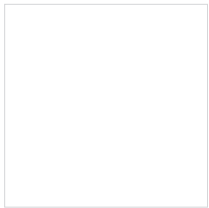
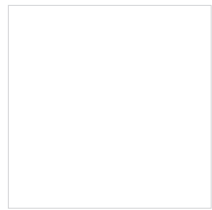
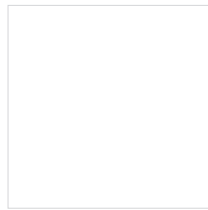
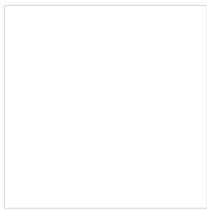
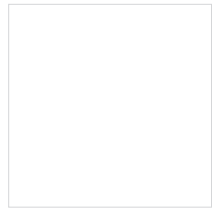
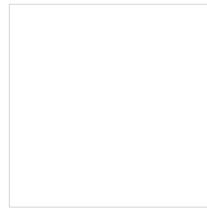
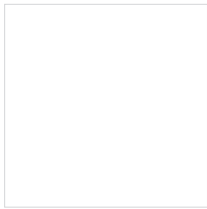
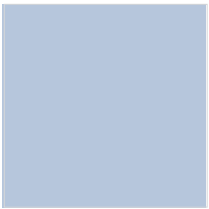




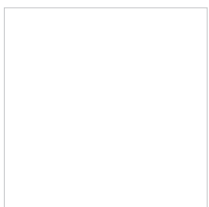
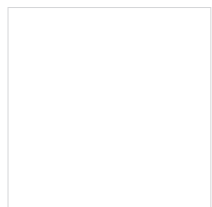
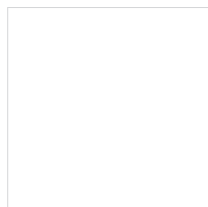
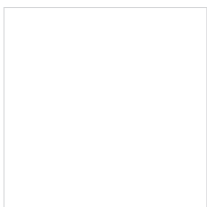
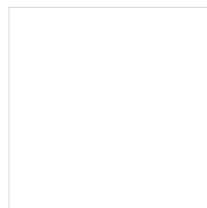
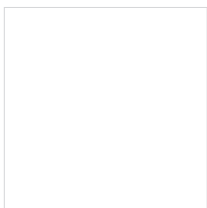
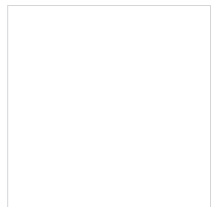
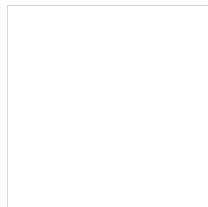
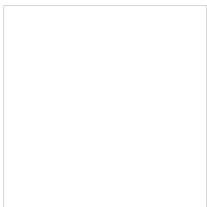
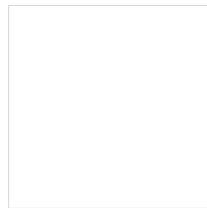
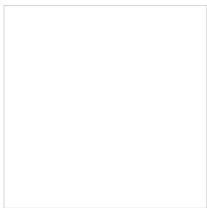
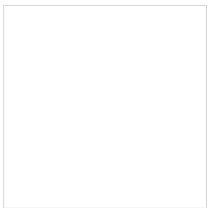
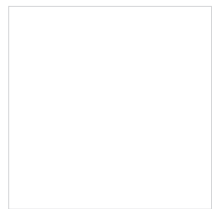
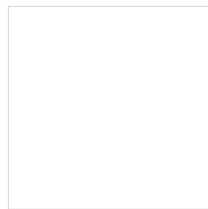
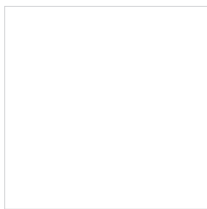
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EUI ACTIVITY REPORT 2017



EUI Activity Report 2017



EUROPEAN UNIVERSITY INSTITUTE

REPORT ON CALENDAR YEAR 2017, PUBLISHED IN SPRING 2018

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Introduction

Professor Renaud Dehousse,
President of the EUI

The past year has been important for the three pillars that constitute the European University Institute: fundamental research and research training; policy-driven research; and professional training.

Within the first pillar, research training activities continued to follow their path of excellence. The EUI seeks constantly, however, to improve the quality of its activities: by way of illustration, the February 2017 report *Reforming the Doctorate in the Social Sciences* marked a key step in defining best practice and future developments in an area in which the EUI has, in fact, been a pioneer for the past forty years or so. The concepts and recommendations presented in this document are thus already firmly embedded within the EUI's structured doctoral programme as well as in the quality of its supervision practices; indeed, the high levels of satisfaction of Ph.D. candidates with these practices reported across the departments illustrate their effectiveness. This year again, the Max Weber Programme enjoyed outstanding results, both in terms of the high number of applications it received and in the job placements of virtually all of its fellows by the end of their stay at the EUI (see figure 22). The Institute has also improved its practice in terms of evaluation procedures and now conforms to European best practices: the assessment of academic departments involves an external committee.

The past year has also seen a wealth of research projects led within the EUI's academic departments and the Schuman Centre, some examples of which can be found in the pages of this report. These range from very fundamental research to projects that start closer to their potential applications. Often, however, this points towards very strong forms of policy relevance. This year

again, the performance of the EUI academic community in obtaining competitive external funding, including ERCs, has been outstanding (see figure 28). The Robert Schuman Centre for Advanced Studies has reinforced its research community by recruiting several new and distinguished academics, skilled both at leading their teams to carry out top-class research and at making the results of this research available to the world of practice. The strength of this policy-relevant pillar is proven by its ability to attract competitive external funding and to relate to policy makers by means of a myriad of specifically designed outputs. The annual State of the Union conference organised by the EUI, in 2017 in its seventh edition, consolidated its role as a key moment in the European political year, thanks to the open and high level dialogues that took place between those who make policies and those who analyse them.

The year 2017 also saw the launch of a new component of the EUI that will strongly structure its professional training pillar: The School of Transnational Governance (STG). The School is, after the Robert Schuman Centre and the Max Weber Programme, a crucial innovation and will enable the EUI to continue adapting to changes in the European and global academic context. The Report by the consultative High-Level Group on the STG chaired by Senator Mario Monti, approved very positively at the December 2017 High Council, stressed that the new School is ‘a highly desirable initiative, from the point of view of European education and training as well as that of the EUI.

The Higher Education ecosystem in which the EUI was created more than forty years ago was one in which doctoral schools did not yet exist and truly international institutions were scarce, making the EUI a real pioneer. In an increasingly competitive environment, it is crucial for the EUI to pursue its tradition of innovation so as to diversify its offer and reach out to new publics and new markets. The School will enable the EUI to build on the research on governance issues it currently performs by making the results and the methods of this research more relevant and available to policy makers.

The STG will also allow the EUI to acquire the human resources and expertise necessary to address new subject matters of increased societal importance in the EUI’s teaching and research activities, such as climate policies,

gender issues, or digital governance and politics. It is crucial to build strong bridges between the STG and the research carried out in the Departments and at the Schuman Centre, as this will increase the quality and uniqueness of the School as a governance training institution resting on top-quality research on governance. The founding of the STG will also contribute to the development at the EUI of a series of competences related to fundraising, marketing and public relations that are currently not as established as they could be. These skills are very likely to prove even more relevant in a not-so-distant future, as the contracting states are increasingly unwilling to invest more in Higher Education at the European level.

The EUI has already acquired significant experience in executive training. In light of the increased demand for such education, the Institute will be better placed to exploit the European brand value that it has acquired in the academic world. By consolidating all the training programmes within a unique structure, it will be in a better position to successfully expand into the area of executive and Master education in governance issues.

This important development is part of a broader strategic exercise, aimed at updating the priorities and practices of the Institute. In this vein, 2017 saw the launching of a Strategic Review by the High Council. The works of the Committee, chaired by Professor Sir Howard Newby, have begun and a report will be provided in the Spring of 2018. Like all Higher Education Institutions in Europe, the EUI faces challenges—this review should enable the Institute to better face them and pursue its tradition of institutional innovation by being at the forefront of Higher Education and Research developments in Europe, as it was when the EUI was created, and when the Schuman Centre and the Max Weber Programme were first established.

Professor Renaud Dehousse
President, European University Institute





Department of Economics

Head of Department:
Professor Andrea Mattozzi

The Department of Economics (ECO) of the European University Institute brings together leading 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 knowledge about the complexity of the economic systems as well as to informing and guiding the policy debate on economic and social issues in the EU 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 hosts a very active and lively research environment. This is not only reflected by its research outcomes in terms of publications and working papers, but also by the research-related events that the Department organises regularly. The Department has a history of excellence in research. Output per faculty member is very high with, in the last five years, about 20 publications in the leading top five international journals, and with many other publications in top field and general interest journals. This outstanding result defines the Department as one of the top research institutions in Europe. In addition, many faculty members serve on the boards of international journals or are (or have been) co-editors of such journals.

NUDGE-IT (European Commission-funded FP7 Project)

This project on the neurobiology of decision-making in eating brings together dozens of scientists from 16 institutions across six European countries, the US and New Zealand. Professor Michèle Belot is the EUI key partner. The project engages internationally leading experts in the neurobiology of motivational behaviour, reward and regulation of appetite, experimental psychology, functional brain imaging, behavioural economics and computational modelling. The overall aim is to better understand decision-making in food choice and to build predictive models to contribute to improving public health policy.

The small size and the needs of the doctoral programme in terms of graduate teaching determine the faculty composition and the main research areas of the Department: microeconomics, macroeconomics and applied economics/econometrics. Within these broad research areas, however, the Department has developed a distinctive across-fields research agenda, studying networks and economic, political and labour market institutions.

In microeconomics, the Department hosted an ERC starting grant on ‘Networks, Markets and Organisations’, which ended in September 2017. The project addressed a number of different aspects of how networks shape economic and social interactions (more details [here](#)). It has led to new research questions that have become the focus of a new ERC-consolidator proposal on ‘Oligopoly Markets and Networks’, which started in June 2017. Exploring how peer pressure and social networks affect the behaviour of political groups is the objective of a three-year project financed by the Research Council which began in 2016 (more details [here](#)).

In macroeconomics, the [ADEMU project](#) financed by the H2020 programme of the EU has focused on major developments in the study of economic and political institutions. This project is coordinated by the EUI Department of Economics, which leads a number of high profile international partners.

Finally, regarding labour market institutions, in econometrics and applied economics, the Department has hosted a second ERC starting grant on ‘Labour Heterogeneity in Search Markets’.

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

New Professors

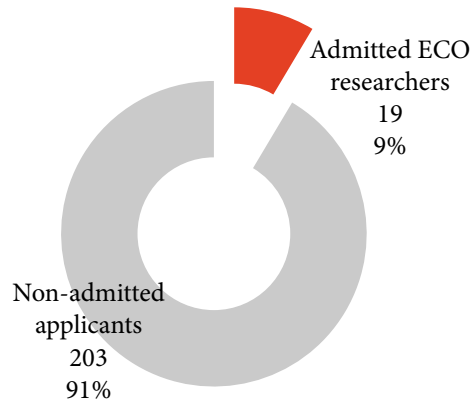
Following a vigorous recruitment programme in 2015 and 2016, the Department was at full strength in 2017. This exercise saw the Department recruiting two new assistant professors working in macroeconomics: Professor Ferriere and Professor Sachs. Their presence has benefitted the Department in a number of important ways. First, they provide a closer and more direct example of academic excellence and conduct to our researchers and postdoctoral fellows. Second, they bring the methodological frontier of public economics and quantitative macroeconomics to the Department. Third, they bring new energy and ideas to supervision and teaching in many formal and informal ways. Professor Galeotti joined the Department in January 2016 from the University of Essex, and he is one of the leading scholars in the economics of networks. This continues

ADEMU (funded by the EU's Horizon 2020 programme)

The project coordinated by Professor Ramon Marimon tackles one of the most relevant research questions in Europe: how to improve on the institutional framework of the EU to deliver a stable economic environment that can foster growth and reduce the pressure of increasing inequality? The project delivers on policy design, on measuring the impact of policies and institutions, and on understanding the legal, political and economic aspects of implementing institutional changes. It involves the Economics and Law Departments together with researchers and postdoctoral fellows, and organises EUI events with academic scholars and practitioners from the European Central Bank, the Commission, the European Stability Mechanism and the International Monetary Fund.

