The following formats are used:

- Residential training: 2-3 days to one or more weeks;
- On-line training: Duration dependent on the objective of the course (no face to face);
- Blended training: Residential and On-Line for longer courses;
- In-house bespoke training at the request of individual institutions;
- Summer Schools.

The trainings are embedded in a wider range of activities, such as workshops, policy dialogues, webinars, and conferences in those areas that we have built niche excellence.

## Fellows

Each year the Robert Schuman Centre hosts a large number of Fellows under its various Fellowship Programmes; Jean Monnet Fellows, Max Weber Fellows, Schuman Fellows, EU Institutional Fellows and Marie Curie Fellows and Visiting Fellows. The Fellows come to the Schuman Centre to undertake research, to present their work at the Schuman Centre Seminar Series, and to participate in our programmes and events. The

Fellows are a very welcome enhancement of the scholarly community at the Schuman Centre and each one contributes a Working Paper to the RSCAS Working Papers Series. In 2016 we welcomed 12 Schuman Fellows, 10 Max Weber Fellows, 10 Jean Monnet Fellows, 6 Research Fellows (mostly Marie Curie Fellows) and 3 EU Institutional Fellows. The Fellows are a continuous source of renewal and vitality for the Centre.

## EUI Forum on Migration, Citizenship and Demography

The EUI's Forum was established in 2014 to provide a frame to reflect on migration-related issues in the current context of the mass movements of refugees and migrants. It sought to bring together academics, experts, stakeholders and practitioners in order to explore – and draw practical lessons from – the unique challenges that these movements pose for both Europe and the world. Beyond the immediate crisis, the Forum concentrated on migration's far-reaching impact in four domains: demography; integration management; the repercussions for Europe's fundamental premises; and the global governance of population flows. In 2016 two major Forum events were held:

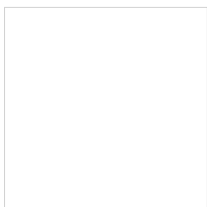
*EUI Forum on Migration, Citizenship and Demography: Conference on Demography* (04 - 05 February): The conference focused on the links between migration and demography in Europe. It examined the present and future of Europe's population – with a particular emphasis on; population decline and ageing and their consequences for the economy and society; the role of migration in population reproduction; and the tools and policies that address immigration in its relationship with demography.

*EUI Forum on Migration, Citizenship and Demography: Conference on the Integration of Migrants and Ref-*



ugees (29-30 September): The conference addressed the challenges the crisis posed to the 'traditional' integration mechanisms and processes employed by European countries. These challenges arose from a host of particular factors: the unprecedented number of migrants and refugees that have recently entered Europe; the mostly unregulated and uncontrolled nature of this new immigration; the burden that this puts on those European countries that have previously had very little experience with immigration and integration, but also the opportunities it provides in terms of addressing the key social and economic challenges that Europe will be facing in the next 30 years.

The three-year Forum ends in 2017 at the *State of the Union* conference, the EUI's premier public event each year. ■





# DOCTORAL PROGRAMME

The activities and identity of the Institute are centred around its doctoral programmes in the Departments of Economics, History and Civilization, Law, and Political and Social Sciences. The Institute is committed to academic excellence in Ph.D. education through supervision, teaching, and training, and it cultivates a general intellectual environment to ensure that each dissertation defended here makes an original contribution to its respective field. The EUI makes every effort to ensure that its graduates are prepared to embark on successful careers in academia and elsewhere, such as European or international institutions, national governments and the private sector. This mission is achieved through a four-year structured and fully-funded graduate programme.

The doctoral programme concentrates not only on supporting researchers in producing a strong Ph.D. thesis, but also with academic and professional skills that will be to their advantage in their careers. These include teaching skills, presentation skills, writing skills for academic publications, conference experience opportunities, and career support. The four departments and Academic Service operate in close collaboration to guarantee that a wide range of courses and activities are offered towards these ends.

## The Dean

The graduate programme is coordinated by the Dean of Graduate Studies. The Dean is appointed for a three-year term, and the Dean in office since January 2016 is Professor Martin Scheinin. The Dean liaises with the four academic departments, in particular with the Director of Graduate Studies of each department, for all

that concerns teaching and supervision in the doctoral programme. As Dean, he is Chair of the Doctoral Programme Committee which is responsible for the assessment and development of the programme, as well as Chair of the Entrance Board that deals with admissions, advancement from one year to the next, individual requests for extensions to specific deadlines, and US exchanges. At the President's request, the Dean may substitute the President in matters related to the academic functioning of the Institute. He is a member of the contract renewal committees of professors and an *ex officio* member (and elected Chair) of the Ethics Committee.

The Dean promotes an academic environment where doctoral and post-doctoral studies complement one another, where full use is made of the unique multinational and multidisciplinary environment of the EUI, and where the researchers' overall experience and well-being may be enriched. To this end, he seeks to enhance the motivation and satisfaction of professors, and works closely with the Academic Service to ensure that the tools for implementing the doctoral programme keep pace with evolving needs. This relates first and foremost to the Academic Rules and Regulations, and secondarily to other related codes such as, for example, the policy on disability and specific educational needs that was adopted in 2012.

## Applications and admissions

In 2016, 1446 candidates applied to the Institute and in September, 120 new researchers registered for the Doctoral and LL.M. Programmes (including 8 researchers who registered for the second year of the

Doctoral Programme in Law after having completed the LL.M. Programme). This represents an acceptance rate of about 8.3% compared to 7.6% for the previous year and to the historical average of 10% over the last decade.

Most doctoral researchers are recipients of a three-year grant from their respective national grant authority, which is followed by a one-year grant from the EUI. The eligibility conditions for various national grants differ, but usually non-nationals who can prove effective ties to the country (e.g. having earned a Master's degree in the country) also may be eligible. The Italian Ministry of Foreign and International Cooperation 'Grants for Foreigners' Programme continues to award grants to students from Eastern Europe (Belarus, Moldova and Ukraine), Turkey, Central Asia (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan) and North Africa (Algeria, Egypt, Morocco and Tunisia). The Institute itself offers four special grants (one per department) each year for applicants from non-EU countries. The EUI's international reputation of academic excellence attracts applications from outstanding young scholars not only from Europe but also from further afield. The very small number of special grants is a major challenge to the Institute's strategic priority of achieving wider internationalisation.

The number of researchers registered in the doctoral programme (1st to 5th year in the academic year 2016-2017) is 556. The number of faculty members in the four academic departments is 56.

## Completion

In 2016, a total of 116 researchers successfully defended their doctoral thesis (25 in the Department of Economics, 33 in the Department of History and Civilization, 22 in the Department of Law, 36 in the Department of Political and Social Sciences), compared

with 110 and 109 for the previous two years. As for the LL.M. programme, of the 12 researchers admitted in September 2015, all successfully completed the programme and 8 of them transferred to the second year of the Ph.D. programme in Law.

The completion rate of the Doctoral Programme has remained high, so that the average completion rate (Ph.D.s awarded / researchers admitted) is 84% for the cohorts up to 2009. The completion rate for the cohorts of 2010 and 2011 was steadily on its way to the same level. Over several years now, measures are in place to secure the submission of the thesis to the jury by the end of a researcher's fifth year. The median time to submission is 4.1 years and the median time to defence 4.8 years, demonstrating that the Institute's structured doctoral programme effectively functions as a four-year programme, even if the fifth (unfunded) year or a part of it is often needed before the defence day. The Department of Economics in particular, however, has voiced a need for a five-year funded programme, referring to competitive comparable programmes elsewhere, as well as the need to closely integrate job placement with the Ph.D. studies.

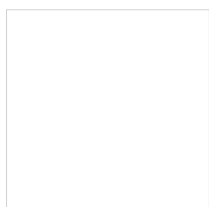
## Satisfaction

Under the guidance of the Doctoral Programme Committee and the Dean, the Academic Service runs a number of surveys to assess the quality of the graduate programme. Every seminar series is evaluated through a questionnaire. Other surveys relate to the first year experience, to a mid-term evaluation after two full years, and an annual supervision survey across all departments and cohorts. The outcomes of the surveys are analysed and used constructively to improve the programme. The general satisfaction rate has remained high, as must be expected at a leading European institution for doctoral education. In the 2016 general supervision survey, 75% of respondents indicated that they were either 'very satisfied' or 'sat-

isfied' with their supervision. Responses that indicate dissatisfaction are taken very seriously, with every effort made to promptly and efficiently address their causes.

### **Rethinking the doctorate**

A process is underway at the Institute on rethinking and reforming doctoral education in social sciences. Year 2016 was devoted to the 'external' dimension of this project. A task force led by the Dean and composed of five external experts from different disciplines across Europe worked to compile a report on good practice in Ph.D. education in social sciences. One internal consultation was held at the Institute, and another consultation in Brussels with key European actors. In early 2017 the task force published its results as [\*Reforming the Doctorate in Social Sciences: A Report on Good Practice\*](#). This document provides the basis to initiate internal and European-level discussions on reforming or rethinking doctoral education. Through this project the Institute seeks not only to assess and improve its own doctoral programme in light of broader challenges and developments but also to strengthen its position as a leading institution in the field of Ph.D. education, and its dynamic evolution, in its own disciplines. ■



# MAX WEBER PROGRAMME

## Introduction

The [Max Weber Programme](#) (MWP) for post-doctoral studies is the largest of its kind in Europe, bringing together 50-60 Fellows from across the world working in the social and historical sciences. It offers Fellows not only the resources to research and publish but also helps them develop the skills needed to become full members of the global academic community through multidisciplinary thematic research groups and disciplinary academic practice groups. 80% of Fellows come for a single intensive year, with the remaining 20% benefitting from a second year. It is highly competitive, admitting around 4% of applicants; diverse and global, recruiting from around the world and in roughly equal numbers of men and women; and highly successful, with approximately 94% of Fellows securing a temporary or permanent position before leaving the programme. The MWP moved to the Villa Paola in the grounds of the Badia in 2016, which provides shared offices for most Fellows and a seminar room. We also took over the Emeroteca in the Badia for larger events. Co-location has helped build intellectual community among the Fellows.

Three features stand out with regard to the MWP. First and foremost, the MWP has pioneered the idea of a taught post-doctoral programme in the social and historical sciences. Such programmes have long been the norm in the natural sciences but the MWP stands alone in developing a distinct model of post-doctoral education for the social sciences and humanities that combines support for research in the widest sense with teaching, academic communication and other career development skills – features that make Max

Weber Fellows highly attractive to future employers, contributing to our phenomenal success in regularly finding 94% of Fellows a position by the end of their time with us.

Second, the MWP has been a positive force within the EUI as a whole. Max Weber Fellows, who cannot be more than 5 years out of their Ph.D., have been a motor for fostering research collaboration across departments and between established and early career researchers within the EUI. Although all Fellows are attached to a department and have a mentor within them and/or the RSCAS, the Programme itself is multidisciplinary. They also provide a bridge between the Professors and the Ph.D. researchers. The programme's events, such as the distinguished series of Max Weber Lectures and the multidisciplinary thematic groups and workshops, raise the profile and research output of the EUI as a whole, while bringing the EUI academic community together.

Third, the MWP has helped internationalize the EUI through its global reach, and to rejuvenate and revitalize it through bringing a significant new group of highly talented and innovative young researchers to Florence on an annual basis. Over the past ten years, the MWP has had applicants from 113 countries and appointed 460 Fellows from 43 different nationalities.

## Activities

As well as having mentors in either a department or the RSCAS, most Fellows were organized into one of the 6 multidisciplinary [thematic research groups](#), each led by two or three Professors, where they presented

and commented on each other's work. Each group also involved at least one Master Class with one of the nine distinguished academics giving the monthly [Max Weber Lectures](#), as well as some of the Occasional Lecturers. Additionally, Fellows organized 15 [multidisciplinary workshops](#) and mini conferences on topics related to their research. In addition, the [Academic Practice](#) activities offered a range of taught courses and dedicated language services designed to improve their communication skills in writing and presenting their research in English, applying for range of suitable grants, and teaching native and non-native English speakers. We also organized sessions with a book editor from Princeton University Press and a number of journal editors, who helped Fellows develop book proposals and gave them information on the expectations of the highest ranked journals in their fields. Fellows could also take our internationally recognized [Teaching Certificate](#), involving sessions on teaching training at the EUI and tailor made teaching practice weeks at the Humboldt University, Pompeu Fabre and the LSE. They also had teaching opportunities at the EUI, the University of Florence and various American universities with programmes in Florence, and – for the first time - at the College of Europe in Natolin. All these elements helped make the Max Weber Fellowship a unique and unforgettable intellectual experience, that both prepared the Fellows for an outstanding academic career, and made them part of a global network of young academics that is shaping how academia functions worldwide. Finally, through the [Academic Careers Observatory](#) (ACO), the MWP assisted Fellows on the job market, helping them identify suitable positions to apply for and all aspects of the application process, from preparing their CV to their job talk and interview techniques. The ACO also provided information on the structure of academic careers across the whole of the EU and in many other parts of the world, notably North America. It also organized its now annual conference with research funders from across

Europe and beyond, who offered advice on the submission of proposals. The funders also welcomed the conference as an opportunity to meet each other and discuss best practice and compare their programmes and processes.

## Facts and Figures

### *The 2015 and 2016 cohorts*

Our 2015 cohort, which finished its fellowship period in summer 2016, was composed of 60 Fellows, distributed across the departments as follows: 10 in Economics, 11 in History, 11 in Law, 17 in SPS and 11 at the RSCAS. 51% of the Fellows were female; 49% male.

The 2016 cohort, that entered in September 2016, is composed of 58 fellows: 9 affiliated with the Economics Department; 12 with History; 10 with Law, 17 with SPS and 10 with the RSCAS. 47% of the admitted fellows are female, while 53% are male.

A full list of Fellows for [2015-16](#) and for [2016-17](#) can be found by clicking the hyperlinks.

### *Applications and selection for the 2017-18 intake*

The Max Weber Programme released the call for the next academic year (2017/18) in July 2016 and had received 1349 applications by the October 2016 deadline, a large increase compared to the previous year and the highest number in the Programme's history. Applications came mostly from Europe, Asia and North America. The global reach of the Programme was highlighted by applications from 98 different nationalities, three more than last year. The surge in applications in 2016 is due to the substantial increase of applicants from Italy, the United Kingdom, Turkey, Canada, France and India. Out of this pool of countries, 53 applicants – equal to a success rate of 4% - from 26 different nationalities have been offered a Fellowship for the year 2017-2018. Including the 10

awardees selected in 2015 who continue for a second year, the 2017-2018 cohort of MW Fellows will be the largest ever, totalling 63 Fellows coming from 30 different countries.

### ***Gender:***

As in previous years, slightly more men (56%) than women (44%) applied for the programme in 2016, with applications to Law being the most gender balanced and those to Economics the most skewed towards males. The selection of Fellows is slightly more gender balanced than the application pool, with 53% of offers going to men and 47% to women. In fact SPS offered more Fellowships to women than men, HEC and LAW offered equal numbers to men and women. However, ECO selected 50% more males than females and the RSCAS – in spite of being the only unit receiving more applications from women than men – likewise selected more males than females.

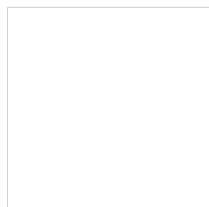
### ***Departments:***

Out of 63 fellowships awarded for the 2017/18 academic year, 15 will be at SPS, 12 at RSCAS, 12 each at HEC and LAW and 12 at ECO. Fellowships are shared equally between departments, with the exception of SPS, which admits 50% more because it contains two disciplines - Sociology and Political Science. The differences in numbers of applicants mean that success rates also differ greatly between departments. SPS and History remain the most difficult programmes to enter, at 2% and 3% of applicants, respectively. Around 5% of applicants who desire an affiliation with Economics are successful, while 9% of applicants applying for Fellowships within Law and the RSCAS succeed. The average success rate across all departments is 4%.

### ***Success on the Job Market – Cohort 2015-2016***

Finally, the programme remained highly successful in placing Fellows. A small number of Fellows (mainly in Economics) obtain a job before coming,

while those with a two-year Fellowship tend to go on the job market in their second year. As a result, there were 32 MW Fellows on the job market in 2016, of whom 30 (93.75%) had obtained a job by the end of their Fellowship in August 2016, leaving just 2 MW Fellows (6.25%) without a job for the coming year at that point. ■









# HISTORICAL ARCHIVES OF THE EUROPEAN UNION

## Introduction

The Council Regulation (EU) 2015/496 of 17 March 2015 constituted a landmark in the legal and financial foundations of the [Historical Archives of the European Union](#). It defines the mission of the HAEU as partner of the EU Institutions ‘to provide access to these archives from a single location, to promote their consultation and to stimulate research into the history of European integration and the European institutions’.