Figure 1

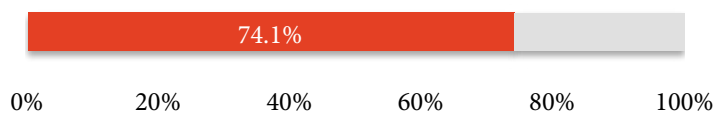
Department of Economics Admission Rates (222 applications)



*This figure refers to the 2017-18 recruitment procedure. Not admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

Figure 2

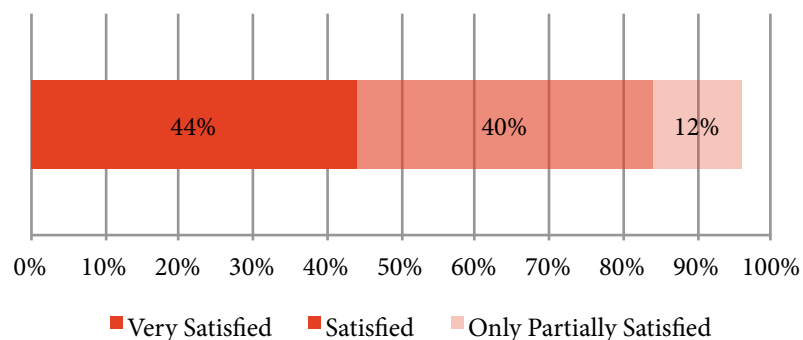
ECO Ph.D. Completion Rates, 2010 cohort



*Completion rate is calculated as the ratio between the number of doctorates awarded vs. number of researchers admitted to the programme in a specific cohort (PhDs awarded/intake in 2010).

Figure 3

Ph.D. Supervision Satisfaction Assessment 2016/17



*These figures reflect the reply to the question: How satisfied are you generally speaking with your supervision arrangements in your department at the EUI?

our recent tradition on the Economics of Networks, which started with Professor Vega Redondo.

The more recent recruits are Professor Belot and Professor Kircher, who joined the Department in January 2017. Professor Belot is an expert on behavioural economics and migration. Her research profiles greatly enhance the Department's ability to engage in multidisciplinary activities with the Political and Social Sciences Department and the Robert Schuman Centre for Advanced Studies. Professor Kircher is one of the world's leading experts on the theory of labour markets, with a special focus on patterns of the ways by which employers and employees are sorted through the matching process of different markets. His presence has considerably strengthened the Department in the fields of microeconomics and labour economics.

The Ph.D. Programme

The Ph.D. programme of the Department is now widely regarded as one of the five top programmes in Europe (together with London School of Economics, University College London, Toulouse School of Economics, and Universitat Pompeu Fabra). In terms of structure, it is similar to other leading doctoral programmes in economics, with structured coursework during the first two years and close supervision by the faculty leading to a dissertation and successful placement in academia or leading policy institutions. However, at the same time, it should be pointed out that 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 candidates, postdoctoral fellows and visitors. There are both regular and spontaneous activities several times a week to exchange ideas about the frontiers of economic research and policy. This focus on research makes the EUI a top place to study economics, even though the Department is much smaller than most of the other major economics departments in Europe or elsewhere in terms of faculty size.

Although the doctoral programme was established 40 years ago, it is very dynamic and continuously adjusts to new developments in academia. Together with the researchers, faculty work to improve both the quality of the teaching material and the structure of classes and the timing of learning outcomes. For example, the schedule and structure of courses between the

Labor Heterogeneity in Search Markets (funded by an ERC Starting Grant)

The project led by Professor Philipp Kircher studied the labour market interaction of heterogeneous workers with heterogeneous jobs that are offered. The project addressed crucial policy relevant questions such as how the matching between workers and jobs can be improved by providing automated online advice to real job seekers. It also examined how firms screen workers and how government employment agencies might want to intervene to improve market outcomes. The project led to publications in top economic journals, involved researchers at the Ph.D. and post-doctoral level, attracted a number of visiting speakers, and was the focus of large international conferences on the topic.

first and second years evolves constantly in order to better address the needs of the Ph.D. candidates to obtain in-depth knowledge in a challenging environment; at the same, great attention is paid to minimising any unnecessary pressure that might be placed on them.

One of the most important activities of the graduate programme is the preparation and support that is given to researchers entering the job market. These ac-

tivities pay off in terms of the excellent final placement of our researchers. One important point to mention here is that the Department is not only successful in placing Ph.D. candidates and fellows in leading academic departments but also in the most important policy institutions in Europe and the world. For example, there are currently 18 doctoral graduates in economics from the EUI working at the European Central Bank, and this constitutes the biggest share of any university. The placement record of the Ph.D. candidates and fellows who entered the academic job market in 2017 can be found [here](#).

In 2017 15 researchers defended their theses. Lists of the theses defended in each academic year, along with abstract and supervisor information, may be found [here](#). Descriptions of current [researchers](#) and [Max Weber Post-doctoral Fellows](#) in the Economics Department are also available on the Economics web pages.





Department of History and Civilization

Head of Department:
Professor Pieter M. Judson

The Department of History and Civilization (HEC) is distinctive among its European peers in its commitment to studying Europe's past in transnational and global historical contexts that reach back over six hundred years. The professors, doctoral candidates, and post-doctoral fellows investigate Europe's history outside the traditional national narratives that commonly structure the profiles of history departments at most European universities. It foregrounds themes of European integration along with Europe's diverse relations with the rest of the world, especially its place in global networks of commerce, political organisation, and social thought.

The Department offers 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. Generous research missions are funded that enable all of the researchers to carry out historical research at archives throughout Europe, and indeed often elsewhere in the world.

Major Research Fields

In the Department, the trans-national histories of Europe are approached with both rigour and imagination, focusing on the complex networks of trade, cultural and intellectual exchange, and political relations that have linked European societies to each other and to the rest of the world since the period of the Renaissance. Within this general framework the Department has also developed specific regional and topical subfields that are critical for training EUI researchers today. Two of these, for example, involve rethinking the places of both Eastern Europe (along with Russia) and Southern Europe in the transnational and global networks that are studied. Other critical fields of specialisation for the Department include the history of European inte-

Looking West: the European Socialist regimes facing pan-European cooperation and the European Community (European Research Council (ERC): PanEur1970s)

In the 1970s, European Socialist regimes used *détente* to open trade and exchanges with the EC. They aimed to modernise and to shore up their legitimacy through increased growth and consumption. Instead, however, the Socialist regimes became mired in debt and low productivity. The faded allure of Socialism turned into disillusionment, apathy and opposition that accelerated its demise and facilitated the Cold War's peaceful end. The project, coordinated by Federico Romero, investigates this paradox by studying the aims, dynamics and actors of these failed attempts to integrate Socialist economies into the global flows of trade and investment.

gration and the global history of science and 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 2017, the Department also hosted four 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'; Alessia Castagnino working on 'The Role of Translators and Publishers in Italy as "Cultural Mediators" (1760-1790s)'; and Rosa Salzberg working on 'Mobility, Migration and the Politics of Reception in Venice (ca. 1450-1650)'. In the spring of 2018 the Department will host a new Marie Curie project on European Integration brought by Giovanni Bernadini, 'Planning as a Paradigm for Policy History of Post-war Europe: national cases and the European integration process (1940s-1960s).'

De Gasperi Centre

Launched in 2016, the De Gasperi Centre combines the resources of both the History Department and the Historical Archives of the European Union to study the history of European integration. In 2017, the De Gasperi Centre held the first of what will become an annual graduate student conference on European Integration, bringing together young scholars from the HEIRS and

RICHIE international networks in this field. Together with the Historical Archives of the EU, the History Department, and the Robert Schuman Centre, the De Gasperi Centre organised scholarly conferences in 2017 on topics ranging from the history of the European Commission between 1986 and 2000 to the nuclear scare of the eighties in Europe.

New Professors

The faculty's commitment to making visible the complex links between societies across Europe and different parts of the world demands agility and flexibility, since projects that cover many parts of Europe and the world are mentored over several chronological periods. In December 2017, Professor Giancarlo Casale of the University of Minnesota accepted to join the faculty as chair in Early Modern Mediterranean History in 2018. Casale is an international expert on the history of Ottoman relations with Europe in the 16th and 17th centuries and author, among other works, of the influential monograph *The Ottoman Age of Exploration* (Oxford, 2010). His research focuses on shared ideas, diplomacy, and economic relations between the Ottoman Empire, Renaissance Italy, and parts of Asia as well. In 2018, the Department will also welcome Polish scholar Joanna Wawrznyak (University of Warsaw) for a six-month period as part-time professor. Professor Wawrznyak is a specialist in the relationships of history to the other social science disciplines, and in European cultures of memory in the 20th century.

Welfare and Democracy since 1880: Voluntary Associations, Families, and the State

The role of the contemporary state in providing welfare assistance is currently under attack in much of Europe. Critics propose giving greater prominence to the voluntary and private sectors. This international project based at the EUI with Laura Lee Downs reveals, however, that what is often suggested as an innovative solution to current problems – greater recourse to the voluntary sector – has been intrinsic to what we call welfare states since their inception in the late 19th century. This project seeks to contribute constructively to current debates by producing a deeper understanding of welfare states and their origins.

Ph.D. Training Programme

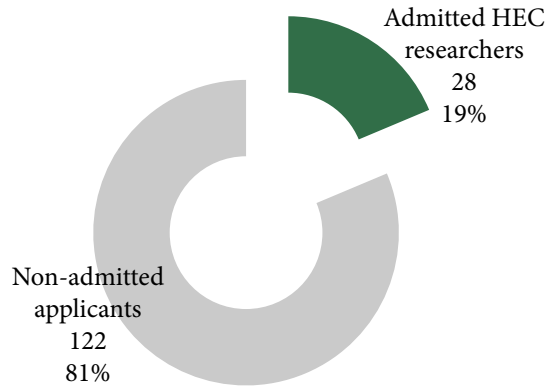
The Department offered a broad range of departmental, training, and research seminars to our Ph.D. researchers. In many cases, Fernand Braudel and Marie Curie Fellows and Max Weber Fellowship post-doctoral scholars joined faculty members to co-teach the seminars. The Department offers three types of seminars: 1) Training seminars in which doctoral candidates present their written work to the critiques of their colleagues in an intense workshop environment. Other training workshops are organised around specific skills such as paleography or the uses of mapping software. 2) Departmental seminars such as *History and the Social Sciences*, *International History*, *Global History*, *History of Gender and Sexuality*, and *Cultural and Intellectual History* deepen researchers' knowledge of the core methodologies and approaches of the Department. 3) Research seminars enable professors to develop and share their research with students. In 2017, for example, research seminars included topics such as *Cooperation and integration in postwar Europe*; *Decolonization and Development*; *1968 across the Iron Curtain*; *Consolidation of Power: Patterns of Integration after Crises and Upheavals*; *Sciences, Nature and the City*; *Financial Capitalism*; *European Trajectories in the Quest for Welfare and Democracy*; *Visual Culture across Early Modern Cultures*, and *The Enlightenment and its Posterity*. Wherever possible, the Department integrates Max Weber post-doctoral fellows into the teaching of each of the seminars and into the individual sessions that monitor the progress of the first-, second-, and third-year researchers, in order to offer them practical experience in teaching and mentorship.

Workshops and Speakers' Series

In September, the Department hosted another highly successful session of the annual HEC Summer School on Comparative and Trans-National History, a summer school that attracts excellent MA-level history students from across Europe and indeed the world. In 2017, the researchers, post-doctoral fellows and professors together organised workshops on a broad range of historical topics. These included conferences on the *Peripheries of the Russian Revolution of 1917*, *The History of Humanitarianism*, *Colonialism and Education in Comparative Perspective*, *'Arrival Cities: Urban Spaces of Mobility in European History*, and *Legacies of the Enlightenment*. Professors Etkind, Judson, and Kolář continued their successful lecture series on 'History, Memory, and Politics in Central and East Europe.' Professor Van

**Department of History Admission Rates
(150 applications)**

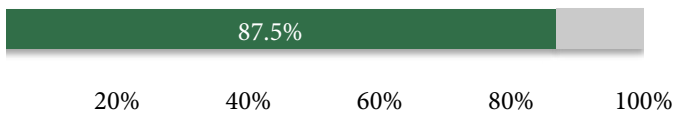
Figure 4



*This figure refers to the 2017-18 recruitment procedure. Not admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

**HEC Ph.D. Completion Rates,
2010 cohort**

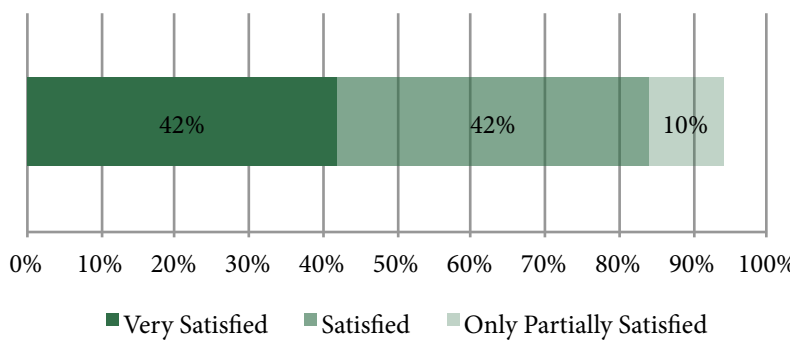
Figure 5



*Completion rate is calculated as the ratio between the number of doctorates awarded vs. number of researchers admitted to the programme for a specific cohort (PhDs awarded/intake in 2010).

**HEC Ph.D. Supervision Satisfaction Assessment
2016/17**

Figure 6



*These figures reflect the reply to the question: How satisfied are you generally speaking with your supervision arrangements in your department at the EUI?

Translators as historical actors

The HEC department at the EUI, with Professor Ann Thomson as a lead, in collaboration with the History Department of Florence University and ISPF-CNR, Milano-Napoli, has organised a series of workshops as part of a wider programme of research on the history of translation. Historians have increasingly focused on the importance of translation to the construction of a connected modern world, and the study of translation has become a dynamic and expanding field. A critical output of this programme will be an online collaborative database of translators who played a vital but neglected role in the European Enlightenment of the long eighteenth century.

Damme inaugurated the lecture series 'Thinking Science at Large - Towards a Connected History of Science' in cooperation with the History of Science Working Group. In her capacity as Gender Chair and in conjunction with the Robert Schuman Centre, Professor Downs organised the annual and highly successful Ursula Hirschmann lecture, this year by economist Nancy Fraser. The Department also con-

tinued to participate in the annual graduate student conference that it co-sponsors with the Central European University and the University of Vienna (the GRACEH conference), this time hosting the international conference in Florence.

Future Challenges

While the Department is pleased to have developed a coherent, focused, and distinctive program that rests on the close personal mentorship of doctoral candidates by their professors, it nevertheless faces ongoing institutional challenges. Its research projects generally demand that professors and Ph.D. researchers spend time in archives often located far from Florence around the world. The increasing focus both on the history of Europe in its global contexts as well as on topics of European integration means that it is necessary to fund more expensive researcher missions to archives that are further away, despite the fact that more researchers now also make use of the resources of the Historical Archives of the EU. The faculty are also playing a more active role in helping to prepare researchers to take advantage of a greater range of future employment opportunities. More training work-

shops are now offered for researchers in their third and fourth years, aimed at increasing their preparation for a range of professions. The Department has also negotiated collaborations with other European universities that will offer the researchers valuable teaching experience. One final challenge to be faced in the next year is the prospect of maintaining the focus with a diminished professorial staff. As the Department transitions from 13 professorships to 12, it remains committed to maintaining leadership in its main research areas without sacrificing any of its ability to cover them in depth and through broad regional coverage.

A list of the new [Ph.D. Researchers who arrived in 2017](#) may be found on the departmental web pages. Thesis defences for that calendar year, including brief abstracts of the dissertations, are also available [online](#).





Department of Law

Head of Department:
Professor Deirdre Curtin

The Department of Law is distinctive among its European peers in its commitment to contribute to a better understanding of the role that law and legal institutions play and can play at different levels in contemporary European and global society. It does so in a cosmopolitan and vibrant research environment that is uniquely situated outside the backdrop of national legal systems. The Department's professors, post-doctoral fellows, doctoral candidates and LL.M. candidates explore the most significant challenges facing the EU and the world. Its ambition is to shape the terms of legal debate in Europe and beyond, especially on themes of European integration as well as international and transnational cooperation.

The Department offers a highly structured Ph.D. programme which is designed to train future legal scholars. Researchers work closely with their departmental supervisor but also other professors to develop and implement their projects. In addition, the LL.M. programme is geared to strengthening students' research skills. Ph.D. and LL.M. researchers admitted in 2017 and their research topics can be found at the following [link](#).

Major Research Fields and Impact

In spite of the small size of the Department, research is foregrounded on very salient themes in a manner that is leading and innovative in Europe. In addition to disseminating departmental research through books and peer-reviewed articles with leading international publishers and journals, a range of the findings are available on open access [working papers](#) or dedicated websites, some of which are indicated below. The Department traditionally hosts large scale and smaller scale projects that hone in on fundamental aspects of European and international legal systems. This is done in a rigorous manner

that often combines both a multi-disciplinary law in context approach with an ability to cover many (European) national legal systems in a comparative manner in a horizontal fashion. The research is multi-level in terms of actors and hierarchy, ranging from comparative work on courts, remedies, and enforcement authorities to more general systemic effects, for instance at the constitutional level, both European and national. For example, in 2017 the longer-term project ([Euro-Crisis Law](#)) culminated with the publication of *Constitutional Change Through Euro-Crisis Law* with Cambridge University Press. Exploring options for improving the governance of the Euro-area work continues as part of a Horizon 2020 multi-disciplinary programme: [ADEMU](#) (A Dynamic Economic and Monetary Union). Other projects start out more small scale but with clear longer-term ambitions and non- 'legal' deliverables, too. Professors Micklitz and Sartor jointly obtained funding for a project, CLAUDETTE, which aims to determine the extent to which

Geo-blocking

Geo-blocking occurs when a consumer is not allowed to use a website hosted in another Member State to buy goods or services (e.g. shopping on [shops.fr](#) from Italy), or when a consumer is offered a different price than a consumer making the same booking from another country. These practices caught the eye of the European legislators and a regulation to prevent geo-blocking was approved. Professors Giorgio Monti and Miguel Maduro, together with Dr Goncalo Coelho (EUI PhD now in private practice in Lisbon), carried out a study at the EUI on how EU law could prevent geo-blocking. Suggestions were made to the European Parliament as to how the regulation could be modified: this modification ensures that there is a public body to enforce the rules, as, given the small sums involved, private actions are unlikely.

it is possible to support the detection of potentially unfair and unlawful clauses, both in consumer contracts and in privacy policies, through automated tools, based on computational linguistic and artificial intelligence. During 2017, the project led not only to the preparation of some research papers but also to the development of a very promising software prototype.

The Department aims to contribute, in a leading manner, to a better understanding of the role that law plays and can play in contemporary society, in Europe and beyond. With this in mind, the Department reaches out and engages with relevant policy initiatives as they are being developed, hosts and deliberates with stakeholders and civil society and publishes in an accessible open access manner in working pa-

pers and policy papers, and hosts specific and targeted websites. For example, a special workshop on ‘[The Future of Economic & Monetary Union – law and policy issues of EMU reform](#)’ explored proposals for reform which had just been issued by the Commission. Other events are more tangential and look back over a longer period of policy development, with invited policy practitioners and civil so-

ciety representatives as well as scholars across a range of disciplines (e.g. on twenty-five years of the EU Area of Freedom, Justice and Security). The Department also actively engages with the world of high-level policy-making by taking part, among others, in events in Brussels, Frankfurt and elsewhere where our expertise and viewpoints are sought out by policy-makers and other stakeholders. The Department is also closely engaged with national and European judges, agencies and other enforcement authorities (for example, through the [Centre for Judicial Cooperation](#)).

New Professors

A number of professors’ contracts are coming to an end and the Department has embarked on a new recruitment exercise for multiple Chairs. When hiring new staff, the Department takes recruitment processes as an occasion to reflect on how to develop its Ph.D. programme and its research ambitions. Two new professors joined the faculty in 2017 and they will help lead the Department in new directions.

Professor Joanne Scott has a Chair in European Law and is on special leave from the Faculty of Laws, University College London (UCL) where she has taught since 2005. Her research interests are in the areas of environmental

Indicators in Global Governance

The project aimed to critically reflect on the rise of numbers, indicators and metrics as modes of global governance. Bringing together producers, consumers and critics of global indicators from governments, NGOs, international organisations and European institutions, the workshops resulted in the publication of a state-of-the-art Handbook on Indicators in Global Governance (Palgrave 2017). The Handbook is a critical user’s guide to the new “avalanche of numbers” in global administration, and it is relevant to policy makers, scholars and institutional leaders trying to better understand the promise and pitfalls of metrics and measures in global governance.

Figure 7

**Department of Law Admission Rates for Ph.D.
(239 applications)**

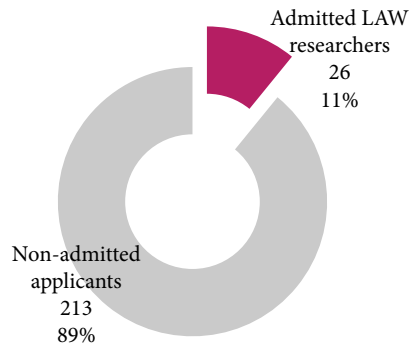
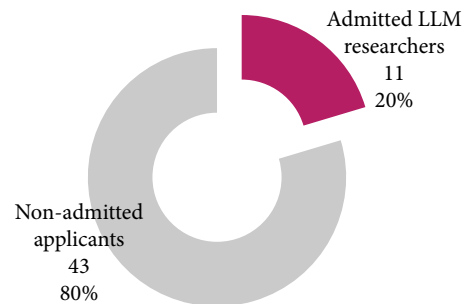


Figure 8

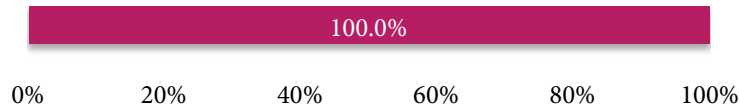
**Department of Law Admission Rates for LL.M.
(54 applications)**



*This figure refers to the 2017-18 recruitment procedure. Not admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

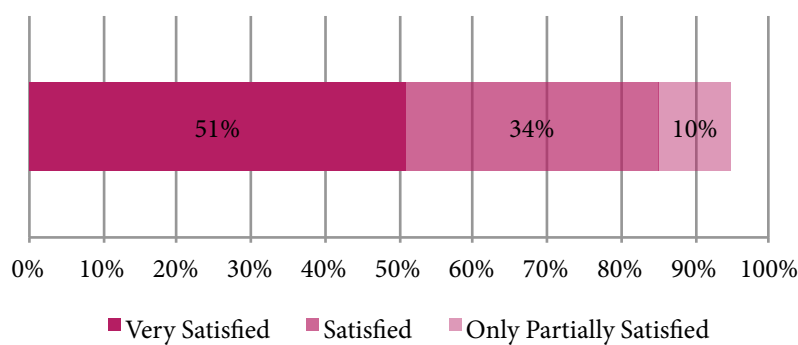
Figure 9

**LAW Ph.D. Completion Rates,
2010 cohort**



*Completion rate is calculated as the ratio between the number of doctorates awarded vs. number of researchers admitted to the programme in a specific cohort (PhDs awarded/intake).

**LAW Ph.D. Supervision Satisfaction Assessment
2016/17**



*These figures reflect the reply to the question: How satisfied are you generally speaking with your supervision arrangements in your department at the EUI?

Figure 10

law and climate change law. She explores the theme of EU extraterritoriality in her recent work following the award of a Major Research Fellowship from the Leverhulme Trust (2012-2014). Professor Scott also has research interests in new modes of EU governance and in the relationships between different legal orders.

Professor Peter Drahos has a Chair in Law and Governance and joins from the RegNet School of Regulation and Global Governance at the Australian National University. His research interests are wide-ranging and include the application of theories of regulation and governance to the institution of science, the emergence, function and use of intellectual property rights, the relationship between climate change and energy governance, regulatory capitalism and its future, and the role of BRICS countries in globalisation.

In addition, the Department hosts visiting professors from other universities. In 2017, it has hosted more than 30 colleagues, mostly from Europe and the United States. They have been integrated into the teaching programmes and have participated actively in presenting their projects and engaging with the researchers.

The Ph.D. and LL.M. Programmes

The Department offers a broad range of departmental, training and research seminars to all its researchers. In some cases, Fernand Braudel and Marie Curie Fellows and Max Weber Fellows join professors to co-teach seminars. The researchers thus benefit from a programme that affords them considerable opportunity to learn to use a range of different research methods. The 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. It is becoming increasingly clear 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. In 2017 Professors Sadl, Micklitz and de Witte, together with visiting Professor Bengoetxea, ran a very interactive and well-attended intensive Law in Context course offering an overview of different approaches to law (socio-legal approach, doctrinal approach to law), key concepts pertaining to legal research (interpretation, argumentation, justification, reasoning with precedent) and methods of legal analysis (rational reconstruction, coherence). Its particular focus was on the law in context approach, which seeks to explain and understand law in its social,

Research Network on EU Administrative Law (ReNeual)

Professor Deirdre Curtin is a founding member of the ReNEUAL Steering Committee, a transnational Research Network on EU Administrative Law, which drafted the Model Rules on EU Administrative Procedure. These are designed as a draft proposal for binding legislation identifying best practices in different specific policies of the EU which reinforce general principles of EU Law. This work has now been taken up by the European Parliament and the Commission. The Model Rules have been awarded the 2018 Altiero Spinelli Prize for Outreach: Spreading Knowledge about Europe.

political and economic context rather than as a detached and autonomous system of rules and principles.

Our doctoral candidates 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 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 2017, the Department decided to contribute further, by funding the Prize 'EJLS New Voices' for the first time. In recent years, the Department has 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 2017, courses were offered on *EU Banking and Monetary Law*, *International Law*, *Perspectives on Law and Society* and *A Feminist Introduction to Legal Methods*. These serve to give researchers much needed teaching experience on core topics.

The list of Ph.D.s awarded in 2017 can be found on the following [link](#). A good number of these 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. The Department's graduates find employment in academia, legal practice and international organisations.

Academy of European Law

The Department is a natural place to situate certain kinds of projects, secretariats (European Society of International Law), journals and summer schools that reach out to a wider community beyond its own researchers. The Academy of European Law has for many years organised a prestigious annual summer school in human rights law and in European law that attracts a wide range of legal researchers and practitioners from across Europe and beyond. In 2017, participants from 41 countries attended, contributing in a concrete manner to the EUI's mission of fostering the advancement of learning, particularly in relation to the European project. In addition, the courses inspire a considerable number of participants to return to the EUI as LL.M. or Ph.D. researchers. The 2017 Human Rights Law course focused on human rights and global governance, with the General Course delivered by former Academy Director, Professor Gráinne de Búrca from New York University. The Law of the European Union offered a General Course on the EU and Brexit given by Professor Michael Dougan of the University of Liverpool and a series of specialised courses on new legal approaches to studying the Court of Justice.