The Regulation introduced a cost-sharing model amongst depositing institutions and obliged all EU Institutions, Bodies and Agencies to deposit their historical archives in Florence with the exception of the European Central Bank and the Court of Justice of the European Union that can voluntarily deposit their archives. The inclusion of EU Agencies is a novelty and extends considerably the number of depositors.

The key role of the host country Italy and the provision for state-of-the-art premises at Villa Salviati have been confirmed by the Regulation, which emphasizes the focus on public access to historic documents, particularly in digital format, while taking into account data protection obligations.

The expanded partnership between the Archives and the EU Institutions, Bodies and Agencies increased the levels of cooperation within the Inter-Institutional Archives Group, which resulted in the new Framework Partnership Agreement between the EUI and the European Commission signed on 15 April 2015.

## Staff management

In 2016, the number of staff on the establishment plan of the Historical Archives did not change. The organizational chart of the Archives consists of a total of 16 staff members, of which 12 permanent and 4 temporary agents.

One contract agent position was established in 2016 for the position of an audio-visual archivist in 2016, and the post occupied by Mr Juan Alonso on 1 May 2016. The fast growing audio-visual collections at the HAEU and the various EU Institutions, Bodies and Agencies have made it indispensable to launch this project of assessing the quantities, responsibilities, preservation conditions and archival practice in the various EU institutions and the HAEU and to coordinate and establish a common approach in the preservation and access to this important common archival heritage.

Since 2014, the Historical Archives provides training opportunities for junior archivists through remunerated traineeship positions. Also, to enhance the outreach and communications mission of the HAEU, a remunerated traineeship was introduced in 2015 for a junior journalist. Furthermore, students enrolled in archival science programmes in Europe joined the Archives for non-remunerated traineeships of short duration of three months in line with the traineeship provisions of the European University Institute.

## Archives site maintenance and preservation

The archival vault at Villa Salviati provides excellent preservation conditions and a high level of security

for the archival holdings. The growing number of visits to the Archives by governmental and institutional representatives, cultural associations, researchers and schools resulted in the classification as site of public interest by the host city of Florence, implying an increased level of site surveillance.

In 2016 particular attention was drawn to emergency prevention and preparedness. The disaster preparedness manual of the HAEU produced in 2015 was put in practice in a dedicated workshop provided by archival specialists of the International Archives School of Maribor/Trieste on 10 June.

Another initiative was launched in 2016 to improve preservation conditions and security control in the vaults. An external team of archival preservation specialists intervened on selected holdings, putting papers in order, intervening on minor preservation issues and highlighting needs for restoration works. Also the team applied the first set of 1.000 barcodes to paper files in order to raise the efficiency and control levels of internal file movements for consultations, display to visitors and exhibitions.

## **Reception and processing of EU Institutional archives**

### ***Reception of transfers***

In 2016, the HAEU received 543.5 linear meters of archival materials from EU Institutions (76,572 files). The European Parliament transferred 99 linear meters on 13 July and another 128.5 linear meters on 9 November. The Commission organized a total of four transfers, a first regarding the BAC fonds with 7 linear meters on 8 February (268 files), and three transfers of the document series COM on 29 February 94 linear meters, on 15 April 68 lm and on 13 May 120 lm (25,499 files in total). The Court of Justice sent 13 lm (1,275 administrative files) on 9 November 2016,

and the Economic and Social Committee 24 lm (1,205 files) on 8 February.

### ***Guidelines on description***

In 2016 the HAEU continued work according to the two guidelines finalized in 2015 referring to the standardized construction of personal and corporate names in archival description. A report was prepared on the potential use amongst depositing institutions and the HAEU of standardized vocabularies and thesauri for names of persons and of places, corporate names and acronyms, and of historical subject matters and terms. The report was presented to the IIAG in 2016 and the project will continue in 2017.

### ***Processing and publishing***

In 2016, HAEU staff arranged, processed, described, consolidated and published in the online database 61,289 files received from EU Institutions.

## **Acquisition and processing of private archives**

### ***New deposits***

In 2016, 220 linear meters of private archival papers were collected for processing and inclusion in the Archives holdings. As new archival deposits, the HAEU received archival material from the following individuals and non-EU Organizations, associations and Political Groups: Graham Watson; Richard Griffiths; Società Europea di Cultura; University Association for Contemporary European Studies; Conférence des recteurs des universités européennes.

As accruals to existing private archival holdings, material was received as follows from the European Free Trade Association and the Comitato Italiano del Movimento Europeo.

### ***Processing***

In 2016, 3,365 files of private archives were processed

with 654 files belonging to deposits of individuals (Tommaso Padoa Schioppa and Mauro Cappelletti) and 2,671 files to deposits of non-EU Organizations, Associations and Political Groups.

In total, HAEU staff processed and published in its database 64,654 EU-institutional and private archival files, compared to 15,449 files in 2015.

## Digital access to archival holdings

### *Digitization*

The digitization of selected archival holdings preserved at the HAEU aims at improving the preservation conditions of the original paper records and facilitates digital access to documents, either online or on site. In 2016, 604 archival files were digitized by specialized external service providers. According to access provisions foreseen in the respective deposit agreements, 604 files were uploaded in the online database of the HAEU and pending publication to the research community.

The digitization activities focused on the Court of Justice (422 files); the files of Ernesto Rossi (97 files - second and last part); Carlo Scarascia Mugnozza (85 files) and Alcide De Gasperi (55,000 pages, under treatment).

Also, the digitisation and inventorying of historical photos and other audio-visual material advanced. In 2016, 848 photos were digitised and will subsequently be inserted into the archival database. Works continued on the establishment of an online photo bank and multi-media services online.

### *Digital Repository*

A call for tender had been launched in late 2015 and successfully concluded in early 2016 with the selection of an external company that started its work in

September 2016 on the establishment of a long-term digital preservation system (DPS) at the HAEU. The first delivery is foreseen for May 2017, consisting of the DPS system allowing for manual inject of archival material, such as the numerous existing digitized files of paper documents, photos and audio recordings.

### *Archival Database*

In 2016, the development of the archival database concentrated on the preparation of a new module on the enhanced management of online and on-site users. This module is planned to be finalized in early 2017 and will allow for online ordering of files, creating archives user accounts and granting access individually to files online. Also, the module will connect to the new barcoding system which was introduced at the HAEU through a pilot project in 2016 (see below).

### *Archives Portal Europe*

In 2016, the presentation of EU Institutional archives in the Archives Portal Europe has been updated and the number of descriptions available grew from 120,000 to 178,000 due to the insertion of new archival transfers to Florence (BAC-COM documents, judicial archives of the Court of Justice, PE1 fonds of the Parliament)

### *HAEU website*

The website of the Archives received a total of 280,914 visits. The great majority of 208,007 visits concerned the archival inventories. Digitised documents and inventories in PDF format were downloaded 8,728 times and the oral history collections received 15,278 downloads.

The part of the Archives website containing news, events, publications and practical information about the Archives received 72,907 visitors. This also includes the website of the Alcide De Gasperi Research Centre on the History of European Integration. The website registered visitors from 266 countries.

During the year, 72 news items and announcements on 19 academic or archival events, workshops and conferences, organized by the Alcide De Gasperi Research Centre, were published on the web site and in social media (Facebook and Twitter) of the Archives.

### ***EU Institutions Web Preservation***

In 2016, the HAEU continued to contribute to the pilot project of EU Institutions, which was launched in 2014 and coordinated by the Office of Publications in Luxemburg, through the harvesting and online access to four snapshots throughout the year of 71 EU-institutional websites.

### **Reading room and user services**

#### ***Reading room***

During the year, 878 research sessions were registered in the reading room of the HAEU, compared to 874 sessions in 2015. The number of files consulted slightly decreased by 4% from 4,700 in 2015 to 4,496 in 2016. The number of new researchers increased from 141 registrations in 2015 to 142 in 2016. Of the 4,496 file requests in the reading room, 2,262 referred to EU-institutional files and 2,234 to private archives and archival collections.

#### ***Reference library***

The Archives' reference library comprised 14,800 titles in 2016 compared to 17,344 titles in 2015. The acquisition, including donations, was modest with 69 titles compared to 581 volumes in 2015. 2,000 monographs and periodicals were consulted in the reading room of the Archives.

As regards subscriptions to online databases, the Archives continued to maintain two licenses, one to the Digital National Security Archive and the other one to Documents on British Policy Overseas.

All monographs, periodicals and e-resources purchased by the Historical Archives have been entered in the online catalogue of the EUI library.

### **Archival and academic cooperation**

In 2016, the HAEU organized and hosted a variety of events, seminars and conferences and received an important number of visits of academic, institutional and public nature.

#### ***Alcide De Gasperi Research Centre***

The research centre dedicated to European Integration History was established in 2015 and adhered to the consortium to write the third volume of the History of the European Commission. This project continued in 2016.

#### ***Open Day on 7 May***

A main highlight was the Open Day of the Archives at Villa Salviati on 7 May on the occasion of 2016 Europe Day, which attracted 2,800 visitors with a range of activities for families and children.

Also, for the fourth time the Archives hosted the European Citizen's Prize ceremony for Italy, organized by the representation of the European Parliament in Rome.

#### ***Archival cooperation***

With regard to academic cooperation, the Archives co-organised and hosted several international conferences and workshops in 2016, including for example, 'A University for Europe – Higher Education and European integration', on the occasion of the 40th anniversary of the EUI and 'The Possibility of International Law: Commemorating Professor Nino Cassese' on the occasion of the opening of his private archives at the HAEU. The HAEU also provided numerous training workshops for students, researchers and archivists on topics such as archival sources on European integration and disaster preparedness.

### *Visits*

Various individual visitors from EU Institutions and Member States governments came to Villa Salviati in 2016. These included representatives from the European Parliament, the Council of the EU, and the European Court of Auditors; the Italian Presidency of the Council of Ministers, and other governmental and university delegations.

### *Exhibitions*

In view of the 60th anniversary of the Roman Treaties (1957-2017) the Archives started preparing a travelling exhibition based on historical documents and images from its rich holdings. The exhibition was presented to the EU Inter-institutional Archives Group in its session on 6 December and is organised under the patronage of the Italian Government, which coordinates a large range of activities for this anniversary. The inauguration of the exhibition is planned for March 2017 during anniversary festivities in Rome.

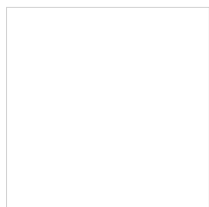
### *Educational Programme*

In 2016, the educational programmes of the Archives 'Under a Good Star' for primary and 'Florentines – Citizens of Europe' for secondary schools in Florence was expanded to include also high school classes of the newly created Florence Metropolitan City. In partnership with the Metropolitan school administration, high schools were invited to participate at the new programme which was launched in November together with a competition on drafting a new Treaty on Education Policy for European Citizenship. Four primary, 18 secondary and five high school classes with a total of 652 pupils participated and visited the Archives at Villa Salviati.

### *Archival networks*

As regards inter-institutional cooperation and archival networks, the HAEU Director participated at the meeting of the Inter-Institutional Archives Group on

12 May in Luxembourg and on 6 December in Brussels, and participated at the IIAG Outreach Seminar in Luxembourg on 12 October. The Director co-organized the annual workshop for EU Agencies archivists on 26 January and presented results to the EU Agencies Heads of Administration meeting in Brussels on 19 February. Finally, the Director presented the HAEU and its archival activities at the conference 'L'Europe: une autre nation?' on 18-10 February at University Paris Ouest Nanterre, at the ICA Congress in Seoul on 5 September, at the conference 'L'Unione Europea e lo spazio mediterraneo. Relazioni internazionali, crisi politiche e regionali, dialogo multiculturale (1947 - 2016)' in Viterbo and at IIAS Annual Archival School, Trieste, 24-25 October. ■



## Introduction

The renewed structure of the EUI activity report (which now includes the Secretary General's report) is a constructive opportunity for the EUI administration to show how it is committed to implementing the guidance of the governing bodies and to identifying ways by which to better communicate the results achieved and, at the same time, to rationalising the impressive set of documents produced for the different publics and mainly to the institutional stakeholders.

This part of the report is mainly oriented towards providing a picture of the various administrative activities performed during the year and the support provided to the different academic activities.

In 2016, the EUI faced several strategic challenges, due to ongoing structural innovations and new, unpredictable circumstances related to the turn-over in top management. The 2016 Action Plan included the deliverables for 2016 (Allocation Plan, Transition to new President and Secretary General, Inclusive Management, Risk Management) as well as an account of the progress made in relation to the principal multiannual objectives (Database integration, further development of the Ph.D. Campaign and Green EUI).

Important results were made in all areas but specific attention should be paid to the following activities.

## Allocation Plan

After an inclusive and fruitful process of consultation and deliberation, the EUI top management took its decision regarding the new buildings strategy, which

was possible due to the completion of the works on Villa Salviati. Starting from academic year 2016/2017, the following academic and administrative units were moved:

- ECO Department to Villa La Fonte
- LAW and HEC Departments to Villa Salviati (main building and Manica)
- RSCAS to Villa Schifanoia (entire campus)
- Max Weber Programme to Villa Paola (with the use of some Badia facilities and offices)
- General Secretariat, Communications Service, REFS, part of the Budget and Financial Affairs to the Badia Fiesolana
- Human Resources Service; part of the Budget and Financial Affairs, the Language Centre, the Legal Advisor moved to the Convento in San Domenico.

As a result of this comprehensive strategy, it was decided that Villa San Paolo would no longer be rented by the EUI.

Renovation work on the various EUI premises started during the 2016 Easter break and was completed in late December 2016. From an operational point of view, the move was carried out between the end of June and mid-August. A total number of 428 agents were reallocated. Thanks to the extraordinary work of all the stakeholders involved (mainly REFS and ICT staff members), on 22 August 2016 Villa Salviati officially opened its doors to the Law and History Departments, the work for their specific needs having been completed. The final outcome of this complex



plan was extremely positive and successful. The site of Villa Salviati, restored by the Italian Government, offers a prestigious seat for the two departments and the Historical Archives of the European Union, facilitating the work of researchers coming to the EUI from all over the world.

### **Transition to the new President and Secretary General(s)**

Major changes occurred in 2016 in the top management of the EUI. During the High Council meeting on 5 December 2015, President Weiler announced his decision to step down due to health reasons. Consequently, the Institute immediately started a search and selection process for a new President, chaired by the Spanish presidency of the High Council and under the coordination of the Secretary General. The time line for the selection of the new President was very tight since the Spanish presidency aimed to present the results of the search and selection process to the High Council in its meeting planned for 3 June 2016. The proposal for the nomination of Professor Renaud Dehousse as the new President of the EUI was approved by the High Council for a five-year period starting from 1 September 2016.

On 2 March, the new Secretary General, Vincenzo Schioppa Narrante, took up duty following the end of the mandate of the former Secretary General, Pasquale Ferrara. However, due to the tragic death of Vincenzo Schioppa Narrante in a road accident in August, a new selection process had to be launched. The Selection Committee, called under the French Presidency of the High Council, dealt with the process, proposing a candidate to the High Council in its session on 2 December. After approval by the High Council, the new Secretary General, Vincenzo Grassi, was appointed from 30 December 2016.

### **Inclusive Management**

In managing operations in a multinational and multi-cultural environment, constant attention to the quality of communication and to the frequency of consultation with internal stakeholders is essential, in order to foster a sense of ownership of these processes and initiatives, and to broaden consensus on the main strategic objectives pursued by the administrative units.

An effective way of achieving this goal is the involvement of the academic community (in particular the researchers) in the planning stage of administrative operations. By dealing with potential problems or disagreements at a very early stage rather than as an ex-post conflict, timely solutions can be found. Initial steps have been taken to foster an inclusive management style among the directors of each service, although these steps also take fully into account their independent roles and responsibilities in financial and administrative terms. In this perspective, a comprehensive and high-level training programme for the directors of services has been developed throughout 2016.

### **Risk management at the EUI**

Risk management is essential in a composite institution like the EUI, which combines aspects of an international organization with activities typical of an academic body. As a result, risk assessment at the EUI is a complex exercise, since it needs to respect organisational standards with the flexibility of a research institution and the informality of university life. In 2016, the EUI administration identified the most serious risks for each service and specified the mitigation actions that each administrative unit should put into action. The EUI administration has followed a pragmatic approach, integrating mitigation initiatives into the management of the services so as to create a 'risk management culture' that can be embedded within the ordinary administrative process. The EUI auditors re-



ceived a detailed report on risk management where all the risks per unit, and the related mitigating actions, were duly taken into consideration. Their advice will be crucial for further developments of this important issue.