Future Challenges

While the Department is pleased with the manner in which it provides an advanced research environment that enables research agendas which are frequently innovative, dynamic and attuned to contemporary questions and problems relevant to Europe and beyond, it faces a number of ongoing institutional challenges.

The Academy is seeking to further develop itself as a 'hub' for research collaboration, including within the EU, especially with universities in the EU and EU candidate countries with lower research capacity. A challenge is to devise and implement a strategy that will bring more high-quality, funded, research activities to the academy.

As a Department, links have already been increased with national universities in the Member States to provide teaching opportunities for the researchers and space for collaboration on Ph.D. training but these opportunities now need to be actively expanded. In terms of the LL.M. programme, the Department wishes to explore more flexible funding for the LL.M. programme so that it may become an even more attractive pathway into the Ph.D. programme, in particular where the available Ph.D. grants from a particular national grant authority are not filled.





Department of Political and Social Sciences

Head of Department:
Professor Fabrizio Bernardi

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. Research and supervision at the SPS Department focus 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, tax reforms and party transformations, normative debates on citizenship and human rights, religious conflicts and international security. In this broad-ranging research programme of the Department, there is a common emphasis on integrating leading theories 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 is the geographical diversity in the composition of its faculty and of the doctoral candidates. The newly admitted researchers are not only recruited 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. In admitting researchers with different backgrounds and initial levels of training from all over Europe, the Department thus plays a crucial role in equalising opportunities for doctoral research across the EU.

Research

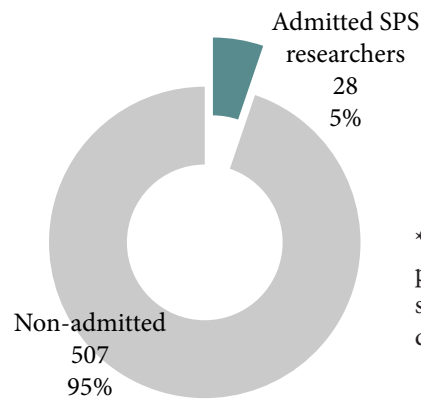
The best indicator of distinction and academic excellence of the SPS Department can be seen in the very high number of faculty members who have received a European Research Council (ERC) Grant. In 2017, two professors held an Advanced ERC grant while two others had recently completed their ERC project in 2015 or 2016. With fourteen full-time professors in 2017, about one third of the faculty held or had just completed an ERC project. In addition to research, the core activities of the Department are doctoral training and supervision.

Doctoral Programme

The admission rate for the Ph.D. in the SPS Department is exceptionally competitive. In 2017, the Department had 535 applications (about 40% of the total of the applications at the EUI) and 28 new Ph.D. researchers were admitted, from 19 different countries. A list of these researchers, along with a brief description of their research interests, is available [online](#). The ratio of selected candidates to applicants is about one in 20 – a strong indicator of the attractiveness of the Department for young academics in Europe and beyond. The highly competitive selection process also ensures that the quality of the intake of researchers is very high, enabling SPS to build a community of strongly motivated, open-minded, creative and academically excellent researchers from different countries. Second, the completion rate (93.4% for the cohort that started the Ph.D. in 2010) and the overall satisfaction rate with supervision in 2017 (close to 90% considering those very satisfied or satisfied) are extremely high and suggest that the doctoral programme is making excellent progress. A complete list of all the [theses defended in 2017](#) is available on the SPS website. Third, probably the best indicator of the quality of a doctoral programme is the placement record of its graduates. The results for the SPS Department are again very satisfactory. The 69 SPS researchers who in 2016 and 2017 defended their theses are now working as post-doctoral researchers, researchers or assistant professors in top academic institutions or international organisations in 21 different countries. The detailed job placement record of each graduate is available [online](#).

Figure 11

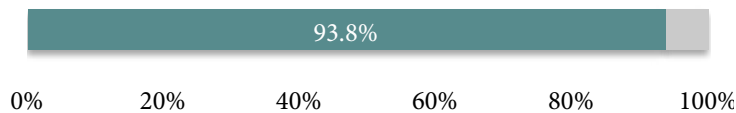
**Department of SPS Admission Rates
(535 applications)**



*This figure refers to the 2017-18 recruitment procedure. Not admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

Figure 12

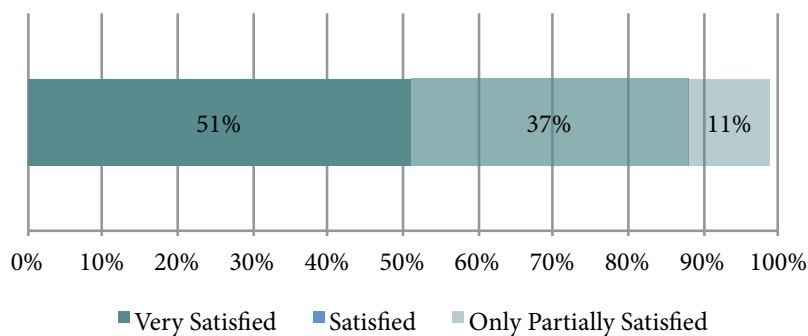
**SPS Ph.D. Completion Rates,
2010 cohort**



*Completion rate is calculated as the ratio between the number of doctorates awarded vs. number of researchers admitted to the programme (PhDs awarded/intake).

Figure 13

**SPS Ph.D. Supervision Satisfaction Assessment
2016/17**



*These figures reflect the reply to the question: How satisfied are you generally speaking with your supervision arrangements in your department at the EUI?

Developments and Challenges

In 2017, the Department faced four major developments and ongoing challenges to maintain its leading position among social science departments in Europe and to confirm and improve, if possible, the excellent performance of the doctoral programme. These developments required strategic steps to ensure:

1. securing the replacement of faculty members due to the natural turnover of professors;
2. the consolidation of the reform of the SPS doctoral programme that was started in the previous years;
3. the integration of post-doctoral fellows and of senior and junior visiting fellows; and
4. the greater visibility and impact of the research undertaken in the Department outside the EUI

The first major challenge is to secure outstanding replacements for professors who left the Department. Professor Anton Hemerijck (professor at the Vrije Universiteit, Amsterdam) and Professor Ellen Immergut (professor of

comparative politics at Humboldt University, Berlin) joined the Department in 2017. With these appointments the Department notably strengthened its position in the area of comparative politics and welfare state research. During 2017 three additional professorial recruitments were completed. Professor Elias Dinas (former professor of Comparative Politics at Oxford University) was appointed as Joint Swiss

Political Conflict in Europe in the Shadow of the Great Recession (POLCON)

The ERC Advanced Grant POLCON project led by Professor Hanspeter Kriesi studies political conflict in Europe during the Great Recession through analysing political contestation. Has the Great Recession changed the long-term trends of political conflict? Results vary substantially across Europe: in the electoral arena, as they have been marginal in the Northwest, while party systems in the South have undergone profound transformations, and have followed a path of consolidation in Central and Eastern Europe. The South was faced with a protest wave during the Euro crisis, whereas protest was weak in the other two regions. By the end of the crisis period (2015), protest had reached record low levels across Europe.

Chair in Federalism, Democracy and International Governance to replace Professor Alexander Trechsel, Professor Juho Härkönen (former professor at Stockholm University) was appointed as Chair in Sociology to replace Professor Hans Peter Blossfeld and Professor Andrea Sangiovanni (former professor at King's College London) was ap-

pointed to replace Professor Rainer Bauböck. The appointment of these three new professors guarantees research and supervision continuity in the key areas in which the Department has constructed its international reputation over the years. These strategic areas cover the study of comparative political behavior (Dinas), social demography and the life-course (Härkönen) and political theory (Sangiovanni).

The second challenge faced by the Department is to enable its Ph.D. candidates to fulfil their full academic potential by conducting high level research, completing high quality theses, and later competing for the best positions in Europe, the US and the rest of world. The Department has a distinctive programme of teaching in quantitative methods that spans the three terms of the first year and the first term of the second year, hence bringing its programme in line with and, in some cases, ahead of other major social science departments in Europe. The Department has further strengthened the teaching of qualitative methods with the organisation of workshops on in-depth interviews and field work. During 2017, methods training at the SPS Department was also strengthened by fruitful collaboration with the EUI Data and

The Individualisation of War (IOW)

The interdisciplinary ERC Advanced Grant project led by Professor Jennifer Welsh on the 'Individualisation of War' (IOW) analyses the increased prominence of the individual in armed conflict. Individualisation has generated new kinds of 'humanitarian' wars and peacekeeping missions, as well as weapons which enable both targeted killing and the protection of civilians. It has also facilitated the injection of human rights law into armed conflict law, and a new class of international crimes for which individuals can be held accountable.

The research has two main outcomes: 1) the first conceptual framework for understanding individualisation; and 2) concrete recommendations for policy actors on ethical, legal, or political challenges, and on resistance to human rights.

Family dynamics and inequalities in children's life chances

The FP7-funded project coordinated by Professor Fabrizio Bernardi studied the effects of family forms and dynamics on children's long-term welfare in Europe. The key question was whether changes in family structure (single-motherhood, union dissolution) contribute to the intergenerational reproduction of inequality. Given that in many countries it is very common for children from lower socioeconomic backgrounds to live without at least one parent, family structure has often been held responsible for explaining part of the large inequality of educational opportunities between the socioeconomic groups observed. The result of the project contradicts this common argument and suggests that family structure plays a much smaller role in the reproduction of inequality than was previously thought.

Methods Clinic. The Clinic has provided three useful types of service for the Department: a drop-in service with personalised assistance for researchers with problems related to the analysis of their data; the organisation of debates on methodological topics; and 'bring-in your results' sessions where researchers employing

the same statistical techniques can meet together and discuss issues related to their analyses and results.

The third development focuses on post-doctoral fellows attached to the Department via the Max Weber Programme. In 2017, the Department received 470 applications for 13 Max Weber post-doctoral fellowships associated with the SPS Department. This is another indicator of the leading position and attractiveness of the Department for young academics who have completed their Ph.D. in top schools in Europe and North America. Starting with the cohort of 2018-19, the Department foresees new teaching opportunities for the Max Weber fellows within the SPS doctoral programme. This development will further ensure the integration of the Max Weber Fellows into the academic life of the Department. In 2017, the SPS Department also hosted 22 senior fellows (including 8 Fernand Braudel fellows and 14 visiting fellows) and 12 visiting Ph.D. students coming from a total of 14 different countries. Acting as a hub for many senior and junior international scholars from many different EU countries, the SPS Department has further pursued

its mission of promoting academic excellence and exchange in Europe.

A final development regards the visibility and diffusion of the results of the research undertaken in the Department. Apart from the frequent contribution of the faculty to the media and academic blogs, in 2017 the SPS Department started an initiative to increase the impact of the research results of its Ph.D. candidates. Once a month, excellent theses defended in the Department are presented on the SPS website. This information consists of a one-page summary in non-technical language that can be easily accessed by an external audience. This initiative has been termed the SPS ‘thesis of the month’. A complete list of doctoral theses defended in the Department in 2017 can be viewed [online](#).

To conclude, the combination of the outstanding academic excellence of the faculty, our doctoral candidates 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 further improve its position as a leader amongst major social science departments, while contributing to the construction of a common space for graduate and post-graduate education and research in the social sciences in Europe.





The Graduate Programme

Dean of Graduate Studies:
Professor Martin Scheinin

The Institute is committed to academic excellence in Ph.D. education through supervision, teaching, and training, and the intellectual environment that is cultivated ensures that every dissertation defended here makes an original contribution to its respective field. The EUI makes every effort to ensure that its Ph.D. 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 Ph.D. programme.

The doctoral programmes aim not only to support researchers in producing a strong Ph.D. thesis, but also to provide them 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 and conferences, teaching experience opportunities, and career support. The four departments and the Academic Service operate in close collaboration to guarantee that a wide range of courses and activities are offered towards these ends.

The Dean

The doctoral programme is coordinated by the Dean of Graduate Studies. The Dean is appointed for a three-year term, and, since January 2016, the Dean in office has been Professor Martin Scheinin. The Dean liaises with the four academic departments, in particular with the Director of Graduate Studies in each department, for all that concerns teaching and supervision in the doctoral programme. The Dean 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, which 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. The Dean is also a member of the contract renewal committees of professors and an *ex officio* member (and currently elected Chair) of the Ethics Committee.

The Dean promotes an academic environment where doctoral studies and post-doctoral research complement each 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, the Dean 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 scrutiny relates, first and foremost, to the Academic Rules and Regulations and, secondly, 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 2017, 1200 candidates applied to the Institute and in September, 112 new researchers registered for the Doctoral and LL.M. Programmes. This represents an acceptance rate of about 9.3% compared to 8.3% 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 the 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) may also be eligible. The Italian Ministry of Foreign Affairs and International Cooperation 'Grants for Foreigners' Programme continued in the 2017 admissions to award grants to students from Eastern Europe (Belarus, Moldova and Ukraine), Turkey, Armenia, Azerbaijan, Georgia, Central Asia (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.

Figure 14

**Applications for PhD and LLM Programmes
(last five years)**

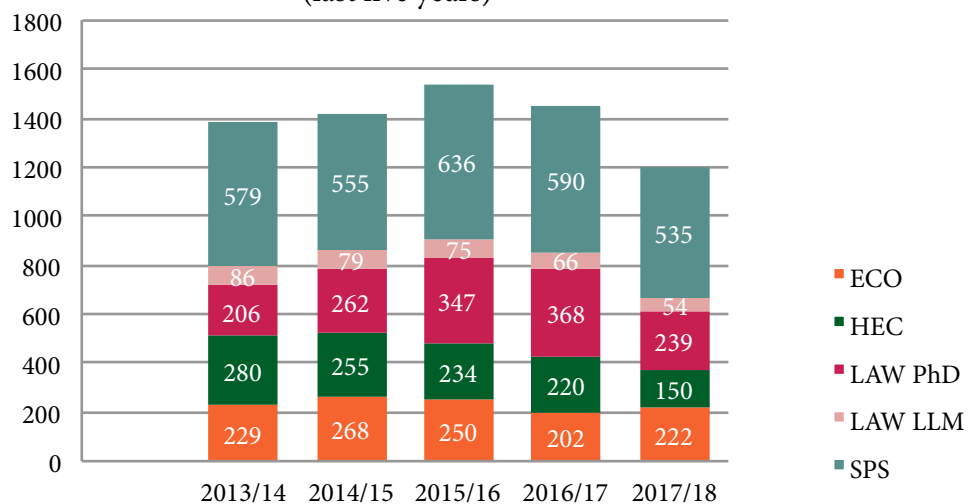
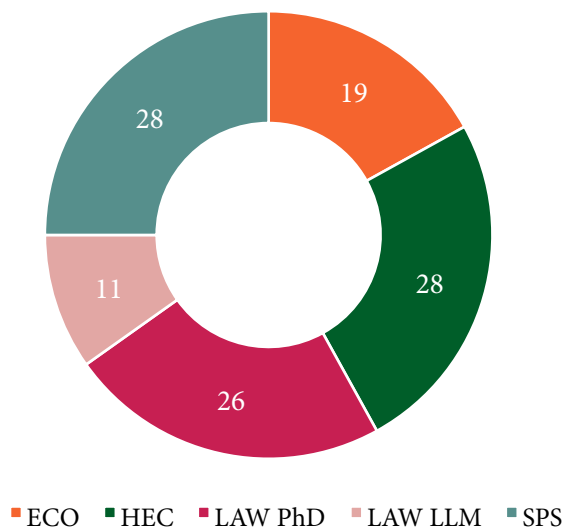


Figure 15

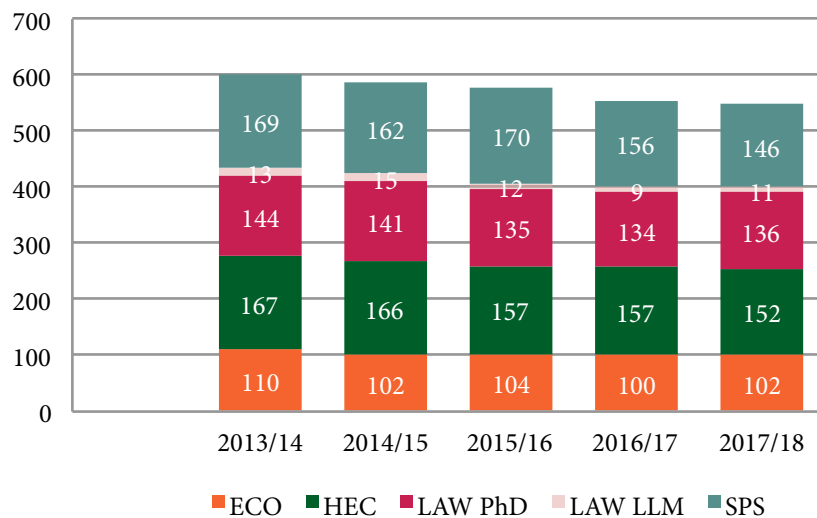
**New Registrations in 2017
(total = 112)**



The very small number of special grants is a major challenge to the Institute's strategic priority of achieving wider internationalisation.

The total number of researchers registered in the doctoral programme (1st to 5th year in the academic year 2017-2018) was 547. The number of full-time faculty members in the four academic departments was 50.

Figure 16 **Total Number of Registered Researchers**
(last five years)



Completion

In 2017, a total of 108 researchers successfully defended their doctoral thesis (15 in the Department of Economics, 32 in the Department of History and Civilisation, 23 in the Department of Law, 38 in the Department of Political and Social Sciences), compared with 116 and 110 for the previous two years. As for the LL.M. programme, of the 9 researchers admitted in September 2016, all successfully completed the programme and 3 of them transferred to the second year of the Ph.D. programme in Law.

The completion rate of the Doctoral Programme has remained high, with the average completion rate (Ph.D.s awarded / researchers admitted) for researchers admitted from cohort 2006 to 2010 (inclusive) standing at 85.3%. The completion rate for the cohorts of 2011 and 2012 is also steadily moving towards the same level. For several years now, measures have been 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 for researchers admitted from cohort

Table 1: Completion Rates, Summary of Cohorts 2006- 2010

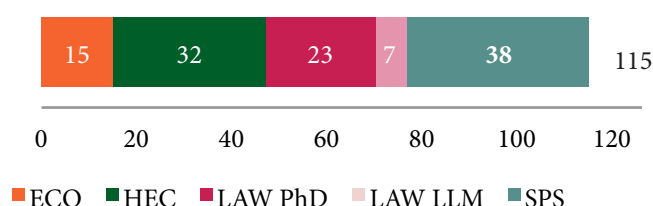
2006	87.0%
2007	88.9%
2008*	81.5%
2009**	81.3%
2010***	89.1%
Overall rate for cohorts admitted from 2006-10****	85.3%

Figures for 2008, 2009, 2010 and the overall rate are provisional as four researchers from these cohorts (2008-1; 2009-2; 2010-1) may still defend their theses but have not yet done so due to intermissions they have taken in their programmes.

2006 to 2010 (inclusive) is 4.20 years and the median time to defence is 4.78 years, demonstrating that the Institute's structured doctoral programme functions effectively as a four-year programme, even if the fifth (unfunded) year or a part of it is often needed before the defence can be held. The Department of Economics in particular, however, has voiced a need for fifth-year funding, referring to competitive comparable programmes which offer this elsewhere, as well as the need to closely integrate job placement with Ph.D. studies.

Figure 17

Defended Ph.D. and LL.M Theses in 2017



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; these were moved online in 2017. 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. In the 2017 general supervision survey, 86.5% of respondents indicated that they were either 'very satisfied' or 'satisfied' with their supervision. Responses that indicate dissatisfaction are taken very seriously, with every effort being made to address their causes promptly and efficiently.

Rethinking the Doctorate

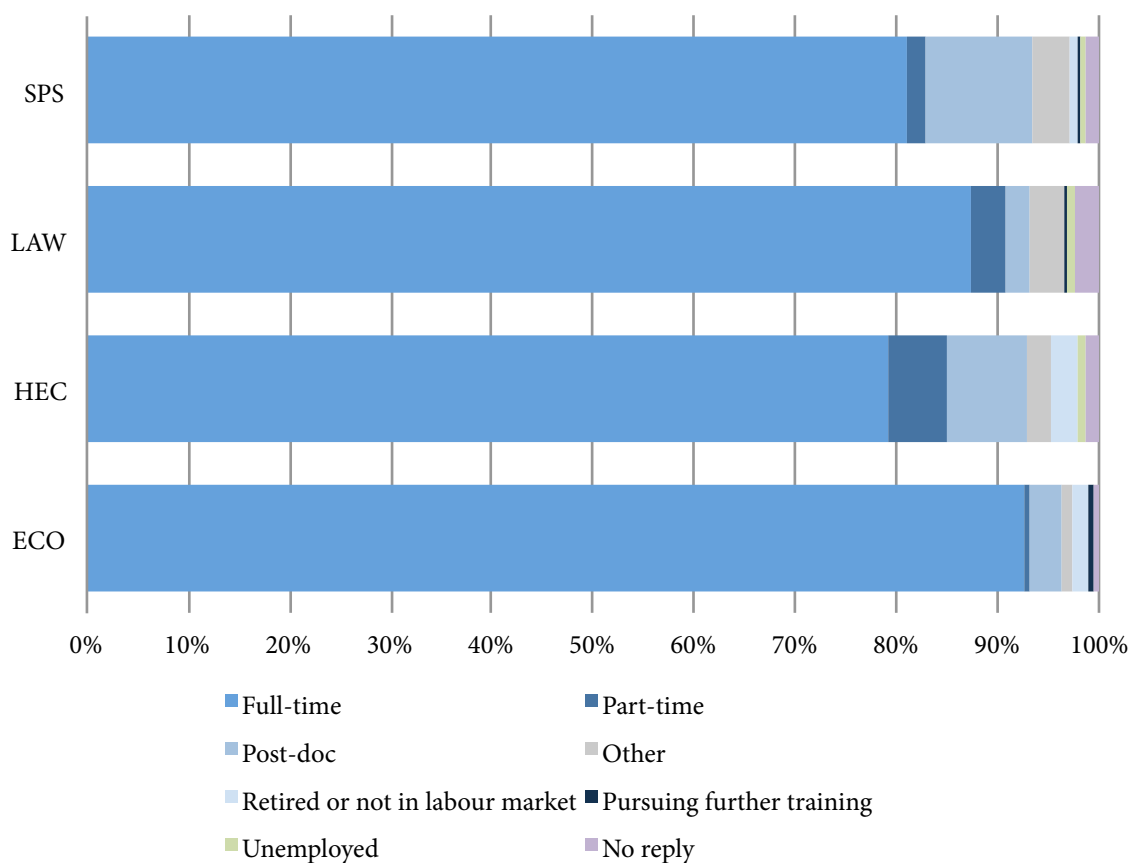
In early 2017, a designated task force led by the EUI Dean and composed of five external experts from different disciplines across Europe delivered its report *Reforming the Doctorate in Social Sciences: A Report on Good Practice*. This document provides the basis for internal and European-level discussions on reforming and rethinking doctoral education in the disciplines of interest to the EUI. Through this project, the Institute seeks not only to assess and improve its own doctoral programmes 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. During 2017, the Report was discussed with the High Council, Research Council and Academic Council of the EUI, as well as in January 2018 at a major workshop on the 'Impact and Outcomes of Doctoral Education Reform in Europe', convened by the European University Association's Council for Doctoral Education.

Employment Outcomes of EUI Alumni

A recent survey aimed at all EUI alumni was launched at the beginning of 2018. Respondents to our survey reported very high employment rates, with more than 86% reporting full-time employment status; 3% reporting part-time employment; 6% reporting holding a post-doctoral position, and around 2.5% reported 'other'. Around 1% of our respondents reported either being unemployed or on a career break, .5% in a training programme, and another 1% reported being retired. The following figure illustrates responses by department.

Figure 18

Employment Status of EUI Alumni (total respondents = 1003)







Max Weber Programme for Postdoctoral Studies

Director: Professor Richard Bellamy

The Max Weber Programme (MWP) for post-doctoral studies is one of the largest of its kind in Europe, bringing together more than 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. Eighty percent of Fellows come for a single intensive year, with the remaining 20% benefitting from a second year. The programme 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 95% of Fellows securing a temporary or permanent position before leaving the programme. A full list of Fellows for [2016-2017](#) and for [2017-2018](#) can be found by clicking the hyperlinks.

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 95% 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 five years out of their Ph.D.

programme, 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. candidates. The Programme's events, such as the distinguished Max Weber Lecture Series 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 internationalise the EUI through its global reach. Over the past twelve years, the MWP has had applicants from 120 countries and appointed more than 500 from 43 different nationalities.

The strengths of the Max Weber Programme can be seen in the following facts and figures regarding the high numbers of applications for the programme in the academic year 2016-17 for 2018-19, along with the gender, nationality and disciplinary balance achieved when just 4% of them were selected to become Fellows for these academic years. They reveal the global reach and multidisciplinary character of the programme, and the Programme's commitment to gender equality. The phenomenal success of Fellows on the job market is also reported.

The 2016/17 and 2017/18 cohorts

The 2016/17 cohort, whose Fellowship ran from September 2016 to August 2017, was composed of 57 Fellows, distributed across the departments as follows: 8 in Economics, 12 in History, 10 in Law, 17 in SPS and 10 in the RSCAS. 53% of the Fellows were female and 47% were male. The 2017/18 cohort, which entered in September 2017, is composed of 64 fellows: 12 are affiliated with the Economics Department; 12 with History; 14 with Law, 16 with SPS and 10 with the Robert Schuman Centre. 47 % percent of the admitted fellows are female, while 53% are male.

Applications and selection for the 2018-2019 intake

The Max Weber Programme released the call for the academic year 2018/19 in July 2017 and received 1151 applications. Applications came mostly from Europe, Asia and North America. The global reach of the Programme was highlighted by applications from 94 different nationalities.