### **Database Integration**

Several databases are used by the EUI services to manage and process the sets of data that are necessary for the everyday functioning of the administration. The services identified the need to start a multiannual project aimed at integrating these databases into a solid and interconnected framework. This project is very important and challenging, and it requires an ongoing commitment and momentum on the part of all those working on it. Close cooperation with the Data Protection Officer has been, and will continue to be, extremely important, given that it will include the treatment of sensitive data.

### **Further development of the Ph.D. Campaign**

Three years ago, an inter-service exercise was launched to further strengthen the strategy used to promote the doctoral and postdoctoral programmes. The objectives of this exercise were for the EUI to make sure that the qualitative standard of applications is high and to increase their number, ensuring their diversification in terms of nationalities and disciplines.

In 2016 the Academic Service and the Communication Service supported the EUI Ph.D. programme promotion campaign, reaching out to more than 300 university career officers around Europe and the world, as well as broadening its existing relations and creating new ones with key universities in Europe. Collaboration with an expert in marketing allowed the Academic Service to develop new strategies to increase the visibility of the doctoral and postdoctoral programmes, using various information channels.

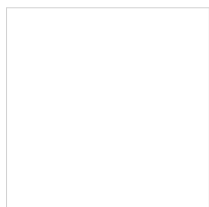
### **Green EUI**

During 2016, the EUI continued to raise awareness with regard to environmentally sensitive and energy-saving behaviour, striving for a greener EUI.

The implementation of the 2015 Heating and Cooling Policy, as well as the deployment of all the other technical measures aimed at reducing energy costs and carbon emissions (through the completion of the software automation system installation) allowed energy consumption to be reduced and, in terms of sustainability, the energetic savings obtained assessed a significant reduction of pollutant emissions into the atmosphere.

Individual reports on the various Support Services of the EUI, written by their respective Directors, follow below. ■

*Vincenzo Grassi*  
*Secretary General of the EUI*



## ACADEMIC SERVICE

### Mission

The Academic Service provides a wide range of services to the EUI scholarly community, geared towards their professional development. It provides academic skills training, language services, counselling and wellbeing services and it engages with researchers in a wide range of extracurricular activities. The Service also oversees the selection, admission and reception of researchers, and administratively supports them during their entire stay, as well as being responsible for the administration of the Academic Council, Executive Committee and Research Council.

As well as these core tasks, in 2016, the Service saw the further implementation of a number of changes and innovations which were launched in 2015, and the start of some new initiatives.

### Realization of Yearly Objectives

#### *Academic and professional development*

The most important project Academic Service worked on was rethinking and reinforcing the area of academic and professional development, following the arrival of the service's new Teaching and Learning Officer. More specifically, the type of courses, training sessions and activities for Ph.D. candidates and post-doctoral fellows geared towards their academic and professional development were discussed and prepared. As a result, the catalogue of trainings offered was further developed to include e-teaching and soft skills trainings. The academic and professional skills section also covers languages and a pilot project on Methods and Data.

#### *Management database and innovative IT tools*

Significant progress was made in the implementation and further development of the researchers' management database - a crucial tool for the Academic Service

and the EUI. Many ICT tools were created or acquired in order to improve the effectiveness of the service and to further develop its academic and professional section. In collaboration with ICT Service, all the Academic Service's processes and workflows were defined and clearly described in view of the integration of databases.

#### *Improvement of the doctoral programme*

Changes proposed to the doctoral programme by the Dean of Graduate Studies and the Academic Service were evaluated positively by the Doctoral Programme Committee. Activities sustaining a high level of the research-student support system and reinforcing the culture of excellence in supervision have been implemented to help researchers get the most out of their Ph.D. experience and to refine their academic writing skills.

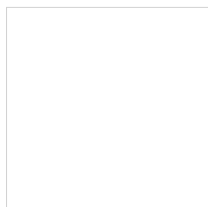
Four grants for Ph.D. candidates from Belgium (Flanders and Wallonia) were granted and two grants for Luxembourg. The Academic Service was also in constant contact with the grant authorities in order to increase EUI visibility in their countries and to clarify the eligibility criteria so as to ensure compliance with EU Law.

#### *New marketing strategy*

Collaboration with an expert in marketing allowed the Service to develop new strategies to increase the visibility of the doctoral and postdoctoral programmes using various information channels. As part of this new marketing campaign, it is worth mentioning that the EUI took part in its first live online event with jobs.ac.uk (one of the biggest websites for university jobs and Ph.D.s) and special attention was given to a new social media campaign #MyEUIExperience, which included, amongst others, researchers' testimonials.

#### *EUI Community's wellbeing*

Given its importance, efforts have been made to increase the visibility of the various aspects of the Counselling and Wellbeing Service. This resulted in a larger



number of EUI members seeking timely advice when struggling with issues of various types.

The extracurricular activities on offer (i.e. sports, music events and cultural activities) continued and are very greatly appreciated since they allow for a good balance between work and private life and strongly facilitate the integration of EUI members and their families.

### ***Internationalisation***

In line with the EUI's strategy to internationalise the EUI community, the Academic Service played a fundamental role in the creation of a registry of all international agreements and of a clear policy on international agreements.

### ***Launch of a call for tender to identify a health and accident insurance company***

The Academic Service was actively involved with the Budget and Financial Service in the preparation, organisation and selection of the call for tender to identify a health and accident insurance company for some categories of the EUI community. One of the main objectives of the tender was to identify together with the successful applicant a new online management system of the records, and procedures have been further elaborated, especially for the self-payers.

### ***Human resources***

Some tasks and responsibilities of staff were redistributed in the Service following the appointment and changed profile of the administrative coordinator. A psychologist and a German language teacher were recruited, replacing members who left the EUI. ■

## **BUDGET & FINANCIAL AFFAIRS SERVICE**

### ***Mission***

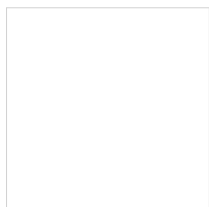
The main mission of the Budget and Financial Affairs Service (BFA) is to assist the President and Secretary General in the Financial Management of the EUI, actively supporting the academic units in achieving their institutional goals in terms of teaching and research, as provided for in the Convention setting up the Institute.

More specifically, the Budget and Financial Affairs Service is in charge of implementing the full budgetary cycle, from the preparation of the annual draft budget to its implementation (payments, collection of revenue, etc.), and the preparation/presentation of the accounts) and the discharge of the President.

The Budget and Financial Affairs Service promotes sound financial management and practices through general and specific actions of simplification and accountability to comply with the budgetary regulatory framework, in particular the Financial Regulations adopted by the High Council.

The recent integration of the financial area (i.e. Accounting Unit and Financial Operations Unit) - made in full compliance with the principles of the division of duties - will further strengthen the inter-unit collaboration which is a key part of meeting the overall general/specific and operational objectives.

In his capacity as Coordinator for Administrative Affairs, the BFA Director is also called upon to give full support to the activities of the Secretary General's Office.



## **Realization of yearly objectives: Financial Operations Unit**

### ***Support to the EUI Financial Authorities: High Council Working Group on Pensions***

The Service has followed the implementation of the final Working Group recommendation, which was unanimously approved by the High Council on 5 December 2015. It has also supported the President's mandate to discuss and explain the potential solutions locally with the different States, attempting to obtain the unanimity of the Contracting States which are necessary for the introduction of 'internal taxation'.

### ***Support to the EUI Financial Authorities: High Council Working Group on the Budget Key Allocation***

The service was actively involved in the preparation of financial tables using different criteria to help the ad hoc High Council Working Group define possible scenarios of budget key allocation. These data were analyzed in the BC/HC Autumn 2016 meetings.

### ***Support to the President and Secretary General***

The top management of the EUI was affected by several major changes: the appointment of a new President and, due to tragic circumstances, two Secretary Generals (SG). In his capacity as Coordinator for Administrative Affairs, the Director of Service was called upon to coordinate the selection of the new SG and, during the changeover process, to ensure a smooth transition by providing a bridge (as acting Secretary General) between the mandates of the two SGs.

### ***Management of the in-house travel agency***

The BFA worked closely with the agency to ensure the quality of the service provided. Feedback from users was actively sought and various independent actions were undertaken to screen, control and monitor compliance and quality.

## ***Allocation plan***

Taking advantage of the opportunity offered by the 2016 allocation plan, the Service wrought a transformation which resulted in a complete restructuring of the 'operations unit' (i.e. the entire Service with the exception of the Accounting Unit). The new structural model is based on the creation of two distinct financial sites, one academic support hub and one administrative support hub, which are now located in two different EUI buildings. This gave the Service the opportunity to fine-tune the definition of the functions and tasks of each financial officer. Each file is now handled jointly by a team of financial officers with overlapping responsibilities; this guarantees high level of internal control, continuity, back up and efficiency.

### ***Support to fund-raising activities***

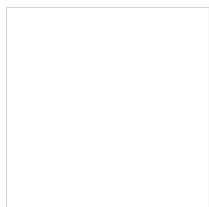
In 2016, support for fund-raising activities for research was further consolidated by continuing to strengthen the ongoing collaboration with project managers and teaching staff in the departments, centres and in other administrative units.

### ***Integration of training in the financial area***

Specific training involving all the financial areas was organized to build up a base of common-knowledge and to further fine-tune appropriate workflows.

## **Realization of yearly objectives: Accounting Unit**

The Accounting Unit's mission is to manage and present the European University Institute's accounts in accordance with applicable financial principles, rules and procedures, as well as to ensure the treasury management function through the proper implementation of payments and revenues.



### ***Inter-institutional agreement: financial business processes***

The Institute is one of the partners of the inter-institutional agreement signed between the General Secretariat of the Council of the European Union, the Court of Justice of the European Union and the European Court of Auditors. Within this agreement the Partners pursue a strategic programme the goal of which is to further optimize their financial business processes by developing, maintaining and operating the related technical capabilities and, within this programme, the Institute adopted an accrual based accounting method in 2014.

### ***New Assets Management Module***

This significant change in the accounting system (from a cash-based system to an accrual-based one) saw the last stage of the transition in 2016 with the implementation of the Assets Management Module. With this final change, the accounting system is now fully operational in its recognition of all the Institute's assets and liabilities. Further actions need to be developed in order to reach full compliance with the European Accounting Rules, and additionally, with the International Public Sector Accounting Standards. In order to achieve this latter goal, it will be advisable and prudent to follow a systematic and progressive path.

### ***Treasury management and other activities***

As for the remaining current activities of the Accounting Unit, in particular the treasury management, which includes the execution of payments and collection of revenues as well as support for the management of the Pension Reserve Fund, these activities were all developed within the established objectives and in compliance with the normal standards procedures. There are no exceptions to report.

### ***Human resources***

In 2016 the successor to the Chief Accountant was appointed and trained. This training process, thanks to the competent and skilled dedication of the former Chief Accountant, Fernanda Bagnaresi, allowed for a transparent, smooth and consolidated transmission of knowledge of all the functional dimensions that characterized the former Accounting Service to the new Chief Accountant. This training laid down solid foundations for the continuity of the accounting function as required in such a process of change. ■

## **COMMUNICATIONS SERVICE**

### ***Mission***

The Communications Service implements the EUI communication strategy. It receives input from the Office of the Secretary-General and the Office of the President, and works with the EUI departments, centres and services in order to advise, support or directly implement communication plans. Through providing daily support, the Service aims to ensure consistency and coherence in the Institute's internal and external communications. Furthermore, by providing a range of tools and services, it seeks to enable, promote and disseminate the research done at the Institute. Finally, the Communications Service works on behalf of the EUI to enhance its reputation and strengthen relations with internal and external stakeholders in activities that range from alumni association contacts to major public events, such as the *State of the Union Conference*. The Service is organized around three inter-related areas of activity: web; publications and branding; and public relations and events. The staff work closely together across each area.

2016 brought important changes to the staffing of the Service: in September the Director reached the end of his mandate and a director *ad interim* was appointed; a senior staff member in the area of publications and branding retired from the service at the end of October; and two positions in the area of web services were added in November.

## **Realization of Yearly Objectives**

### ***Guarantee accessibility to EUI online content by eliminating technological barriers to information***

Following the latest trends for accessibility and user experience (UX) on web tools, in 2016 the Communications Service's web unit focused on monitoring and improving all the integrated web services on accessibility, speed, and uptime and security.

### ***Empower EUI academics to independently share findings and ideas under the EUI domain***

In line with the multi-annual plan to give more visibility to EUI academic content, the web unit concentrated on answering specific needs and requests from the academics, such as issues and requests concerning (e.g. blogs, project websites, integration between Cadmus and the EUI personal websites). These efforts are positively reflected in a significant increase in web-traffic on academic-relevant content.

### ***Support the implementation of corporate standard procedures to manage EUI online information and centrally manage EUI web tools***

In 2015 the web unit launched a two-year project which has been successfully implemented in 2016 with a model of data integration that guarantees data protection, transparency, correctness and accessibility. Currently, the Service manages 178 websites through 6 centralised CMS installations that are fully compliant with adopted quality standards for security, data protection, integration, portability and accessibility. The

central management contributes in preventing and reducing risks of security and copyright breaches.

### ***Promote the EUI's programmes and research and communicate information on behalf of academic units, services, projects and other groups and ensure planning and production of publications under the EUI logo***

The publications unit promoted EUI programmes and assisted with the dissemination of its research activities, both internally and externally. Around 30 long articles and several podcasts and videos featuring EUI research were published in EUI Times and on the web, while hundreds of smaller items were prepared and published on the EUI homepage linking to events, research results, publications and news.

Other major activities for 2016 were the production of *The President's Annual Report* and the *Publications Directory*, as well as the production of a new 20-page Ph.D. brochure. We also produced or oversaw the production of a range of user guides, informational booklets, posters, leaflets, formatted documents, and the like, to the satisfaction of the various services, departments and researchers.

### ***Support awareness of the EUI's reputation and appeal to strengthen institutional identity and stimulate actors in the EUI community***

In 2016 the Communications Service oversaw the production of all branded material, ranging from sign-posting to web banners to project logos to items for the EUI shop. It also produced all the graphic materials used to promote and supply the State of the Union conference and materials to promote the EUI Ph.D. programme.

### ***Organise high-level visits and events such as The State of the Union 2016***

In 2016 the events team of the Communications Service was involved in approximately 30 institutional vis-



its and events. For its sixth edition, *The State of the Union Conference* counted 4 media knowledge partners, 2 patronages, 3 technical partners and 9 supporting partners. The conference featured 92 speakers and moderators and attracted over the course of three days (5-6-7 May) 1,200 people as well as 2,800 participants on the Open Day on 7 May. Before and during the conference, its official website attracted a total of 55,000 page views. 88,266 minutes of video footage of all sessions made available on a dedicated web page were watched during the conference and in the following days. An official hashtag of the event was created #SOU2016 and this activity reached more than 3 million Twitter users, generating over 17 million impressions.

In close cooperation with the Academic Service, the Communication Service supported the EUI Ph.D. programme promotion campaign, reaching out to more than 300 university career officers around Europe and the world. Ten events were organised in the following countries: Austria, Belgium, Denmark, Egypt, France, Greece, Hungary, Netherlands, Poland, United Kingdom, with a total of more than 200 participants.

### ***Consolidate media relations by establishing media partnerships, managing media enquiries and producing press releases***

In 2016 we further consolidated significant, long-term relationships with top ranking media that include Financial Times (FT), Frankfurter Allgemeine Zeitung (FAZ), Le Monde, ANSA, The Economist, La Repubblica and RAI. A journalist seminar was organised at the EUI as a lead-up to The State of the Union and press points were organised in conjunction with special events such as the launch of the Florence School of Banking and Finance and the European Citizen's Prize ceremony. Beside regular contacts with journalists, throughout 2016 the Communications Service received about 30 media enquiries from leading newspapers, TV and radios and scouted about 650 online

interviews and articles reporting on the EUI that fed the EUI Press room of the EUI website. Fifteen press releases were produced to promote EUI scientific and institutional news.

### ***Develop stronger relations between EUI Alumni and the Institute***

The Communications Service maintained daily relations between EUI Alumni and the Institute through various actions, including managing the update of about 4,000 contacts, assisting in Alumni Association membership renewal for its 800 members, disseminating information concerning selected events or vacancy notices through the Alumni network as well as providing support via email and phone to ad hoc requests. ■

## **HUMAN RESOURCES SERVICE**

### **Mission**

The Human Resources (HR) Service has a broad set of duties to recruit, administer, train, and advise EUI staff. This involves developing policies and procedures, performance management, and staff relations, as well as creating an enabling and professional working environment.