Figure 19 Applications to the Max Weber Programme by world region in 2016 and 2017

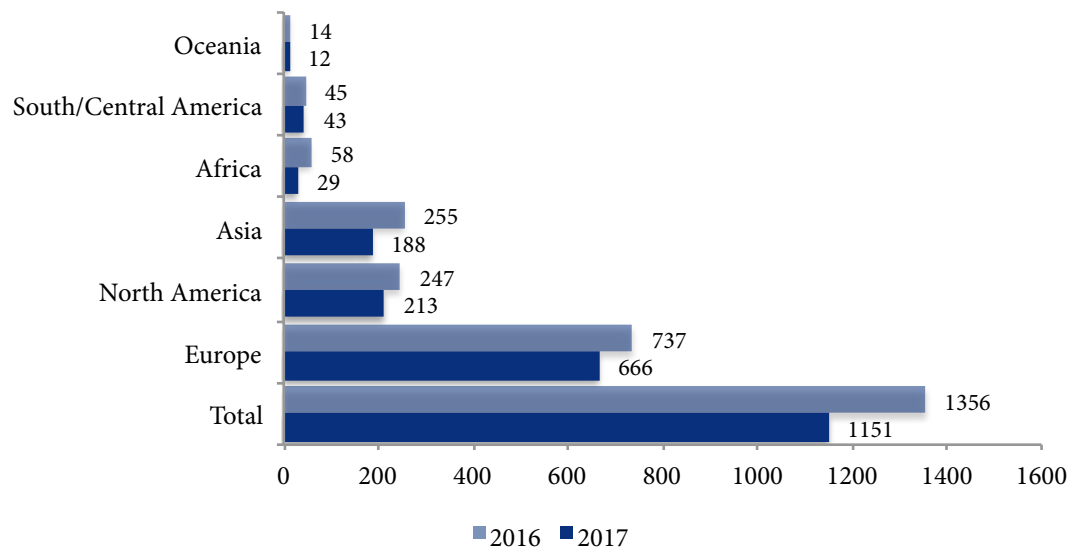
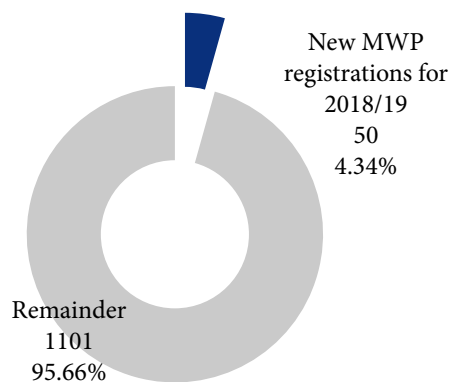


Figure 20 Outcome of applications for Max Weber Fellowships for Academic Year 2018/19 (1151 applications)



*These figures refer to the 2018-19 recruitment procedure. The remainder of applicants includes not selected applicants, withdrawals, reserve candidates for admission.

The number of applications received in 2017 was lower than the 1356 applications from 99 countries the previous year. However, the large number in 2016 was an outlier in the general trend of applications since 2006, whilst applications in 2017 are much more in line with it.

The main decreases in applications were from the United Kingdom (-34), Turkey (-29), Canada (-23) and India (-15).

Among the 94 countries of origin of applicants the lion's share goes to Italy (169) and the United States (159), followed at a distance by Germany (73) and the United Kingdom (64), which, in spite of a consistent drop, still figures among one of the main pools of applicants at country level.

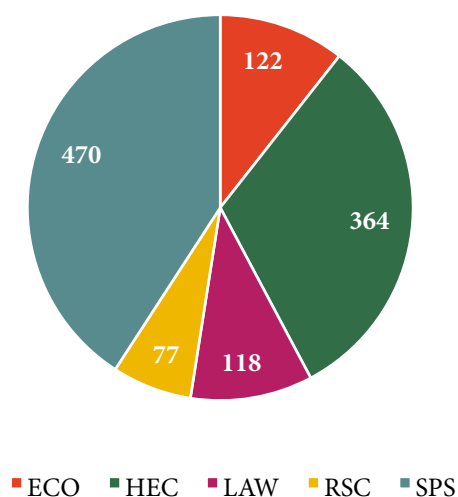
Out of this pool of countries, 50 applicants – equal to a success rate of 4.35% - from 24 different nationalities have been offered a Fellowship for the year 2018-2019. Including the 11 awardees selected in 2016 who continue for a second year, the 2018-2019 cohort of Max Weber Fellows will total 61 Fellows coming from 27 different countries.

Departments

Fellowships are shared broadly equally between Departments, with the exception of the Department of Political and Social Sciences which admits 50% more because it contains two disciplines - Sociology and Political Science – and has the largest share of applications. The differences in numbers of applicants mean that success rates differ between Departments. SPS and History remain the most difficult programmes to enter, at 3% of applicants. Around 4% of applicants who desire an affiliation with Economics are successful, while 9% of applicants applying for Fellowships within Law and the Robert Schuman Centre succeed. The average success rate across all departments was 4.35%.

Figure 21

Applications by department, 2017



Gender

The overall gender balance of men to women among applicants to the MWP tipped towards male applicants, with more men than women (57% to 43%). The gender balance among the applicants selected for a Fellowship is better. The total for Fellows selected so far for 2018-19, including those continuing for a second year is men: 29 and women: 32.

Job Market Outcomes

The Max Weber Fellows who completed our programme and entered the job market enjoyed excellent results at the end of their fellowships. 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 38 Max Weber Fellows on the job market in 2017, of whom 36 (94.73%) had obtained a job by the end of their Fellowship, leaving just 2 Max Weber Fellows (5.27%) without a job for the coming year at that point.

Figure 22 Job market outcomes for job-seekers at end of fellowship, last five years



Developments in 2017 and Beyond

Following a major Self-Assessment of the Max Weber Programme for the period 2013-2016, several changes have been introduced. First, a formal policy of paid Maternity Leave has been introduced. Second, as a way of better integrating Fellows into the Departments and the EUI as a whole, and to take advantage of the valuable role they could play as junior faculty within the Institute, it was decided to allow second-year Fellows to take on teaching and mentoring duties, for which they would receive an additional sum as a salary rather than a grant. So far only ECO and SPS have chosen to avail themselves of this scheme, although the other Departments have been encouraged to do so.

As part of the agreement with the Swiss authorities for the funding of the Swiss Chair, it was also agreed to coordinate with the IHEID in Geneva the possibility of a Max Weber Fellow spending a second year there, funded by them. The Programme is also in the process of developing an agreement for the sponsorship of two Portuguese applicants to the Max Weber Programme with the Portuguese authorities, adding to similar schemes funded by national authorities in Greece, Poland and Slovenia. It is hoped that this initiative can be extended to other countries in the future, including to states and funding agencies outside Europe, to further the internationalisation of the Programme.

Activities 2017

As well as having mentors in either a Department or at the Schuman Centre, most Fellows were organised into one of the five multidisciplinary [thematic research groups](#), each led by two or three professors, where they presented and commented on each other's work. Additionally, Fellows organised 11 [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. Fellows could also take our internationally recognised [Teaching Certificate](#), involving sessions on teaching training at the EUI and tailor-made teaching practice weeks at the Humboldt University, Pompeu Fabra and the University College London. They also had teaching opportunities at the EUI, the University of Florence and various American universi-

ties with programmes in Florence and 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 Max Weber Programme assisted Fellows on the job market. It also organised its now annual conference with research funders from across Europe and beyond, who offered advice on the submission of proposals.





Robert Schuman Centre for Advanced Studies

Director: Professor Brigid Laffan

Research at the Schuman Centre is grouped under three strategic themes that are of central importance to Europe's future prosperity and legitimacy. The themes shape and configure research output and activity. Under each theme there are programmes that have evolved since the Schuman Centre was established in the early 1990s. All Schuman programmes are characterised by a combination of research, education and policy dialogues in line with its mandate to engage vigorously with the world of practice on the basis of excellent academic research. To maintain and grow its research, the Schuman Centre competes actively for prestigious external research funding.

The strategic Schuman themes are:

- Integration, Governance and Democracy;
- Integrating Markets and Managing Money;
- 21st Century Global Politics and Europe.

Integration, Governance and Democracy

The European Union is the world's most developed case of transnational integration. Research on European institutions, governance and democracy has long been at the core of the Robert Schuman Centre's mission. The most important development in 2017 was the autumn launch of a new Programme, the European Governance and Politics Programme (EGPP). This programme is a successor programme to the European Union Democracy Observatory (EUDO) which contributed to cutting edge research on European politics, parties and public opinion over ten years. The decision to launch a new programme stemmed from an understanding of the significant shifts and shocks in European politics and the politicisation of the European integra-

tion process in recent years. The shifts and shocks pose strategic choices for the EU. The overarching research question of the EGPP is ‘Whither Europe’s Union’? Put simply, what is the trajectory or trajectories of the European Union in the context of the multiple crises that it has endured? Three research *foci* feed into this overarching question, namely, *European Politics in Turbulent Times*, *Public Policy and Political Economy and Governance*, and *Institutions and Law*. In the lead-up to the launch of the new programme, the Schuman Centre hosted a number of very stimulating and well-attended ‘Conversations on the Future of Europe’ moderated by Professor Philippe van Parijs (Robert Schuman Fellow and Université Catholique de Louvain) and *ad hoc* seminars on the multiple national elections that took place in 2017. The aim of the conversations was to promote a no-nonsense, multi-disciplinary discussion on concrete proposals for a better European Union. The Centre for Judicial Co-operation, one of the centres contributing to

Global Citizenship Governance

With more than 250 million immigrants, the question of how citizenship should be distributed has become an increasingly pressing issue, both morally and politically. This ERC-funded project, led by Liav Orgad, advances a new subfield in international law – International Citizenship Law (ICIL) – which aims to formulate international standards by which states can admit immigrants without changing their cultural heritage in any fundamental way and slipping into nationalism. The project sets out the theoretical foundations of ICIL, analyses the normative and structural implications of a future citizenship law regime, and explores the inter-relationship between ICIL, global migration, and constitutional identity. The project explores how technology can remodel citizenship and governance, and redefine the demos.

this theme, had a very successful year. It won two important contracts with DG Justice of the European Commission that focus on the transnational promotion of judicial cooperation in criminal matters. One of the grants looks at cross-border access to electronic data in criminal matters. The Centre for Media Pluralism and Freedom (CMPF) won two projects with DG

Connect; the first was related to actions that enhance information on the freedom of the media and media pluralism in Europe and the second was

on assessing the risk for media pluralism in EU and beyond by applying the Media Pluralism Monitor tool to 30 European countries.

Regulating Markets and Governing Money

The single market and the Euro are two of the most important policy regimes in the European Union, and the Schuman Centre undertakes research covering various facets of these critical issues. The Florence School of Regulation (FSR) continued to go from strength to strength, pioneering e-learning at the EUI. The launch of an innovative interactive e-learning platform by the FSR brings its courses to a global audience and in the process extends the reach of European regulation. The FSR is Europe's go-to place for high level policy dialogue about sectors of crucial importance to Europe. On 10th November at the EUI, the Florence School of Regulation (FSR), represented by Director Jean-Michel Glachant, signed a Memorandum of Understanding with the Brazilian Electricity Regulatory Agency (ANEEL) to mark the beginning of a partnership between the two organisations. The cooperation will focus on knowledge exchange via facilitation of research and training on the various electricity regulation topics such as electric storage connected to transmission and distribution grids; demand response; capacity markets; integration of electricity markets on a regional level and integration of renewable energies.

Professor Ramon Marimon, who holds the Pierre Werner Chair at the Robert Schuman Centre, is Scientific Director of a major programme on the future of the Euro. As 2017 was the penultimate year of the ADEMU project, it was a very exacting year for the research teams in this project; nine events associated with the project were hosted by the EUI. In September 2017, Professor Pisani-Ferry took over the Tommaso Padoa-Schioppa (TPS) chair from Richard Portes. Professor Pisani-Ferry plans to launch a major two-year programme on the Future of Global Governance. The Florence School of Banking and Finance completed its third year in 2017 and has continued to develop. In April 2018, it hosted its annual conference on the 'Changing Geography of Finance and Regulation in Europe' with 80 high-level participants from the public and private sectors. The range and number of participants in its training programmes continued to grow with more than 1000 individuals taking courses from over 40 countries and from 70 different institutions. The School ran six online seminars which attracted the participation of 3000 people from 50 countries. The annual executive

seminar on bank resolution was held in July with 35 participants from all of the relevant public and private institutions.

21st Century World Politics and Europe

The contemporary international system is characterised by a number of shifts and shocks that profoundly affect Europe and its future evolution. The three major programmes that undertake research in this field are the Global Governance Programme (GGP), the Migration Policy Centre (MPC) and the MED programme. All three programmes were very active during 2017. With the launch of the EGPP programme, there was a re-organisation of the GGP; the pillar on European and Transnational Governance moved to EGPP

and Global Citizenship (Globalcit) became a full pillar in GGP. The Global Economics group led by Professor Bernard Hoekman won a major H2020 bid (RESPECT) of €2.5 million as coordinators. The overarching goal of RESPECT is to identify options and opportunities for better realising the EU's soft power in achieving its external policy objectives. It does so through rigorous empirical analysis of the effects of trade and trade policy on non-trade policy objectives (NTPOs) and the development of conceptual

MEDirections (MED) Libya Initiative

Middle East Directions (MED), of which Professor Olivier Roy is the scientific advisor, has, over the course of 2017, consolidated and expanded the two pillars of its Libya Initiative, funded primarily by the German Federal Foreign Ministry. The pillars are those of research and dialogue support, and they aim to promote social reconciliation by bringing together influential Libyans to discuss a new social contract, in a country that has undergone two recent civil wars and is facing a protracted political and security crisis. This dialogue is designed and owned by Libyan activists, with MEDirections facilitating the work. MEDirections has started to mentor junior Libyan analysts, supporting them to research and write reports relevant to policy-makers.

frameworks to inform the design of a more coherent external policy mix. The cultural pluralism group under Professor Anna Triandafyllidou participated in a successful H2020 bid led by Glasgow Caledonian University that examines migrants and labour market integration.

The MPC under its new Director, Professor Andrew Geddes, launched an Observatory of Public Attitudes to Migration (OPAM). OPAM is the first Observatory of its kind dedicated to producing comprehensive, pan-EU data and accounts of public attitudes to migration in Europe. The OPAM team aims to produce a step-change in our collective understanding of perhaps the definitive public policy issue of the twenty-first century in Europe. The OPAM was launched on September 20th in Brussels. The activities of OPAM are organised around a data hub,

research and policy dialogues. In addition to research outputs, it has started to produce working papers, policy briefs and op-eds on this salient topic. Together with the Cultural Pluralism pillar in the GGP, the MPC was part of a successful H2020 bid which aims to shape a strategic research agenda on migration that will identify gaps, overlaps and connections within the available stock of migration research

The Middle East Directions Programme (MED) is the newest programme under this theme, having been launched in 2016. The MED Programme aims to become an international reference point for research on the Middle East and North Africa (MENA) region, a crucial area for Europe, by studying socio-political, economic and religious trends and transformations. The MED Programme's first summer school was held in July 2017. The main issues addressed were armed conflicts and violent radicalisation, sectarianism, and the crisis of state institutions, which are key factors transforming the MENA region. They have a profound impact on societies and on the regional order, as well as consequences at the international level. The Summer

Migration Policy Centre (MPC) Observatory of Public Attitudes to Migration

In February 2017, the Migration Policy Centre (Director: Prof Andrew Geddes) established the Observatory of Public Attitudes to Migration (OPAM), which gathers data on attitudes to migration in all 28 EU member states. OPAM draws on the fullest range of existing relevant public and private data to: produce and collate data that offers more nuanced understandings of public attitudes to migration; analyse European, regional, and country-specific trends and issues; and explain variation in public attitudes to migration across countries, across time, across different groups of citizens and across the life course within individuals. OPAM aims to provide robust causal explanations for variation and to effectively communicate its findings to policy makers, academics and citizens.

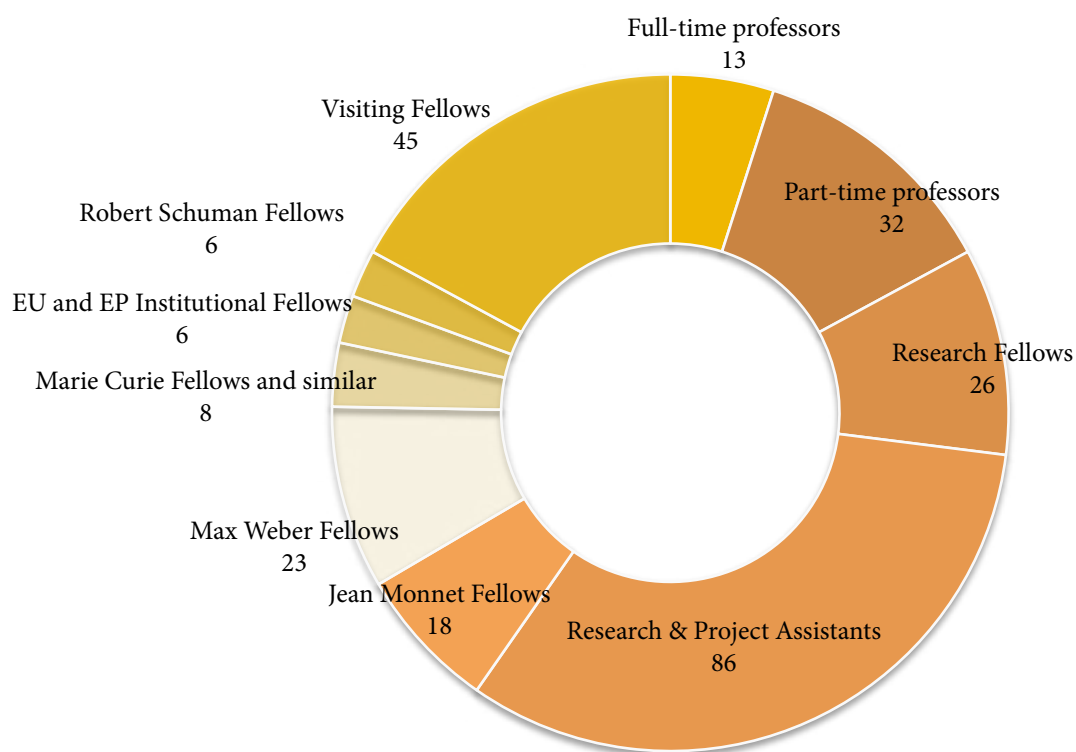
School, which was very successful, will be repeated in 2018.

Together with the GGP and the MPC, the MED Programme was successful in an H2020 bid coordinated by the Free University, Berlin. The project investigates the European Union's (EU) regional and global security environments in terms of areas of limited statehood in the EU's East and South. Here, central government authorities are too weak to enforce rules and/or do not control the monopoly over the means of violence and contested orders (CO) in which various actors challenge the rules according to which societies and political systems are and should be organised. The MED programme has a major Libya Initiative funded by the German Foreign Ministry. The Programme engages in research and dialogue support based on partnership with a group of Libyan community activists. The research track aims to inform policy makers in Europe and in Libya through analysis of the key dynamics and ongoing transformations in Libya, based on fieldwork and close collaboration with local analysts and researchers.

The Schuman Community

The Schuman Centre welcomed 100 Fellows from academia and the world of practice. The Centre's fellows are an integral part of the Schuman Centre's intellectual community. They renew and enrich the research and outreach activities and help the Centre to deepen its networks and ties in Europe and beyond. The Centre welcomed Professor Andrew Geddes as the new Director of the Migration Policy Centre (MPC), one of the Schuman Centre's renowned centres of excellence. Two joint chairs were appointed and will join the academic community in 2018. Professor Simone Borghesi was appointed as a part-time professor to lead the Florence School of Regulation (FSR) Climate group. Professor Federica Bicchì joined the Europe in the World pillar of the Global Governance Programme (GGP) and Professor Liav Orgad is directing an ERC project on 'Citizenships of the World.' Professor Jean Pisani-Ferry was appointed to the Tommaso Padoa-Schioppa Chair. The Schuman Centre welcomed three new Marie Curie Fellows working on migration and people smuggling, security strategies in East Asia, and legal rights and political economy. The Schuman Centre continues to be an attractive home for ERC grantees and Marie Curie Fellows. Links between the Schuman Centre and the disciplinary Departments are maintained by the joint appointments that are shared between them. Joint chairs contribute enormously to the intellectual com-

Figure 23 **Affiliated Members of the Robert Schuman Centre in 2017***



*These figures include the 2016/17 and the 2017/18 cohorts of Jean Monnet Fellows and Max Weber Fellows.

munity of the Schuman Centre. On 28th September, Professor Andrew Geddes delivered the Annual Yves Meny Lecture on the International Governance of Migration.





School of Transnational Governance

Director: Professor Miguel Maduro

The School of Transnational Governance (STG) was established in June 2017, with the aim of delivering teaching and high-level training in the methods, knowledge, skills and practice of governance beyond the State. Transnational issues will be analysed more systematically than is the case in existing training programmes on governance. The School brings the worlds of academia and policy-making together in an effort to navigate a context, both inside and outside Europe, where policy-making increasingly transcends national borders.

The STG draws on the vast body of scholarship on governance issues and takes the governance experience of the European Union as an object of study in order to reach out systematically towards other world regions. It builds furthermore on the knowledge and the competencies acquired by the EUI over the years in the study of transnational governance. The School will therefore be a major instrument in the internationalisation of the EUI. It will be at the heart of a network of like-minded institutions, engaged in joint programmes.

The long term aim of the STG is to run Master programmes, initially starting with a post-graduate two-year Master.

Given the ambitious goals of the STG, a High-Level Group, chaired by former Italian President of the Council Professor Mario Monti, was established with the aim of providing an independent assessment on the formation of the STG, as well as recommendations and guidelines for its success. The overall assessment was very positive and the report provided a number of precise recommendations and guidelines on the positioning of the STG, on its products and activities, and on its business plan.

According to the conclusions of the report released in December 2017, ‘[...]

the new School is a highly desirable initiative, from the point of view of European education and training as well as that of the EUI. Its focus on transnational governance is innovatory and will give it a market advantage. The five pillars of its proposed activities should attract high-class students, executive participants and faculty. It will make a major contribution, in conjunction with partner institutions across the EU, to producing a better informed administrative, political and business class, capable of meeting the major challenges which lie ahead. In particular the 'transnational' focus means combining European concerns with the wider global perspective from which they cannot ultimately be separated.'

When at full speed, the STG will comprise the following four activities: i) Executive Education Programmes (and certificates); ii) High-Level Policy Dialogues; iii) Policy Leader Fellowships; and iv) entry-level Master in Transnational Governance.

In particular, in order to set up the Master curricula, the STG is working on the identification of cross-disciplinary and interrelated 'thematic clusters' of relevance to transnational governance, a preliminary list of which includes:

- *Democracy*: the changing landscape of representation and legitimacy, institutional procedures of both national and supranational policy-making structures.
- *Peace and Security*: Prevention of terrorism, border protection, stabilisation and post-conflict reconstruction, but also broader security concerns, as well as foreign affairs and international diplomacy.
- *Migration*: flows at Europe's borders and European response; migration, asylum and integration policies; the political economy of migrations and the impact of development assistance on migration. Best practices and comparative analysis with other world regions.
- *Climate*: the pre-eminent transnational problem of the commons which crosses all levels, with the EU playing a distinctive role both at a regional level and globally.
- *Comparative Regional Integration*: The EU is the most successful regional integration exercise and continues to be referred to as a model, despite crises, in Latin America, Asia and Africa.

Current Activities

The STG has started building on its different programmes. The planning for the Master is very intense. The MA in transitional governance will start in

2021, following a recommendation by the Monti Committee. The STG has successfully started carrying out the other three activities, all of which have a world-wide target.

Executive Training Seminars

These are collaborative courses which combine scientific expertise with hands-on learning. The seminars are aimed at high-level professionals in policy, diplomacy, NGOs, international organisations, media and the private sector.

Prominent experts from around the world are invited to deliver courses tailored to specific policy fields. Each seminar lasts between two and five days and combines knowledge transfer with practical case-study sessions and skills sharing. The interactive experience cultivates debate and partnerships between participants of different but complementary backgrounds. Attendees come from all over the world. The following Executive Training Seminars were organised in 2017: Transnational Regulation, Voluntary Standards and Trade; Protecting Liberal Democracies in Illiberal Times: Policy Experiences from Europe, Latin America and Africa; The Law, Economics and Practice of EU Banking Resolution - Autumn School in collaboration with the Florence School of Banking and Finance; Learning from Conflicts: Approaches to Peace-Building and the Role of Europe.

High-Level Policy Dialogues

This is an opportunity to bring scholars and leaders from economic, legal, political, and social sectors together to discuss the most pressing issues on transnational agendas. The informal, private setting allows policy-makers to engage with the ideas of leading scholars, whilst collaborating with industry peers away from the constraints of traditional decision-making fora.

The High-Level Policy Dialogues are, in most cases, organised in joint collaboration with either external or EUI internal partners. The first Dialogue was devoted to New EU Multi-Annual Financial Framework with the College of Europe. Participation in Policy Dialogues is by invitation only. After the event, the School publishes a policy brief to promote further discussion, engagement and collaboration.

Policy Leaders Fellowships

This is a unique opportunity for policy professionals (early/mid-career) from around the world to further develop their policy work and professional

skills whilst participating in workshops, training and skills development sessions, conferences and other events, in addition to interacting with the other fellows, policy makers and the academic community at the EUI. Moreover, every two weeks the STG has organised a meeting during which the fellows can present their research topic and gather feedback and thoughts.

The programme is highly competitive. The STG received almost two thousand applications and was able to offer eighteen fellowships for 2017/18, sixteen of which were eventually accepted. The aim for the 2018/19 academic year is to offer twenty-five fellowships.

In parallel, the STG has organised enabling events such as the *My Career* series, whereby high profile participants to the STG events and former political leaders to share their professional experience with the STG and EUI community.

Master

The STG started the process which will lead to the launch of its two year entry-level Master. An advisory board involving all the Departments of the EUI was convened in the spring of 2017 and meets on a monthly basis.

In 2017, the STG started hiring academic staff (part-time professors and teaching assistants) to work on the thematic clusters relevant to the school. In particular, having identified the broad topics which will be addressed by the Master, the academic staff (in collaboration with external relevant stakeholders) has started working on the creation of the curricula.