The Annual Objectives realized by the HR Service, and reported below, fall within four general strategic objectives areas: Regulatory Framework; Talent and Career Management; HR Administration and Systems; and HR Service and Government.

With regard to Regulatory Framework, HR aims to develop comprehensive and sensible statutory rules, guidelines and procedures for each category of EUI academic and administrative staff, and to ensure uniformity and consistency in applying statutory rules and implementing procedures. In the area of Talent and Career Management, HR has defined objectives



which concern implementing forward-looking succession and workforce planning; hiring new staff with the relevant general or specialist expertise and fresh ideas, and ensuring diversity in terms of organizational experience, skills, gender, age, and geographic spread; providing fair and competitive grading and compensation; implementing an ongoing and broad training and learning programme for all levels of staff; providing career development opportunities in terms of internal mobility, managerial responsibility and job enrichment; conducting high-quality staff assessments; and rewarding good performance through promotion and other forms of recognition. The strategy concerning HR Administration and Systems includes developing the necessary and comprehensive set of rules and procedures to manage human resources; increasing the HR Service's discretion in adapting administrative tools and procedures; and putting into place all necessary supporting and enabling services, including the medical service; well-being; leave and absence administration; and working time management. Finally, HR has elaborated its objectives concerning the HR Service and its management, which includes ensuring an adequate HR Service staffing; allocating sufficient operational budget resources to HR activities (training, systems, and missions); maintaining key staffing statistics and performance indicators for monitoring, management information and reporting; liaising, consulting and networking internally and externally to promote HR image and authority; and communicating rules, procedures, benefits, entitlements, and career resources to staff through HR Service website, mailings and briefings, and through other internal or external experts.

### **Realization of the Annual Objectives**

In 2016 the HR Service ensured the smooth running of core transactions, including contracts, social security, payroll, and working time. As part of the HR Strategic Framework and Action Plan 2016 – 2019, some con-

ceptual initiatives were started in dialogue with EUI managers, staff representatives, statutory committees, and ad-hoc working groups, thus strengthening the overall HR governance at the EUI. These initiatives include reviewing career streams, reviewing job grades and functions, and drafting general implementing procedures and will continue in 2017 and beyond.

The HR Service administered a total of 440 staff members (67% female, 33% male) in eight categories (permanent staff/temporary agents/contract agents /contract agent for auxiliary tasks; full-time and part-time professors; research fellows; academic assistants), each with their own rules and terms of employment. In addition, the Service caters for more than 60 trainees and over 90 retired staff.

### ***Progress on General Implementing Procedures***

In 2016 the HR Service prepared general implementing procedures for Staff Rules pertaining to Research Assistants and reviewed the current practice of benefits and allowances. It also re-convened the Career Working Group to prepare general implementing procedures for the different career streams and staff categories.

### ***Transparency in Succession Planning***

In 2016 HR Services circulated an annual forecast of upcoming vacancies and competitions to all staff members. It concluded a record 15 internal and open competitions and made 27 appointments. The HR Service also redesigned the EUI Vacancy Notices to spell out all benefits and entitlements more clearly.

### ***Focus on High Performance***

In the general strategic area concerning talent and career management, the HR Service specified the concept of comparative merits and provided supervisors with guidelines for the drafting of Staff Assessment Reports and the Proposals for Promotions. It also applied the criteria in the 2016 promotion exercise and focused on

high performance and special contributions to the work of the respective Unit/Service/Department/Centre. 51 staff members were eligible for promotion, 33 were proposed, and 22 were actually approved.

### ***Invest in Managerial Staff***

In 2016 the Service conducted a series of trainings for Directors and other staff members with managerial and/or supervisory responsibilities, including planning, performance management, conflict management, and task management, with the help of external training providers.

In addition, due to the demand for performance-in-post training and professional development signalled in the 2016 Staff Survey, staff learning and development activities became a key feature in 2016. Additional training on management, professional skills, and languages was delivered. More than half of all EUI staff attended at least one training session.

### ***Finalisation of several dossiers on individual rights***

In 2016 the HR Service finalized several pending legal dossiers on benefits and entitlements, with assistance from the European Commission and the Council of the European Union, and the newly recruited EUI Legal Advisor.

### ***Strengthen the HR Service's capacity***

In 2016 the Service progressed with the newly developed DOLPHIN human resources management system and trained HR staff in its application (in collaboration with the ICT Service). It also began to restructure the HR Service and to align workflows and individual responsibilities. Finally, HR staff received training in a workshop on pensions and social security attended in Brussels. ■

## **ICT SERVICE**

### **Mission**

The EUI Information and Communication Technology (ICT) Service provides the enabling ICT infrastructure and services to facilitate the academic and administrative requirements of the EUI.

The ICT Service supports the Institute's learning, teaching, research and administrative activities. It seeks to facilitate the creation, preservation and discovery of knowledge and to promote ways of generating, curating, and engaging with information and data. It aims to enable knowledge exchange in a global digital environment, to draw in new audiences and collaborators, to provide digital access to expertise and know-how and to support new digital communities involving transnational entities, and where appropriate, media, commerce, government, and civil society.

The ICT Service provides the technical infrastructure to facilitate all data and voice communications over a secure and robust network which links all academic and administrative staff and enables collaboration with external agencies, universities, research institutes, the European Commission, government bodies, etc.

In partnership with administrative services such as Academic Services, Real Estate and Facilities Services, the Library, and Human Resources, etc., the ICT Service has a key role in fostering excellence in quality organisational data through the development of efficient business processes and quality management information reporting. Working with application owners, it also supports the implementation of new business applications, further improving data quality and database integration.

## Realization of Yearly Objectives

### *Database Integration*

A further high priority functionality to address the requirements of the Institute to enable the integration of data and to provide accurate and up-to-date management information was developed and implemented during 2016, with particular emphasis on the enrichment of OSIRIS, SAP, DOLPHIN and INAZ. In particular, the Human Resources Application DOLPHIN was completed and is currently in the process of being populated with historic data. With regard to the accounting software, SAP Financials phase 2 was implemented in line with the general ABAC development plan. The attendance system INAZ was normalised and is now fully operational. ICT completed a business process review of the Academic Service. Finally, a new Library System was installed with support from the ICT Service.

### *Allocation Plan*

All technical aspects of the allocation plan were completed to schedule. In particular, all connectivity points were available, and all PCs and telephones were relocated to their new locations. Furthermore, a new printing service was installed across the entire EUI and was fully functioning for the reopening of the Institute in August.

### *Risk Management at the EUI*

All universities are facing increasing threats to their information from a wide range of sources. Such threats are becoming more widespread, more ambitious and increasingly sophisticated. In 2016 the ICT Service completed a Risk Assessment.

### *Inclusive Management Style*

Communications between the ICT Service and the administrative and academic communities were optimized. More regular meetings with key academic

stakeholders were scheduled with more specific and relevant informational exchange.

### *Further development of the Ph.D. campaign*

In partnership with the Academic and Communications Services, the ICT Service supported the continuing development, automation and effectiveness of the Ph.D. recruitment campaign.

### *Green EUI*

The ICT Service implemented a new printing service using new more energy-efficient machines and it reduced the overall number of printers. ■

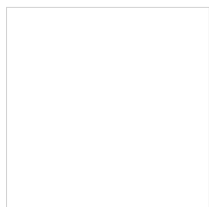
## INTERNAL AUDIT OFFICE

### *Mission*

The Internal Audit Office's (IAO) purpose, as laid down in the EUI Financial Rules, is to advise the Institute on dealing with risks. This is done by issuing independent opinions on the quality of management and control systems and by issuing recommendations in order to improve the conditions of the implementation of operations and to promote sound financial management.

The Office is responsible for assessing the suitability and effectiveness of internal management systems and the performance of the services, and in implementing policies, programmes and actions by reference to the risks associated with them. It is also responsible for assessing the efficiency and effectiveness of the internal control and audit systems applicable to each budgetary implementation operation.

In addition to the assurance services, IAO provides consulting services that are advisory in nature and are generally performed upon specific request. This could entail assisting with the formulation and evaluation of



an internal policy, as well as the assessment of project plans intended to optimise operation.

### **Realization of Yearly Objectives**

Despite the human resources challenges encountered in 2016, the IAO was able to successfully complete its working programme without any delays. In accordance with the original objectives, the focus was on the Internal Control System review, the continuous monitoring of the Accrual Accounting System (ABAC), and procurement advisory services. Furthermore, in agreement with the Directors of the respective services and in the framework of a joint training for all the finance-related areas (Budget and Financial Affairs, Accounting, Internal Audit Office), a series of joint training sessions and presentations took place in 2016, offering, among others, guidance on internal controls and risk management application in relation with the specific areas of the budget and accounting principles. The aims of these were to develop the broader involvement of all the Services and staff members in control management, its recognition as a EUI-wide responsibility and its added-value.

### ***Continuous Monitoring of ABAC***

Further to the launch of ABAC Phase II in January 2016, the IAO performed a review of the progress of its implementation in the fourth quarter of the year. The scope included a validation of the appropriate setup of controls and related operational procedures introduced with the material management module, along with a follow-up on pending issues from previous reporting. Due to delays in the completion of Phase II, the IAO was not able to validate the control setup in the new module. Three new issues were finally brought to the attention of the responsible officers, who committed to addressing these in due time.

### ***Monitoring of Internal Control System (ICS)***

Concerning the IAO's annual examination of the ICS,

the EUI has committed to the following actions: to strengthen the risk management framework and further streamline the key performance indicators, be consistent in uploading supporting documentation in SAP, improve the monitoring of EUI Contracts, regulate the electronic purchases, include reference to the source and date of the data used in the reporting, as well as to draft an update of President's Decision 4/2005 regarding externally funded projects. In this direction, a series of IAO actions have been taken in collaboration with the services to support their preparations for the 2016 Annual Activity Reports (AARs), especially over the sections dedicated to risk self-assessment and linking key performance indicators to respective objectives. This exercise also focused on streamlining the AARs' format, methodology, and presentation. The workshops' deliverables, as carried out by the services thus far, can be evaluated as promising continuous improvement.

### ***Advisory Services***

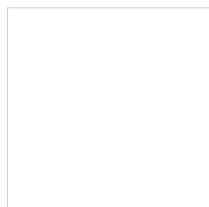
Following the amended EUI Financial Rules in June 2016, the rules on concessions were implemented into the Institute's Public Procurement and Concessions Regulation (PPCR) last August. Additionally, given the total of eight requests for the Internal Auditor's advice on the conformity of the procedures performed towards the end of 2016, the respective results were reported in compliance with the relevant provisions of the PPCR.

### ***Ad-hoc Reviews***

Furthermore, during 2016 the IAO continued monitoring and recording all the communicated special authorisations, i.e. exceptions and derogations.

Independent reports on factual findings for externally funded projects

Among the activities carried out in 2016 by the IAO was the preparation of four independent reports on



factual findings for research projects funded by the European Commission and the European Research Council.

### *Follow-up to the IAO's previous findings*

Another area where the IAO focused its efforts was the follow-up on findings from past ex-post verifications. In particular, the IAO performed a review of Library expenses in reference to the related 2013 findings. The review results showed that all past issues had been appropriately addressed.

### *Contacts with External Auditors*

During 2016, the IAO also continued to assist the External Auditors with the preparation of their annual report. In addition, the IAO assisted the audit firm responsible for preparing a yearly report of Factual Findings, showing whether funds provided under the European Commission's Grant Agreement are spent in accordance with the terms and conditions agreed upon.

Details for all the key activities performed by the IAO in 2016 can be found in the Internal Audit Report, as defined in art. 60 point 3 of the Financial Rules and art. 29 point 2 of its Rules of Application. ■

## **LIBRARY**

### **Mission**

The Library of the EUI provides the principal resource and service supporting the research and the academic activities of the Institute. The mission of the Library is to provide excellent collections and information tools, through high quality services in the disciplines of economics, law, history, political and social sciences, with a particular emphasis on Europe as its natural focus and as a background for a wider international approach. The EUI Library, like all the academic and

research libraries of the world, faces a period of transformation as a result of different forces that affect not only educational institutions but society as a whole.

### **Realization of Yearly Objectives**

#### *From print to electronic collections*

The first and most important of these changes is the ongoing transition from print-only collections to a mixed collection where multiple electronic formats coexist with the traditional paper support formats. The EUI Library was challenged by an initial shift from paper to bytes at the very beginning of the millennium, when, in particular, collections of journals and serials were transformed from substantial printed collections to electronic issues. The EUI Library now makes more than 60,000 e-journals available to its users and implements long-term preservation of digital collections with third-party solutions such as Portico, LOCKSS and CLOCKSS. Notwithstanding this development, the Library still maintains more than 1,500 paper journal subscriptions, although the number is gradually decreasing.

Other major collections are now almost entirely in digital format, including citation and abstracting databases, working-papers in full text, online news archives, European Union documentation, and a data portal containing major macro- and micro- socioeconomic data sets, and specialised legal documentation.

The academic book continues to be important in both paper and electronic formats. During the transformation from traditional to electronic formats, publishers and librarians started various procedures for converting backlists, with differing levels of success. The transformation of book-publishing tends to apply to newly published books whereas older titles are subject to widely varying regimes. In the case of the EUI Library, currently in the process of rethinking this model for the future, this means continuing to manage a col-

lection of almost 600,000 printed titles while having to rethink procedures to manage the increasing number of digital acquisitions. In 2016, the number of paper books grew by nearly 9,000 volumes and the number of e-books increased by 14,000 to almost 500,000.

### ***Access to the collections***

To maintain access to the paper book collection to users dispersed across the EUI campus, a book delivery service was initiated in October 2016 and in the first three months nearly 1,200 books were consigned to users in Villas Salviati, La Fonte and Schifanoia. During the entire year, the number of loans and the in-house consultation of the physical book collection came to nearly 100,000. This activity was supplemented by more than 3,000 inter-library loans of documents supplied from other libraries.

### ***A new library system***

In 2015 the Library began its search to substitute the current technology for a new integrated library system which would allow it to respond to the changing demands of scholarly communication. The call for tenders was launched in the autumn of 2015 and much of the analysis was carried out during the final months of the year. In 2016 the contract was awarded to the Symphony/Blue Cloud system provided by SirsiDynix and was implemented in time for the start of the new academic year. The system underpins all back-office activities (acquisitions, cataloguing, borrowing and e-resource management) as well as the public catalogue of EUI Library holdings and the discovery tool enabling users to search and link seamlessly to the contents of the digital collections.

### ***Open Access and Cadmus: collecting and disseminating the EUI's research output***

The Library is responsible for the management of Cadmus, the EUI Research Repository. The mission of Cadmus ([cadmus.eui.eu](http://cadmus.eui.eu)) is twofold: to collect and ar-

chive publications by EUI members based on research carried out while at the EUI, and to disseminate and communicate the Institute's research output to the international academic community. The Cadmus website received nearly 300,000 visits in 2016, drawn by the almost 20,000 publications recorded of which 30% are available in Open Access.

The software used for Cadmus DSpace is an Open Archive Initiative (OAI)-compliant open source software. The OAI adds to the visibility of EUI publications since other OAI portals may harvest and automatically display its bibliographic metadata. Cadmus is also compliant with OpenAIRE - the Open Access Infrastructure for Research in Europe. In practice, this means that all publications resulting from EU funding (FP7/ERC/Horizon2020) are also made available on the OpenAIRE portal <https://www.openaire.eu/>

### ***EUI Theses***

In 2016 Cadmus completed its project of digitising the entire paper archive of EUI theses (Ph.D.s and LL.Ms) going back to 1979 and storing it under secure conditions. EUI alumni were contacted to encourage Cadmus to give permission to make the full text of their theses available on Open Access and by the end of 2016, Cadmus contained records for nearly 2,600 theses of which 555 (20%) were available on Open Access. Out of 117 theses defended in 2016, 36 (30%) became immediately available on Open Access

### ***Open Access Week***

During International Open Access week (24 - 30 October), in order to raise awareness of the importance of Open Access, Cadmus staff organised the annual EUI Open Access week. This year's roundtable was dedicated to Open Access publishing in the social sciences and took place on 27 October at the Badia Fiesolana. The roundtable included speeches by invited guests Johan Rooryck ('From subscription to Open Access



journals: the experience of a mutinous editor’) and Martin Bull (‘Open Access in the social and political sciences: threat, opportunity... or neither?’)

The joint EUI session ‘EUI and Open Access: Providing Resources and Creating Visibility for Users’ included the following presentations: ‘Cadmus as a dissemination tool: EUI Publications in Open Access’ by EUI Repository Manager Lotta Svantesson and Paolo Baglioni, EUI Library Systems Analyst; ‘Open access resources at the EUI Library’ by Elena Brizioli, EUI Library Electronic Resources Manager; and ‘EUI research data management and open data’ by Thomas Bourke, EUI Library Economics Information Specialist.

Staff continued their efforts to increase the coverage of EUI members’ publications in Cadmus as well as providing assistance on copyright matters and information on Open Access. The Library succeeded in reaching agreements with Oxford and Cambridge University Presses permitting the availability of the original thesis on Open Access, alongside the regular publication of a research monograph, based on that thesis.

### ***International networks***

Apart from providing first-class user services, encouraging Open Access and supporting the Institute itself, the Library is committed to an international approach and this pan-European vision is present in the Library in different ways.

In 2016 the Library continued its traineeship programme in collaboration with university library schools in different countries of the EU, with young colleagues coming from the Czech Republic, Greece, Spain, Sweden, Italy and Denmark.

The same international commitment is the motivation behind the Library being a member of several networks of academic libraries, such as LIBER

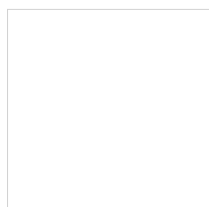
(Association of European Research Libraries), EUROLIB (The European Community and Associated Institutions Library Co-operation Group), IFLA (The International Federation of Library Associations and Institutions), OCLC (the global library cooperative) and UKSG (United Kingdom Serials Group), among others.

### ***Investment in Professional Development***

Keeping abreast of developments, changes and trends in the world of library science is vital. EUI users’ demands evolve, and throughout 2016, Library staff attended workshops, seminars and conferences all over Europe on subjects including but not limited to: moving to electronic resources, licencing and purchasing of electronic resources, law and legal information, the scholarly communications ecosystem, library spaces and storage, integrated library systems, Open Access and Current Research Information System (CRIS). In support of the Library’s wish to successfully reach its objectives, the Information Specialists and the Institutional Repository Manager followed the Project Cycle Management course organised by the EUI in November.

### ***Are we on the right track?***

As a user-centred service, the Library is keen to have feedback from the community it serves. To gauge user satisfaction with Library facilities, services and collections, a detailed survey was carried out in November 2016 and the final questions asked for their overall opinions: 91% of respondents agreed that ‘Overall, the Library collection fits my research needs’ and 97% of respondents agreed that ‘Overall, the Library provides a good service to me’. ■





## REAL ESTATE & FACILITIES SERVICE

### Mission

The Real Estate and Facilities Service (REFS) is responsible for the maintenance of buildings, grounds and technical infrastructure; security and safety; environmental services; the EUI Helpdesk; the purchase office; EUI canteens; the housing services; the welcome service; organization of events; management and distribution of furniture and official materials; document reproduction; translations, mail service, central filing and protocol office; the EUI 'crèche'.

Beyond providing the usual day-to-day services mentioned above, The REFS 2016 general objectives were identified in the areas of Buildings, User support, Environmental Strategy and Safety and Security: one of the main strategic objectives for the EUI in general and the Service in particular was undoubtedly the completion of the 2016 Allocation Plan, following the delivery of Villa Salviati and the subsequent reorganization of the EUI campus.

### Realization of Yearly Objectives

#### *Buildings: Villa Salviati delivery and adaptation works*

Although refurbishment and renovation works on the Villa Salviati main building were supposed to be completed by March 2016, a number of operational constraints obliged the Italian Authorities to postpone the delivery of the Villa to August 2016.

As a result, all the activities to be implemented for the occupation of the building, including the essential fine-tuning works to adapt it to the needs of the Law and History and Civilisation (HEC) Departments, had necessarily to be compressed into a shorter time frame (three weeks) in order to for Villa Salviati to be available at the end of August 2016 for the beginning of the academic year.

Thanks to the excellent work of all the stakeholders involved, on 22 August 2016 Villa Salviati officially opened its doors to the Law and HEC Departments, having completed the work necessary for its specific functionality: Internal partitions, Working spaces, Furniture, Facilities, Bar/Canteen.

#### *Buildings: 2016 Allocation Plan*

The delivery of Villa Salviati and its layout of 5,000 square metres determined the need for a Re-Allocation Plan: Who /where? This was strategically decided by the President and General Secretary at the end 2015, and it involved the moving of all the departments except for Political and Social Sciences (SPS) and most of the administrative units. The relocation of all the departments and administrative units led to a significant amount of planning, building work, re-equipping, organizing of moves, and mobility services.

Renovation work on the various EUI premises started in the 2016 Easter break and was completed in late December 2016, with the sole exception of Villa Il Poggiolo and Villa Sanfelice. All the remaining buildings on the EUI campus were totally or partially renovated to some extent.

From a strictly operational point of view, the move was carried out between the end of June and mid-August. There was no disruption to EUI activities, and a total number of 428 users were reallocated.

As discussed in the Secretary General's introduction to this section, all moves were completed by the beginning of the 2016-2017 academic year.

#### *Environmental Strategy (Green EUI)*

The implementation of the 2015 Heating and Cooling Policy, as well as the deployment of all the other technical measures aimed at reducing energy costs and carbon emission (completion of software automation

system installation) enables substantial savings to be made in terms of both financial expenditures and environmentally sustainable policies.

In 2016 the REFS managed to reduce energy consumption by 2.35%, gas consumption by 12.05% and water consumption by 8.63%. In terms of sustainability, the energetic savings led to a significant reduction of pollutant emissions in the atmosphere (- 131110,4 Kgs of CO<sub>2</sub> and -45,61 Kg of particulates), matched by an overall financial saving of approx. 7,3% compared to 2015.

### ***User Support***

In 2016 the REFS, in cooperation with the ICT service, focused on the evaluation and selection of a new helpdesk software to allow the creation of an overall facility management system to integrate the current functionality of the EUI helpdesk (mainly troubleshooting).

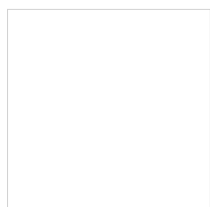
The new software was identified at the end of 2016, and its purchase, customization and implementation will be perfected in 2017.

### ***Safety***

In 2016 the REFS launched a campaign to ascertain the presence of asbestos and the risk of Legionella bacteria in the EUI buildings. This study was conducted by our H&S Manager through inspections and sample testing: at the end of 2016 the results confirmed that there was no risk of Legionella in our buildings, while asbestos was detected only in technical rooms or parts of buildings which cannot cause any risk to the health of Institute members.

### ***Security***

In order to carry out an in-depth analysis of the security features currently in force on the EUI campus, the REFS established an agreement to take advantage of its expertise with the Safety, Security and Site Management Unit of the Joint Research Centre in Ispra. An official security inspection on the EUI Campus will be carried out at the beginning of 2017 (February). ■





# FIGURES AND CHARTS

FIGURE  
1

Applications for PhD and LLM Programmes  
(last five years)

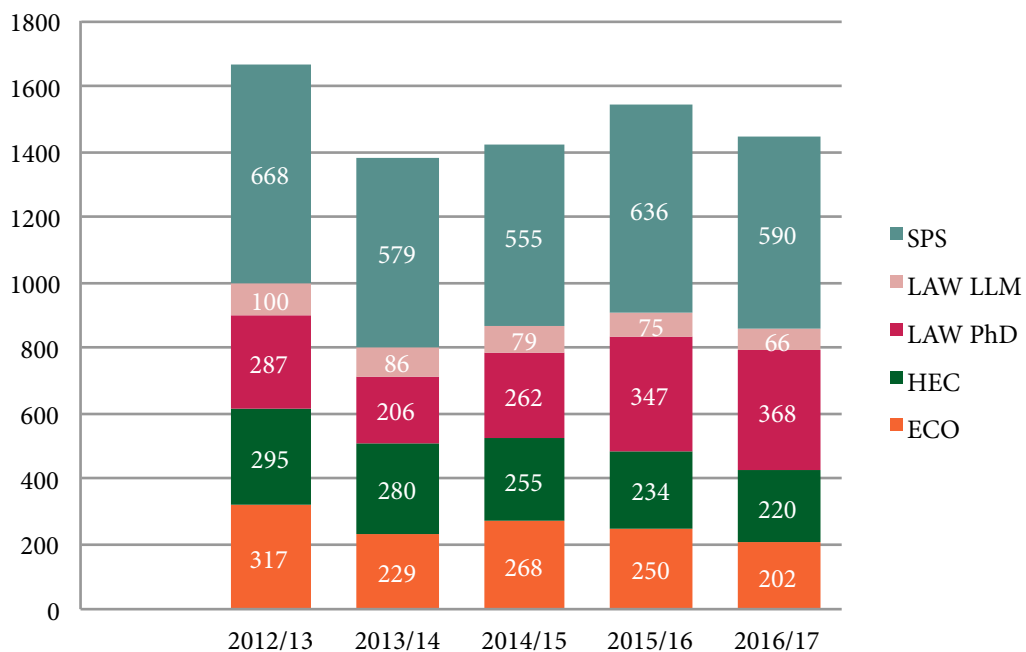


FIGURE  
2

New Registrations in 2016

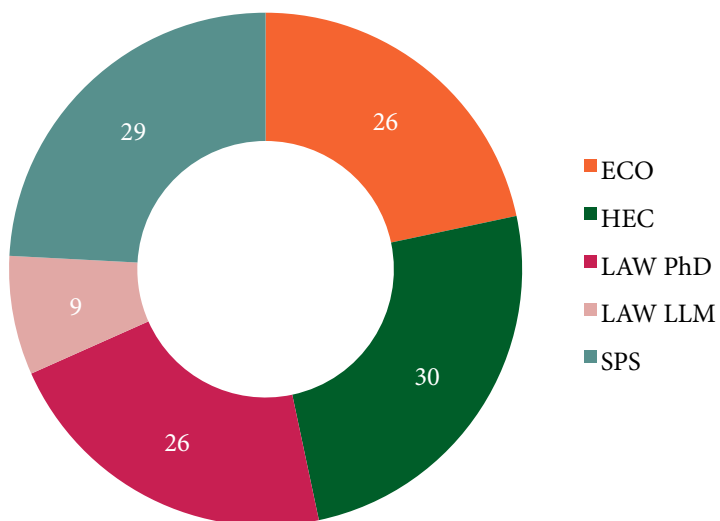


FIGURE  
3

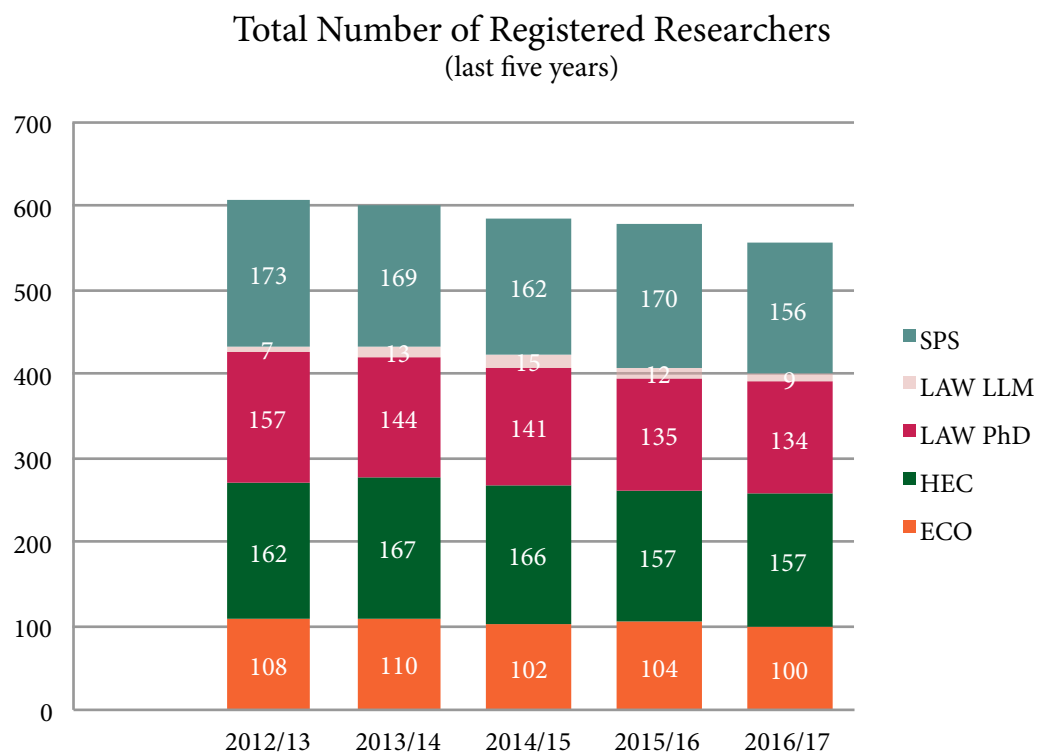


FIGURE  
4

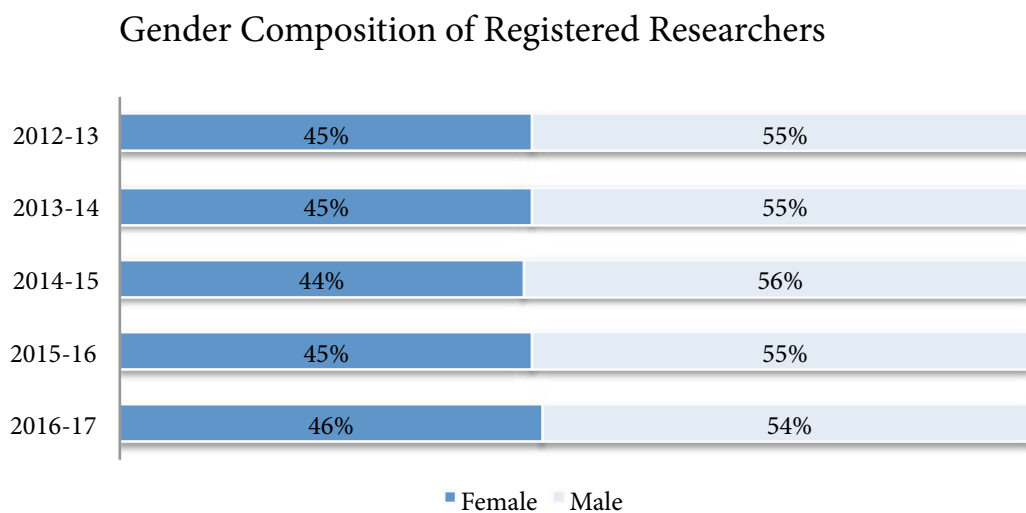


FIGURE  
5

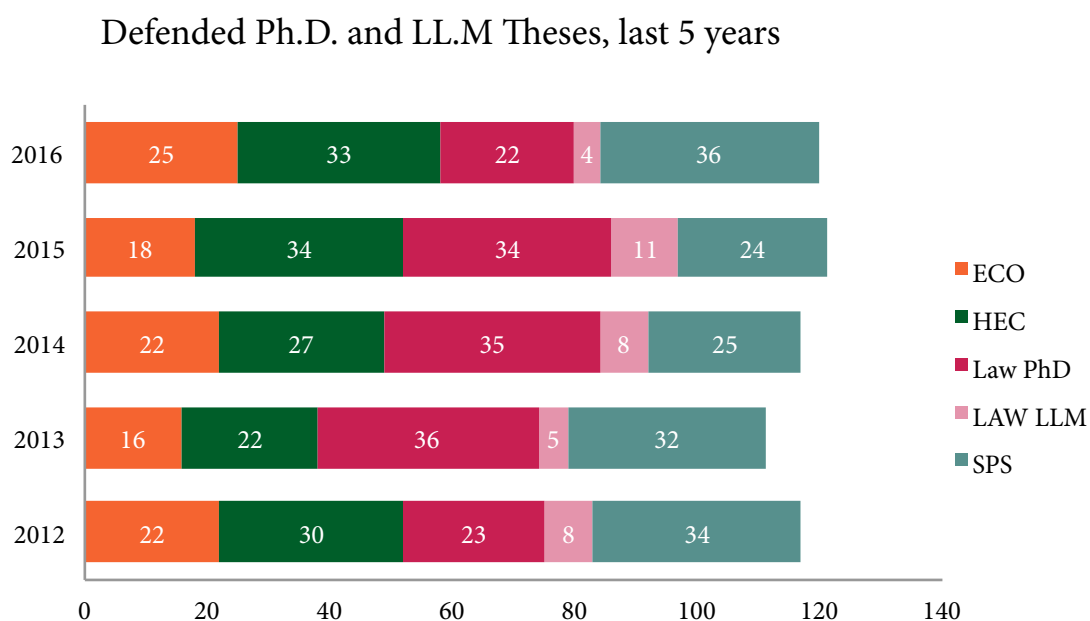


TABLE  
1

Completion Rates (Ph.D.s awarded/intake) <i>Summary of Cohorts 2005 - 2009*</i>	
2005	85%
2006	87%
2007	89%
2008*	*81%
2009*	*81%

*The figure for 2008\* is provisional since four researchers of this cohort have not yet completed their studies. This figure does not include one researcher who has already submitted the thesis and who is preparing for defence.*

*The figure for 2009\* is provisional since once researcher of this cohort has not yet completed the studies. The figure does not include two researchers who have already submitted their thesis and are preparing for defence.*

FIGURE  
6

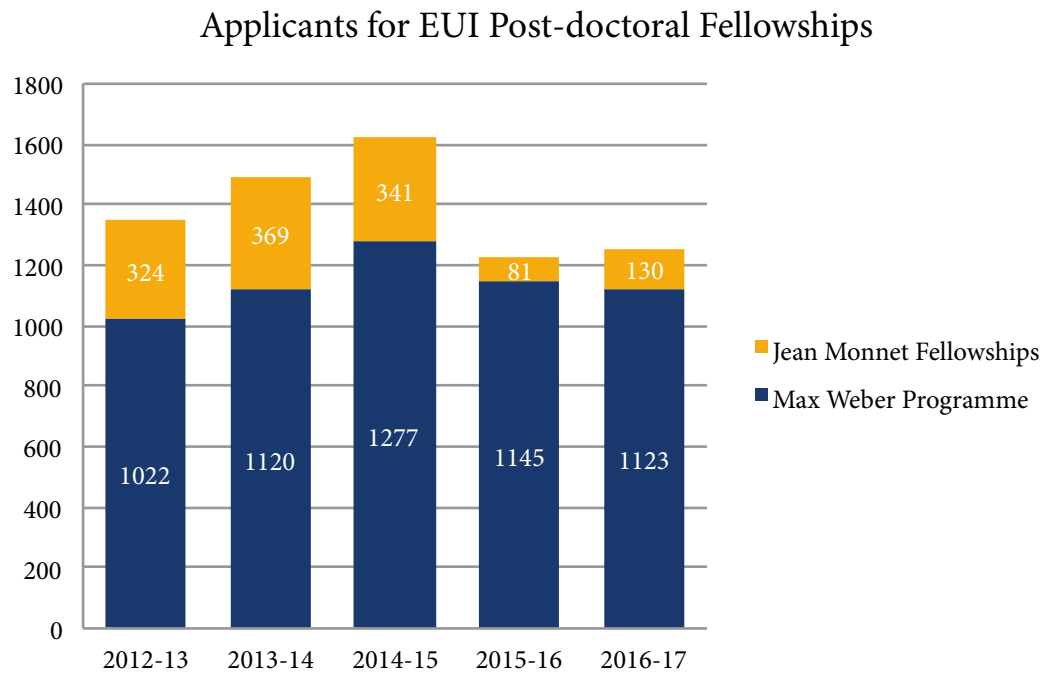
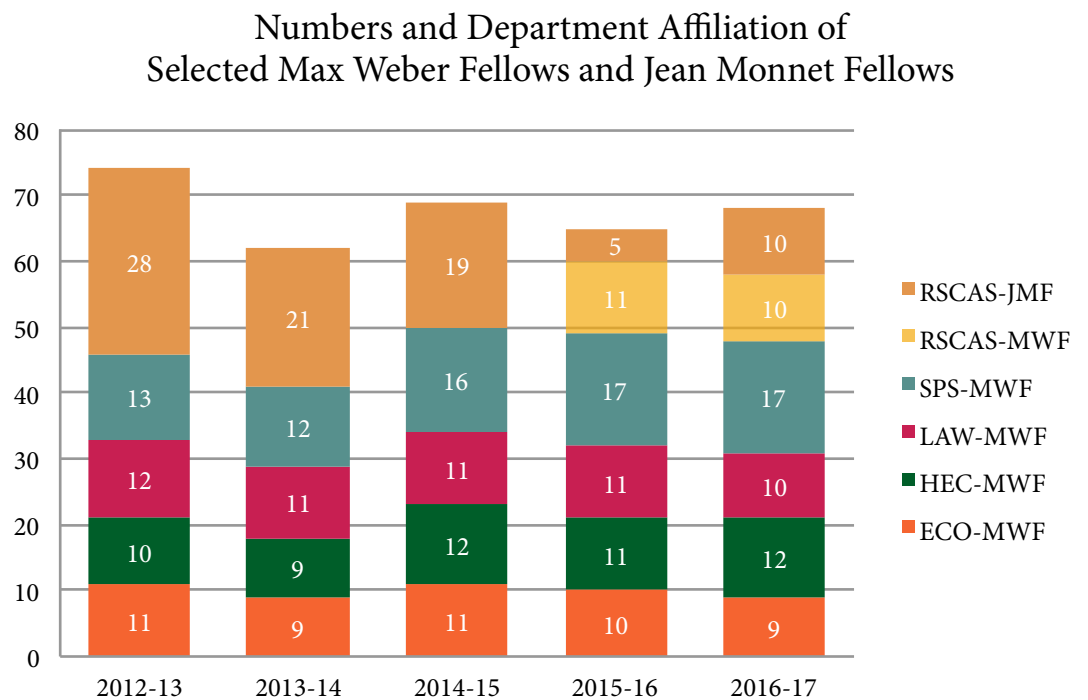


FIGURE  
7

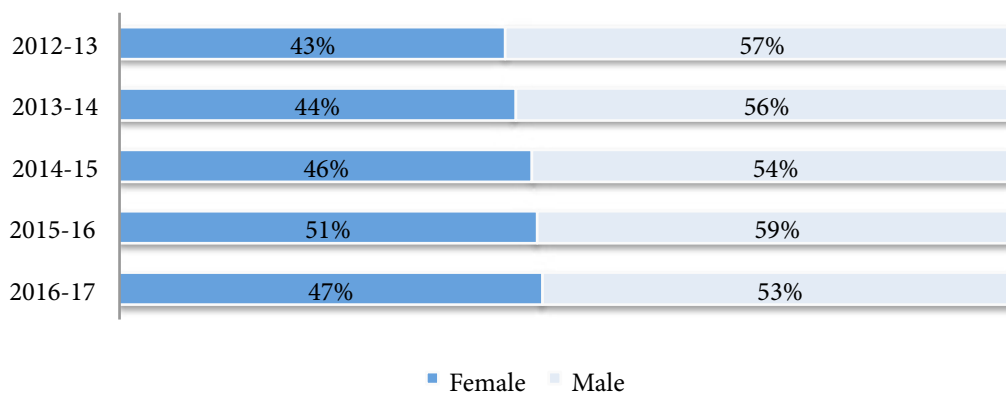




FIGURE

8

Gender Composition of Successful Post-doctoral Applicants (MWP and JMFs)



FIGURE

9

Fernand Braudel Senior Fellows Hosted by Departments

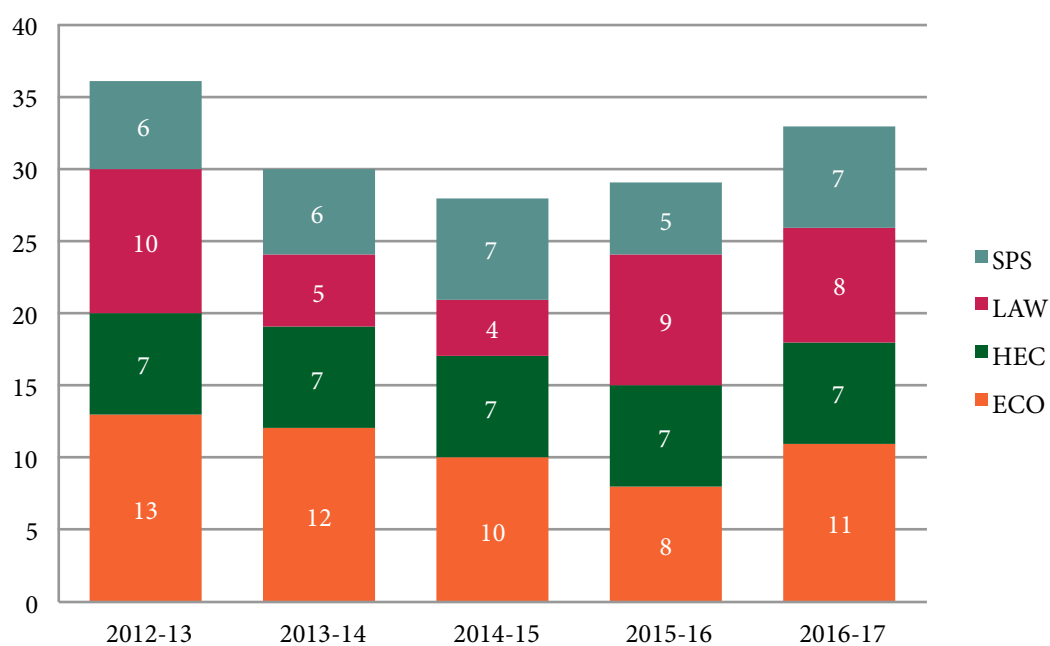


FIGURE  
10

Countries of Origin, Registered Researchers and Fellows in 2016

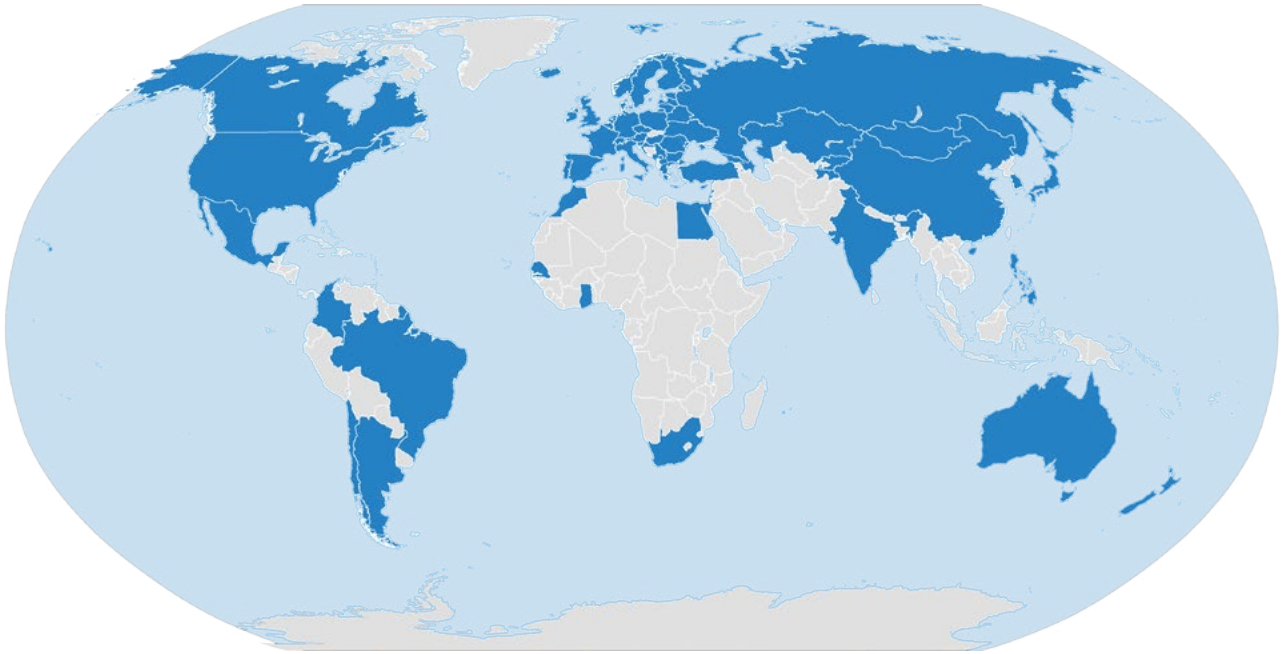


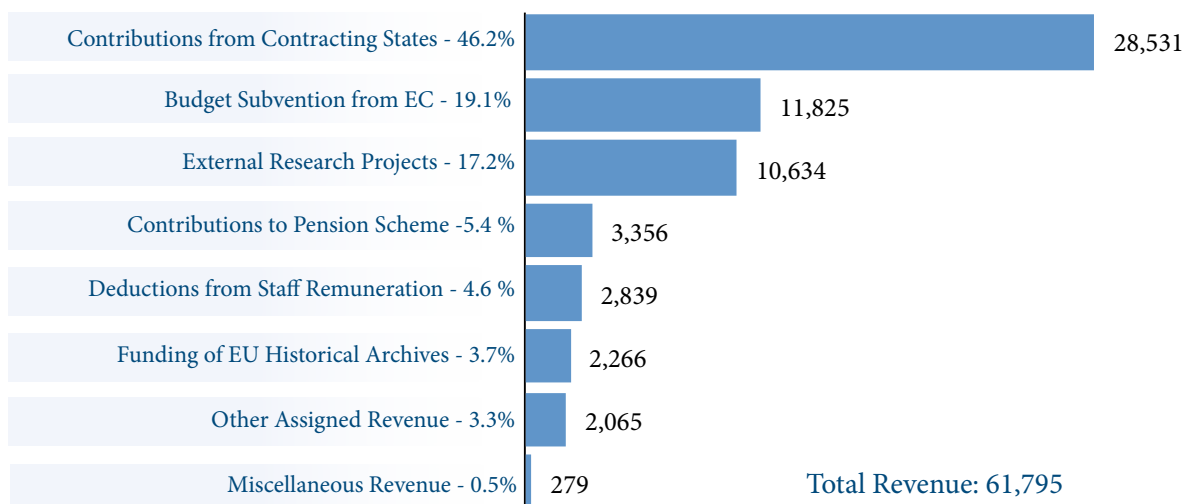
TABLE  
2

EUI Administrative and Teaching Staff, 2006-2016											
Administrative Staff											
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Permanent Staff	91	94	92	90	86	82	78	82	83	83	84
Temporary Staff	36	34	33	39	43	50	57	62	61	64	62
Temporary Staff-Language Assistance	4	4	4	4	4	4	4	4	4	4	4
Contract Staff	17	19	21	26	28	35	35	39	30	45	49
Contract Staff for Auxiliary Tasks	4	6	8	3	3	6	17	21	22	18	9
Local Staff	-	-	-	-	-	-	-	-	-	-	-
Auxiliary Staff	-	-	-	-	-	-	-	-	-	-	-
Special Advisors		1	2	2	1	1	-	-	-	-	-
Total Administrative Staff	152	158	160	164	165	178	191	208	200	214	208
Teaching Staff											
President and Secretary General	1	2	2	2	2	2	2	2	2	2	2
Professors-full time	52	50	50	52	54	52	50	54	57	55	53
Professors-part-time	9	6	8	12	13	19	28	29	39	36	32
Research Staff (including Marie Curie Research Staff)	57	63	51	66	99	110	146	140	166	138	137
Marie Curie Research Staff	15	14	10	11	17	9	11	9	6	7	8
Total Teaching Staff	119	121	111	132	168	183	226	225	264	231	224
Other											
Staff in Early Retirement	6	5	4	2	2	1	-	-	-	-	-
Retired Staff	36	38	42	47	51	60	69	72	80	83	94
TOTAL EUI STAFF	313	322	317	345	386	422	486	505	544	528	526

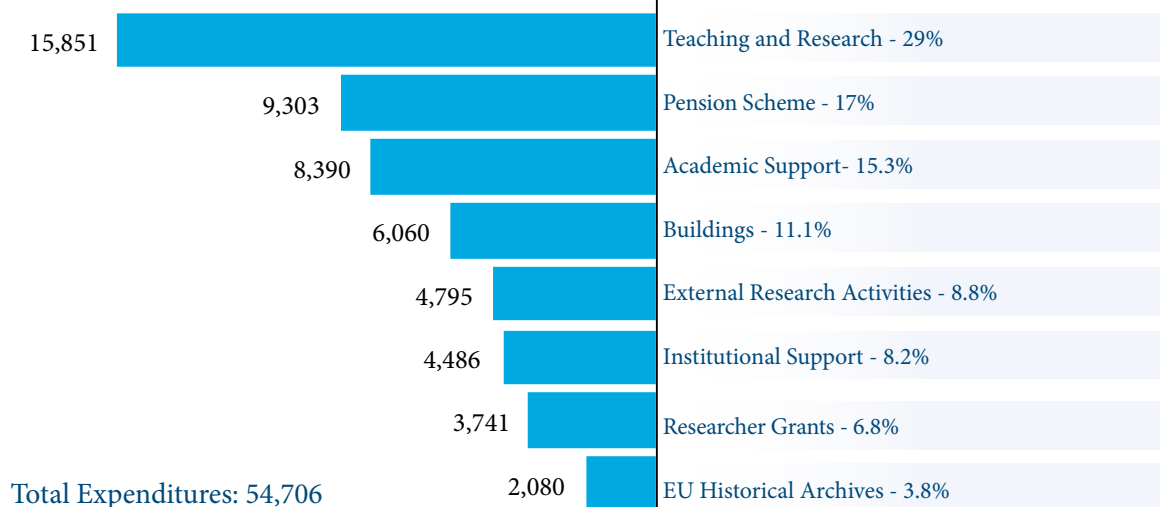
# FIGURE 11

## The Funding of the Institute Revenue and expenditure for the 2016 financial year (in thousands of euros)

### Where the money comes from...



### ...and how it is used.



\* The difference between total revenue and total expenditures is mainly related to pluriannual externally funded research projects (earmarked budget appropriations to be carried over to the following financial year)

FIGURE  
12

Breakdown of the usage of appropriations by sector for the current financial year and those carried over from the previous year

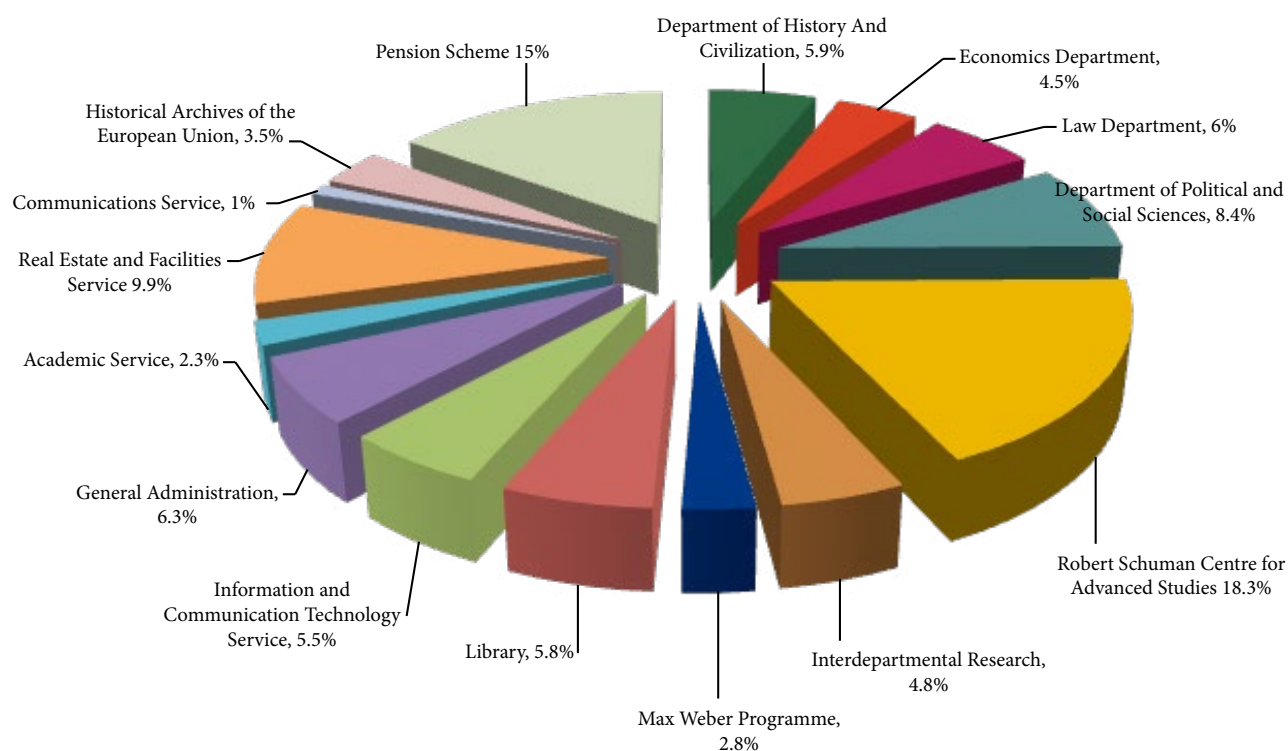


FIGURE  
13

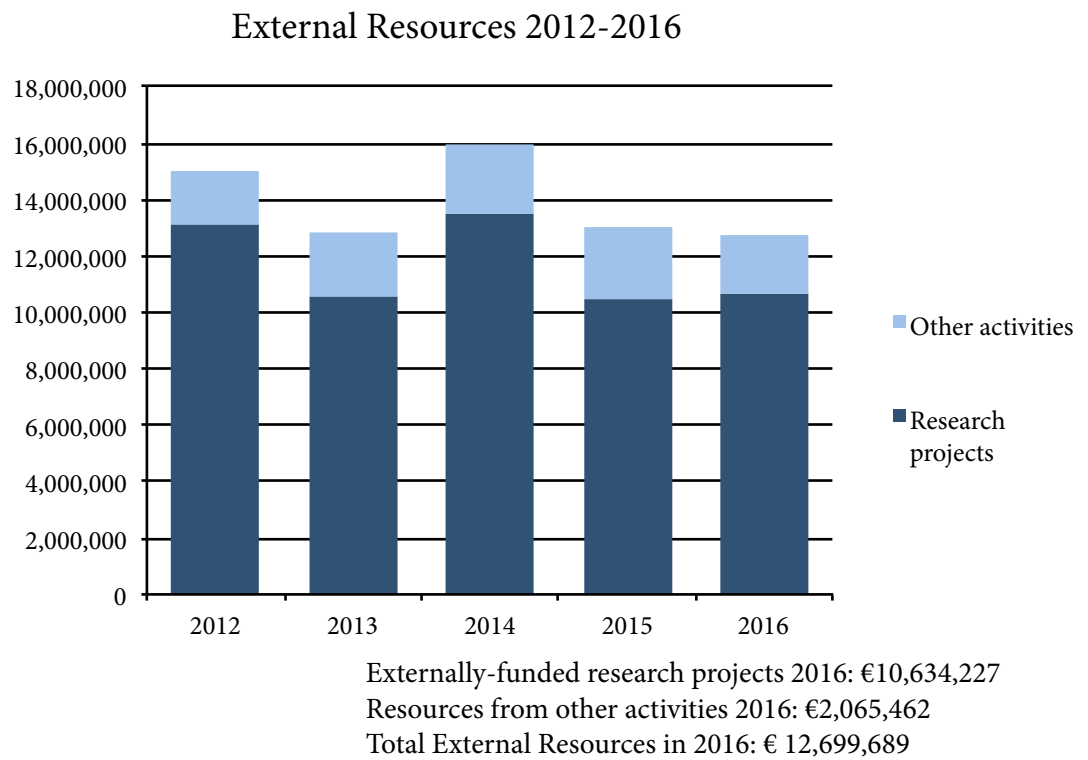


FIGURE  
14

Breakdown of Externally-funded Research Projects 2016

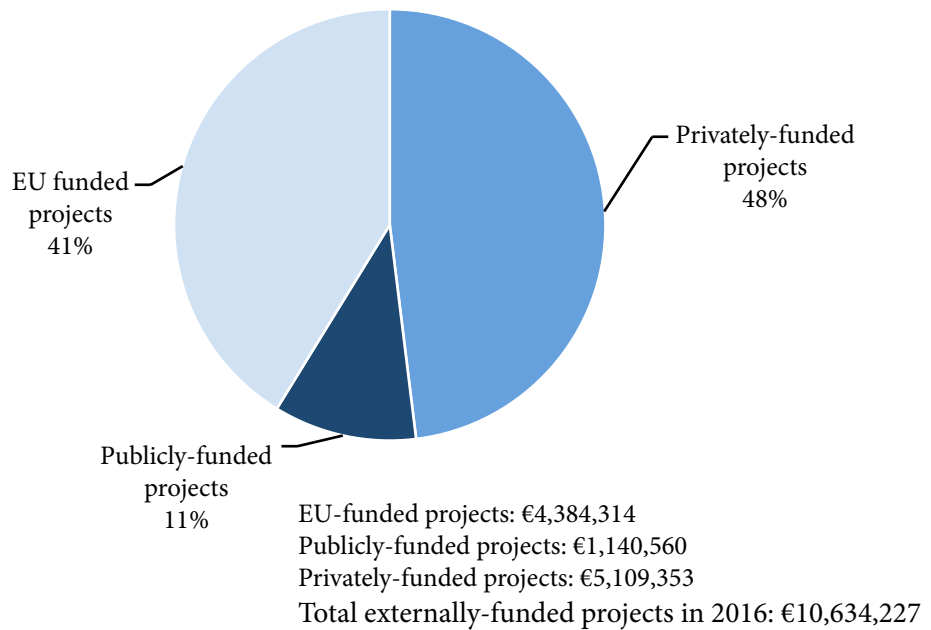


FIGURE  
15

### EUI Budget Evolution 1975-2016 (2016 prices)

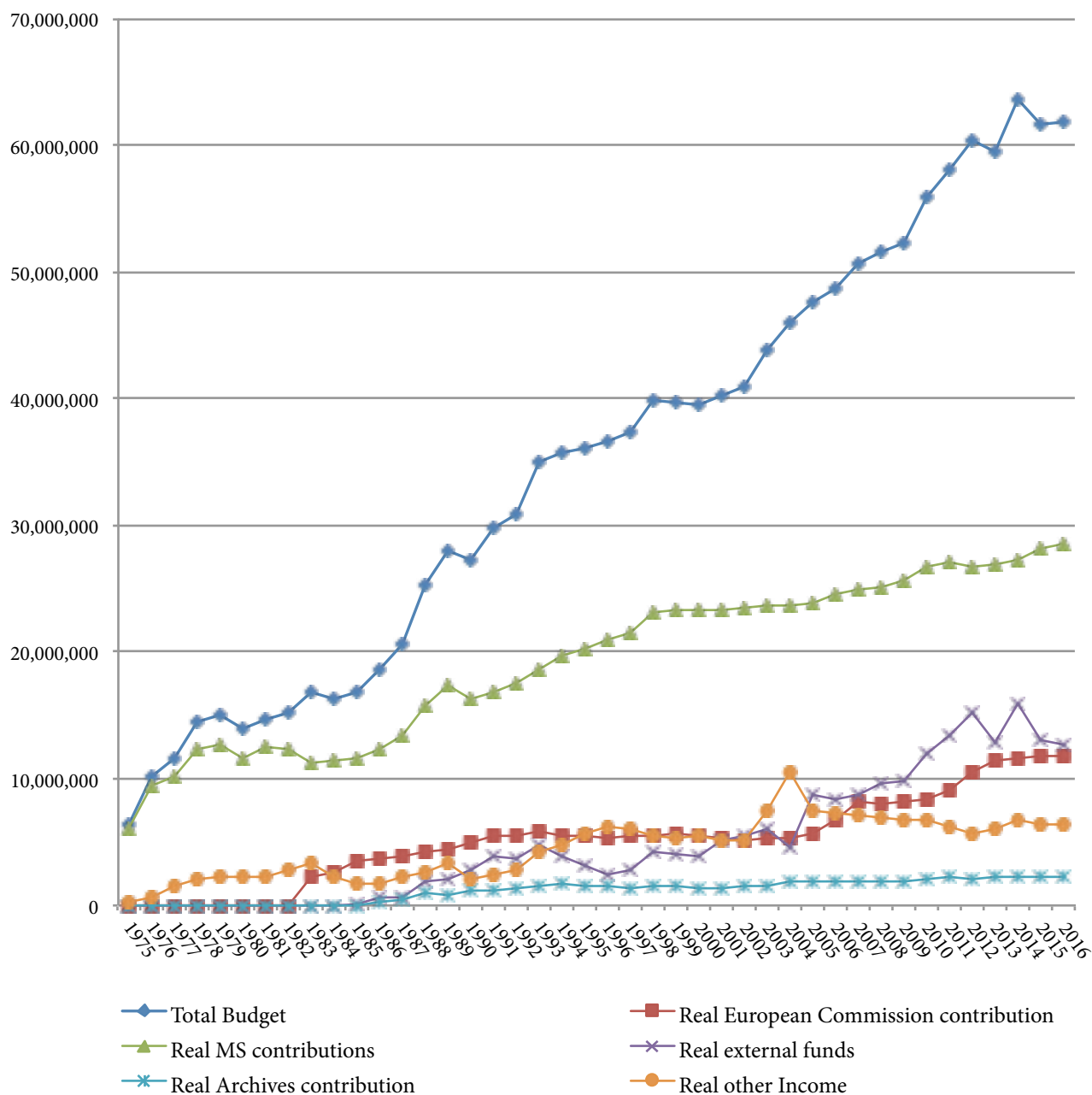




FIGURE  
16

### Evolution of MS Contribution to the Budget

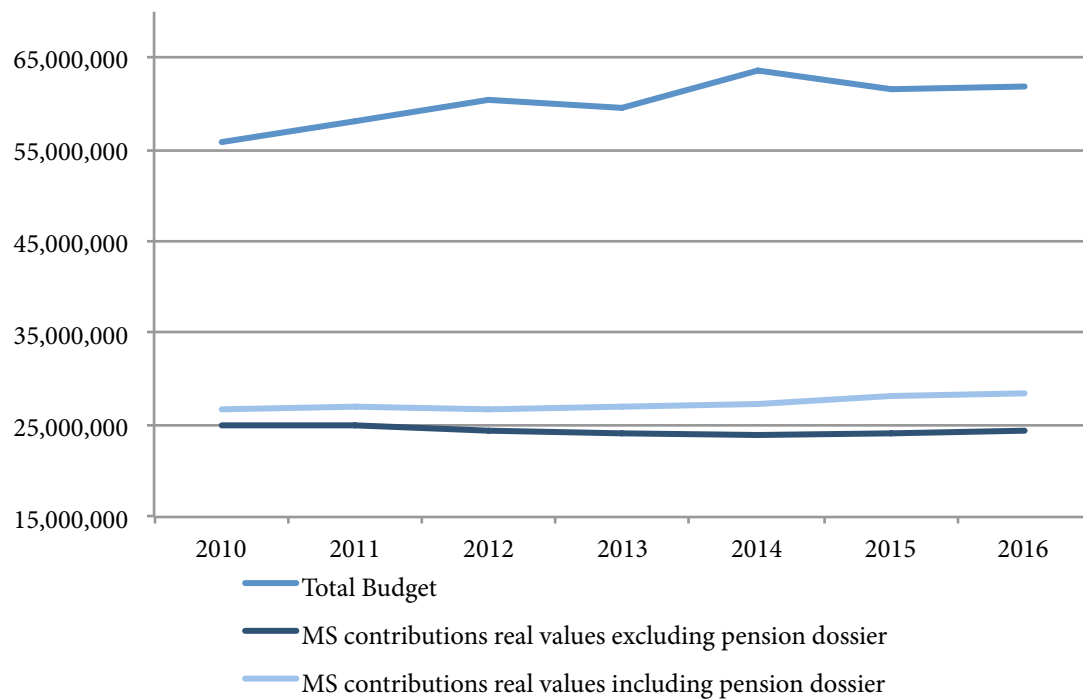


FIGURE  
17

Evolution of Member State Contribution to the Budget

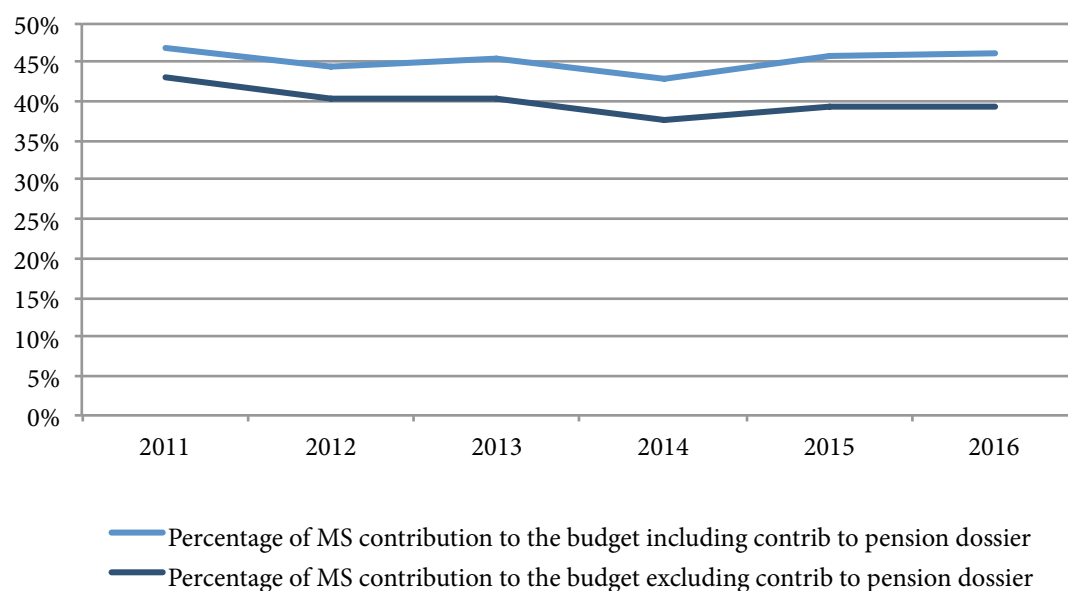


FIGURE  
18

Member State Contributions to Budget, real values\*

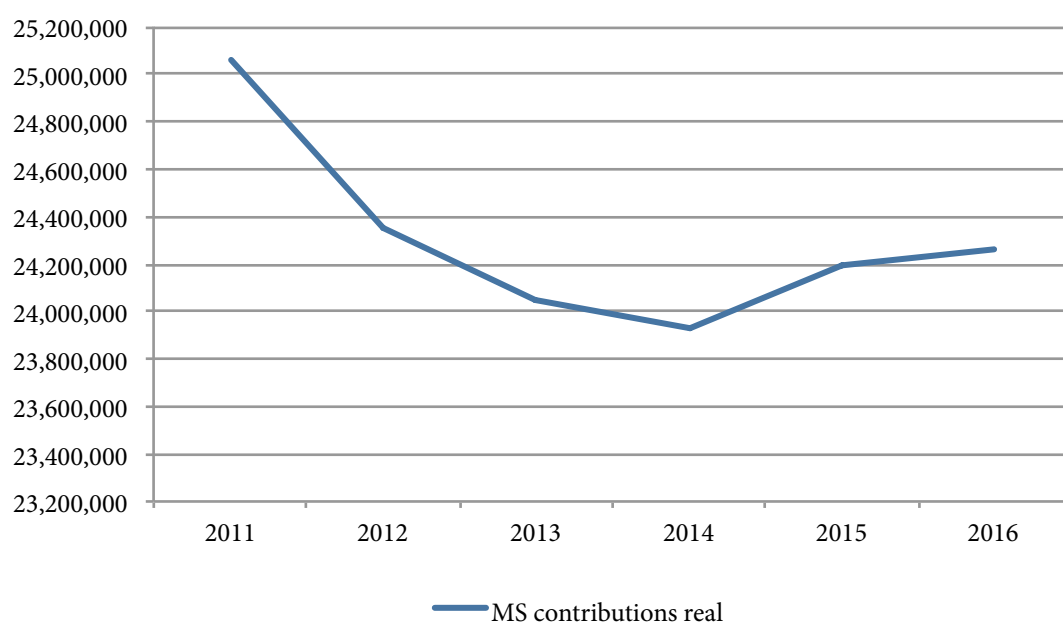
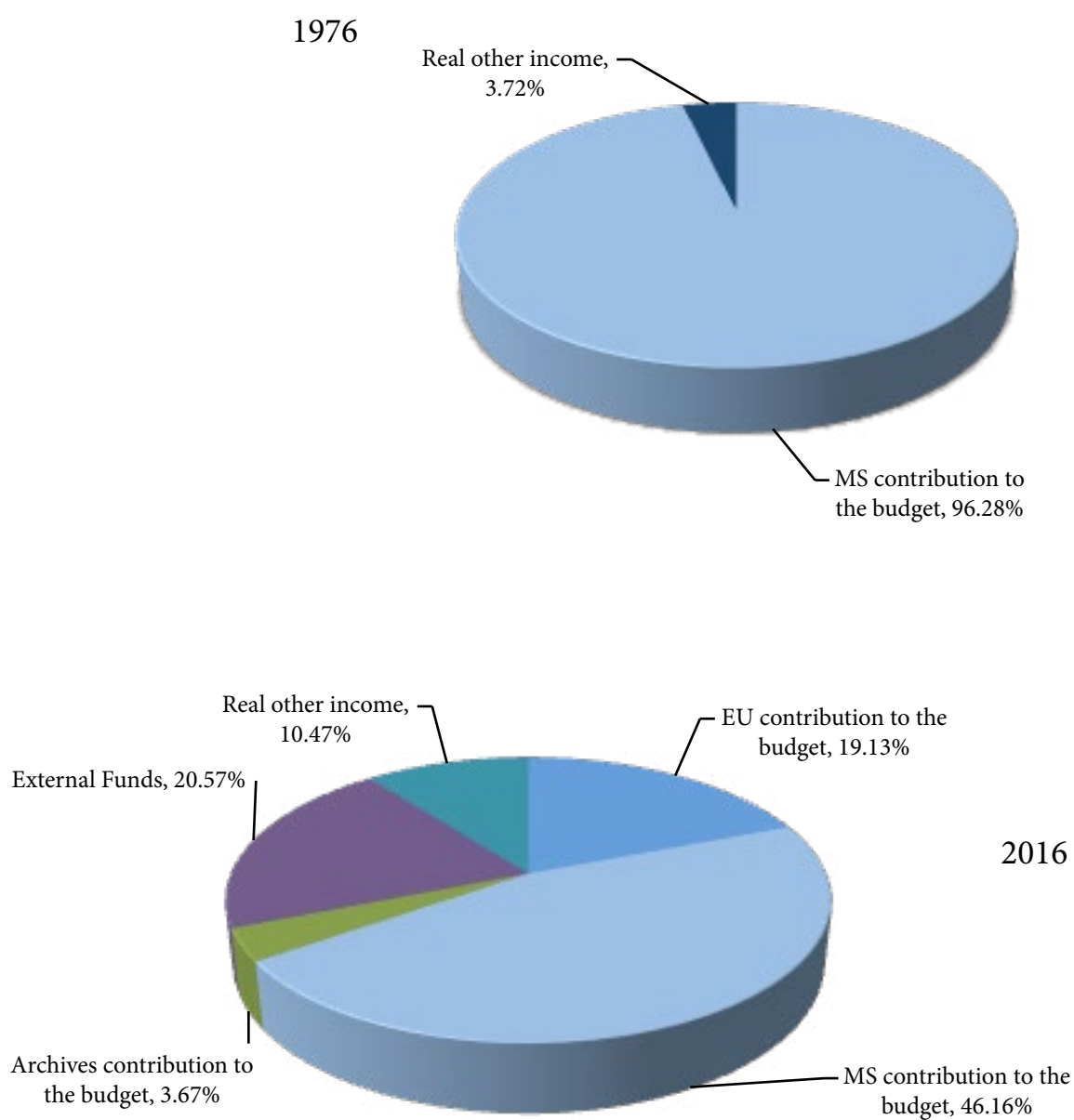


FIGURE  
19

## EUI Sources of Funding Development 1976 and 2016



# ANNEX ON GOVERNANCE

The Administration of the Institute is laid out in the EUI's Convention. Chapter II, Article 5 of the Convention governing the EUI states that 'The authorities of the Institute shall be: a) the High Council, b) the Principal of the Institute, c) the Academic Council.'

The **High Council** consists of representatives of the governments of the Contracting States. It meets at least once a year in Florence. High Council members in 2016 are listed below.

The **Principal** of the EUI is Professor Renaud Dehousse.

The **Academic Council** has general powers with regard to research and teaching at the EUI. It appoints the EUI's teaching staff and draws up the rules that govern the Institute's academic life. It is chaired by the President; the Secretary General acts as an ex-officio member. Other members are the professors, representatives of research fellows and researchers and the Directors of the Library and the Historical Archives of the EU.

The Executive Committee assists the President in preparing the decision-making documents for the Academic Council and is responsible for other tasks delegated to it by the Academic Council. The Research Council, evaluates proposals for major research projects and approves the allocation of funding (High Council Decision 4/08). The Budget and Finance Committee, which is composed of representatives of the Contracting States and is responsible for preparing the deliberations of the High Council on budgetary and financial matters (Chapter IV, Article 26, paragraph 2).

# THE HIGH COUNCIL

The High Council is composed of representatives from the Contracting States to the Institute's Convention.

## **Austria**

Helmut Konrad  
Florian Pecenka

Institut fuer Geschichte, University of Graz  
Permanent Representation of Austria to the EU, Brussels

## **Belgium**

Vincent Rémy

Federal Public Service Foreign Affairs

## **Bulgaria**

Aleksander Fedotoff

Sofia University 'St Kliment Ohridski'

## **Cyprus**

Androulla Vassiliou

Former EU Commissioner for Education and Culture, Cyprus, Representing  
Ministry of Education

## **Denmark**

Marlene Wind  
Pernille Ulrich

University of Copenhagen  
Ministry of Science, Innovation and Higher Education

## **Estonia**

Kalmar Kurs

Ministry of Education and Research

## **Finland**

Tuomas Pakkari

Ministry of Education and Culture

## **France**

Guy Durand  
Jean-Emile Gombert

Ministry of Higher Education and Research  
Conference of University Presidents

## **Germany**

Susanne Burger  
Heike Mark

Federal Ministry of Education and Research  
State Chancellery, Department of Science, Higher Education and Technology  
(Saarbruecken)

## **Greece**

Tita Kaisari-Ernst  
Michalis Spourdalakis

Ministry of Education  
Ministry of Education/University of Athens

## **Ireland**

Sióbhán Mullally

University College Cork

**Italy**

Sabino Cassese	Former Minister and Judge at the Constitutional Court
Vincenzo De Luca	Ministry of Foreign Affairs and International Cooperation
Francesco Tafuri	Ministry of Foreign Affairs and International Cooperation

**Latvia**

Gunta Arāja	Ministry of Education and Science/Deputy State Secretary
Anita Vahere-Abrazune	Ministry of Education and Science

**Luxembourg**

Christiane Huberty	Ministry of Higher Education and Research
--------------------	---

**Netherlands**

R.C.G. Van der Meer	Ministry of Education, Culture and Science
Frans Van Vught	University of Twente, Enschede

**Poland**

Magdalena Bem-Andrzejewska	Ministry of Science and Higher Education
----------------------------	--

**Portugal**

Fausto De Quadros	Ministry of Foreign Affairs
-------------------	-----------------------------

**Romania**

Simina Tanasescu	University of Bucharest Law School
Adrian Curaj	Bucharest Polytechnics University

**Slovenia**

Andrej Kotnik	Ministry of Education, Science and Sport
---------------	--

**Spain**

Luis Maria Delgado Martinez	Ministry of Education, Culture and Sport
-----------------------------	--

**Sweden**

Arne Jarrick	Stockholm University
Andres Sundin	Swedish Research Council

**United Kingdom**

Ivor Crewe	University College, Oxford
Pamela Wilkinson	Department for Business, Innovation and Skills, London.

**Council of the EU**

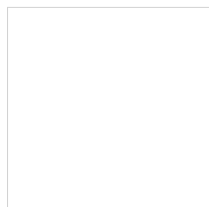
Hubert Legal	Council of the European Union
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**European Commission**

Adam Tyson	European Commission
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**European Parliament**

Riccardo Ribera d'Alcala	European Parliament, Constitutional Affairs Committee
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# THE RESEARCH COUNCIL

The Research Council's principal mission is to advise the Principal, the High Council and the Academic Council on decisions relating to research. It meets annually and evaluates proposals for major research projects.

## Members

Enriqueta Aragones	Universitat Autònoma de Barcelona
Jonathan Faull	European Commission, Brussels
Colin Hay	Sciences Po, Centre d'études européennes, Paris
Pierre-Cyrille Hautcoeur	EHESS, Paris
Oddbjørn Knutsen	University of Oslo
Mària Kovács	Central European University
Diana Mishkova	Centre for Advanced Study, Sofia
Jörg Monar	College of Europe, Bruges
Anne Peters	Max Planck Institute for Comparative Public Law and International Law
Frank Smets	European Central Bank
Wolfgang Streeck	Max-Planck-Institut für Gesellschaftsforschung, Cologne
Philippe Weil	OFCE, Paris
Ineta Ziemele	Riga Graduate School of Law



# THE BUDGET AND FINANCE COMMITTEE

The Budget and Finance Committee advises the High Council on all matters with financial implications which are submitted to the High Council. The committee is made up of representatives from the Contracting States to the Institute's Convention.

## **Austria**

Siegfried Stangl Federal Ministry of Science, Research and Economy

## **Belgium**

Vincent Remy Federal Public Service Foreign Affairs

## **Cyprus**

Despina Martidou-Forcier Ministry of Education and Culture

## **Denmark**

Gunvor Faber-Madsen Agency for Higher Education

## **Estonia**

Kalmar Kurs Ministry of Education and Research

## **Finland**

Sinnikka Välikangas Academy of Finland

## **France**

Guy Durand Ministry of Higher Education and Research  
Jean-Emile Gombert Conference of University Presidents

## **Germany**

Matthias Hack Federal Ministry of Education and Research  
Christian Maiwald Federal Ministry of the Interior  
Ulrike Tramer Federal Ministry of Finance

## **Greek Republic**

Panagiotis Karagiannis Ministry of Education, Research and Religious Affairs

## **Ireland**

Veronica Dalton Department of Education and Skills

## **Italy**

Alessandra Lanari Ministry of Economy and Finance  
Benedetta Romagnoli Ministry of Foreign Affairs and International Cooperation  
Francesco Tafuri Ministry of Foreign Affairs and International Cooperation

## **Latvia**

Alina Kucinska Ministry of Education and Science  
Anita Vahere-Abrazune Ministry of Education and Science

**Luxembourg**

Léon Diederich  
Guy Cognioul

Ministry of Higher Education and Research  
Inspectorate General of Finances

**Netherlands**

Nadine Ooms

Ministry of Education, Culture and Science

**Poland**

Magdalena Bem-Andrzejewska  
Jaroslaw Oliwa

Ministry of Science and Higher Education  
Ministry of Science and Higher Education

**Portugal**

Teresa Courinha  
Pedro Monteiro

Ministry of Science, Technology and Higher Education  
Ministry of Foreign Affairs

**Romania**

Iordan Barbulescu

SNSPA/National School of Political Science and Public Administration

**Slovenia**

Andrej Kotnik  
Marija Skerlj

Ministry of Education, Science, Culture and Sport  
Ministry of Education, Science, Culture and Sport

**Spain**

Luis Delgado Martinez

Ministry of Education, Culture and Sport

**Sweden**

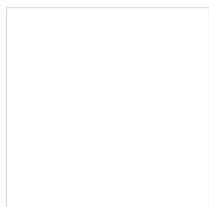
Anneli Frojd  
Maria Wallenberg

The Swedish Research Council  
The Swedish Research Council

**United Kingdom**

Christopher Reilly  
Pamela Wilkinson

Department for Business, Innovation and Skills  
Department for Business, Innovation and Skills



# ADMINISTRATION AND DEPARTMENTS\*

Renaud Dehousse, President

Vincenzo Grassi, Secretary General

## EUI Support Services

Academic Service: Veerle Deckmyn (Director)

Dean of Graduate Studies: Martin Scheinin (Dean)

Budget and Financial Affairs Service: Roberto Nocentini (Director)

- Accounting Unit: Julia Serrano (Chief Accountant)

Communications Service: Dieter Schlenker (*ad-interim* Director)

Historical Archives of the European Union: Dieter Schlenker (Director)

Human Resources Service: Jens Behrendt (Director)

Information and Communication Technology Service: David Scott (Director)

Internal Audit Office: Silvia Salvadori (Internal Auditor)

Library: Josep Torn (Director)

Real Estate and Facilities Service: Kathinka España (Director)

## EUI Academic Departments

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Department of History and Civilization: Pieter Judson (Head of Department)

Department of Law: Giorgio Monti (Head of Department)

Department of Political and Social Sciences: Fabrizio Bernardi (Head of Department)

Robert Schuman Centre for Advanced Studies: Brigid Laffan (Director)

Max Weber Programme: Richard Bellamy (Director)

*\*Note: The information in this section reflects the composition of the Institute in December 2016.*

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