- Gender mainstreaming: including a dimension accounting for gender-related issues cutting across all the other clusters
- Digital Economy, Society and Politics: the Internet is a quintessential transnational issue, but also challenges governance
- Economic Prosperity and Social Progress: How to reconcile prosperity with the EU commitment to social progress; rethinking solidarity at different levels (European, national or even local)

Partnerships and collaborations

Besides these initiatives, the STG is reinforcing its own structures and constituting networks at the same time.

This approach has two main advantages: it will create synergies with other high-level education institutions by reducing the risk of overlap; and it will represent a very important opportunity for the trainees and the Master students and for the Master curriculum.

Discussions have been initiated with a number partners on the establishment of joint degrees. In a second stage, partnerships will be sought with non-European institutions.

EVER CLOSER UNION

The Legacy of the Treaties of Rome for Today's Europe

Itinerant Exhibition on the Occasion of the 60th Anniversary of the Treaties of Rome, 1957 - 2017

ORGANIZED BY
Historical Archives of the European Union, European University Institute

IN COLLABORATION WITH
European Parliament
Council of the European Union
European Commission
Presidency of the Council of Ministers - Department for European Policies, Italy
Ministry of Foreign Affairs and International Cooperation, Italy
ANSA - Italian news agency

SCIENTIFIC COORDINATION AND CURATION
Alcide De Gasperi Research Centre, European University Institute

GRAPHIC DESIGN
Kidstudio.it

ONLINE EXHIBITION CURATED BY
Council of the European Union

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Phone: +39 055 46854662
archiv@eui.eu



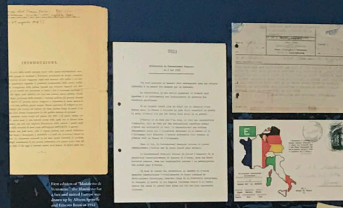
www.rometreaties.eu

TOWARDS THE EUROPEAN ECONOMIC COMMUNITY

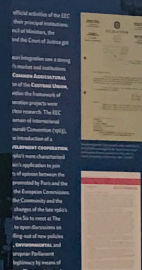
1941
1957

After World War II the idea of a **UNITED EUROPE** as transformed into a more concrete reality. **ROUSSEAU**'s idea to use economic integration as a cement for political reconciliation formed the basis of the decision taken by Belgium, the Federal Republic of Germany, France, The Netherlands, Italy and Luxembourg to create, in 1950, the **EUROPEAN COAL AND STEEL COMMUNITY (ECSC)**. The concept of this project was not purely economic but also political and symbolic. It paved the way for Franco-German reconciliation, assuming a new system of relations between the European states. Calls for a united Europe were also coming from intellectuals and political activists who were the federalist movements, forerunners of an authentic European federation,

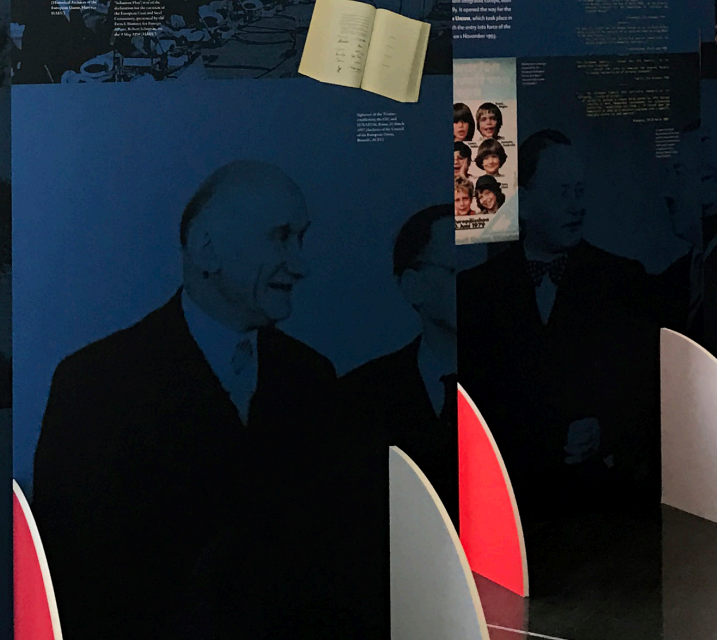
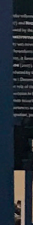
of which **ALBERTO SPINELLI** was one of the principal inspirational figures. The first attempt to extend European integration, through the creation of a **EUROPEAN DEFENCE COMMUNITY (EDC)**, which included **ALBERTO SPINELLI**'s project for a **EUROPEAN POLITICAL COMMUNITY**, failed. A moment of crisis but also of opportunity. The failure of the EDC (1954) was followed by a re-launch of the European integration project. The meeting of the Ministers of Foreign Affairs of the Member countries of the ECSC in Messina in June 1955, organized by **PAUL-HENRI SPAAK**, led to the initiation of talks culminating in the signing of the **Treaties of Rome on 25 March 1957** which created the **EUROPEAN ECONOMIC COMMUNITY (EEC)** and the **EUROPEAN ATOMIC ENERGY COMMUNITY (EURATOM)**.

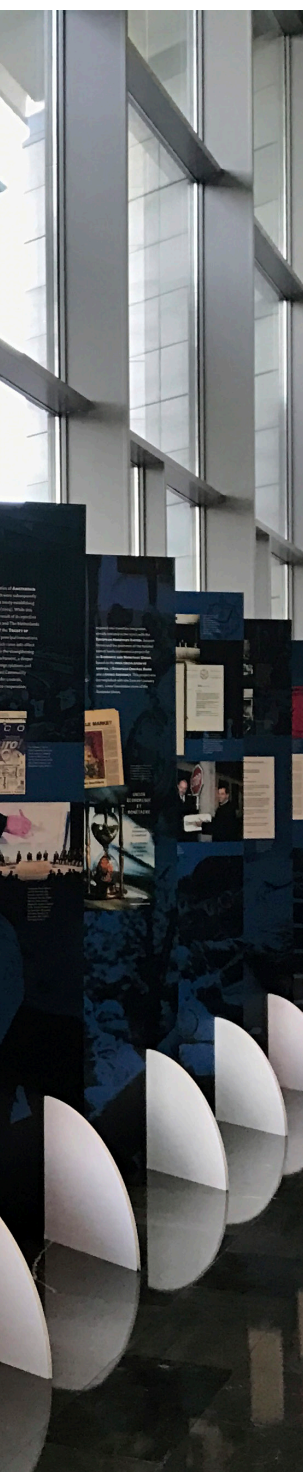


1958
1992



1993
2017





Historical Archives of the European Union

Director: Dieter Schlenker

The year 2017 was marked by the 60th anniversary of the Rome Treaties. The Historical Archives of the European Union was pro-actively involved in the celebrations of this European event and prepared, in collaboration with EU Institutions and the Italian Ministry of Foreign Affairs, the exhibition *Ever Closer Union – The legacy of the Rome Treaties for Today's Europe*, which was translated into 29 languages and shown in more than 130 locations in over 100 countries worldwide.

The exhibition and various other activities, such as the organisation of academic conferences, workshops and events related to the anniversary of the Rome Treaties, were highlights as regards the 2017 work programme of the Archives. The activities around the anniversary were organised in close partnership and collaboration with the EU Institutions as foreseen by the Framework Partnership Agreement between the EUI and the European Commission of 2015.

Reception and Processing of Archives

In 2017, 79.5 linear meters (1,016 files) were received from the Council, 2.2 linear meters (153 files) arrived from the European Investment Bank, 49 linear meters (1,144 files) were received from the Court of Justice, 146 linear meters (1,296 files) were received from the Council and the last transfer of the year arrived with 152 linear meters (7,164 files) from the European Parliament. In addition, during the course of the year, the EU Agency 'European Foundation for the Improvement of Living and Working Conditions (EUROFOUND)' joined the network of institutional depositors with a first shipment on 11 September containing 3.2 linear meters (125 files) of archival material covering the years 1976 to 1987.

HAEU staff processed and published 41,636 files received from EU Institutions in the database. Twelve linear meters of private archival papers (approx. 1,000 files) were collected for treatment and inclusion in the HAEU holdings in 2017. New archival deposits were received from MEP Danuta Maria Hübner (5 lm). Accruals to existing deposits were received from EFTA (3 linear meters of photographic material), JEF (0,5 lm) and ESA (3,5 lm). 2,384 files pertaining to private archival deposits were processed and published in the database by HAEU archivists. The majority of 1,077 files belonged to the yearly ESA accrual, another 642 files treated and published concerned the correspondence of Italian Prime Minister Alcide De Gasperi, 386 files the European Science Foundation, and 224 files the ALDE political group fonds.

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. Due to the high number of visits to the Archives by governmental and institutional representatives, cultural associations, researchers and schools, site surveillance and security for the seat of the HAEU has been increased.

In 2017, 430 linear meters of archival material were added to the storage facilities at Villa Salviati. The total storage occupied at the end of 2017 therefore amounts to 6,810 linear meters compared to 9,550 linear meters available at the Villa. In a few years, with growth rates continuing as in the recent years, there is a risk of space shortage at Villa Salviati. Proposed potential solutions are currently being examined.

Multi-annual Project: Guidelines on description

At the request of the EU Agencies, the HAEU has initiated a project on establishing guidelines on physical storage requirements for paper archives. Draft elements for these guidelines were gathered by the HAEU in 2017 from archivists of Eurofound, Frontex, CEDEFOP and EEA and the set of guidelines will be finalized in a workshop in January 2018 and then subsequently presented to the EU Agencies in a meeting planned for May 2018.

A second project concerned the audio-visual archives. A survey was conducted with IIAG members and the findings on the current practice of preservation and access to audio-visual materials in EU Institutions presented to the group in June 2017. In addition, a first set of guidelines for audio-visual

archives material was prepared for the EU Agencies guidelines on the deposit of historical archives at the HAEU.

Digital Access to Archival Holdings

With the aim of improving the preservation conditions of the original paper archives and facilitating digital access to these archives, specialised external companies digitised 1,370 archival files in 2017 for the first time on site in the premises of the Archives. All the files digitised in 2017 have been made available to researchers via Internet or in the Archives reading room, according to access provisions set in the respective deposit agreements.

The digitisation of photographic material in 2017 focused on materials of the EU Agency CEDEFOP, for which 73 video tapes, 526 photos and two audio cassettes were digitised.

Work on the implementation of the digital preservation system began in 2016 and was continued with the installation of the system and the functionality of manual injection of archival material. An active liaising policy was implemented with relevant partners. Particularly relevant for this project was the invitation by the European Commission Archives Service to cooperate in an ISA2 project on the future data exchange between EU Institutions and the HAEU.

By the end of 2017, the HAEU archival database contained 222 archival fonds, 1,136 sub-fonds, 8,442 series and 330,267 files. In addition, it included 635 authority records and 596 interviews as part of the oral history collections. Throughout the year, a total of 45,542 new descriptive items, 10 authority records and 4,608 attachments, i.e. 1,626 images, 144 audio recordings, 9 videos, and 21,139 documents were uploaded in the database. Priority in the further development of the database was given in 2017 to the introduction of a module on the enhanced management of online and on-site users. The two modules were finalised in 2017 and will be implemented in 2018. One concerns user management in the Archives' reading room, while the other will allow external users to log onto the HAEU database and to gain access to the digital copies of paper files.

In 2017, the website of the Archives received a total of 304,285 visits from 169 countries compared to 280,914 visits in 2016. The great majority of visits, 225,138 compared to 208,007 in 2016, concerned the archival inventories online. The website parts containing news, events, new publications and practical information about the Archives, including also the webpages of the

Alcide De Gasperi Research Centre on the History of European Integration, received a total of 79,147 visitors (72,907 in 2016).

Reading Room and User services

The total number of research sessions in the reading room has been stable in the past years and in 2017 846 sessions were registered, slightly fewer than the 878 sessions in 2016. The number of new researchers who registered for the first time in the reading room grew to 153 compared to 142 registrations in 2016. A new additional factor for 2017 concerned the on-site consultation of digital files. Digital copies of the archives of the Court of Justice and the private papers of Alcide De Gasperi and Jacques Delors were made available in the reading room or sent to the user electronically on request. Starting in 2016 as a new service with 251 requests, this consultation grew in 2017 by four times to a total of 1,014 consultations.

Archival and Academic Cooperation and Communication

The Archives organised and hosted a variety of events, seminars and conferences, in cooperation with EU Institutions, EU Member States' representations and European associations, universities and research institutes. In addition, the seat of the Archives at Villa Salviati continued to receive a high number of visits of academic, institutional and public nature.

The main HAEU event for the general public is the yearly Open Day at Villa Salviati, organized on the occasion of Europe Day and the State of the Union Conference of the EUI in early May. In 2017, the Open Day fell on Saturday 7 May and attracted 2,300 visitors.

The Archives promoted research in the reading room at Villa Salviati through 10 Vibeke Sorensen Grants for post-graduate researchers. Moreover, they cooperated with the Archives of the European Court of Auditors on the 2017 edition of the Post-Graduate Research Grant on European Public Finances and on two other grant programmes with the Jacques Delors Institute in Paris and the European People's Party Group in the European Parliament.

The educational programme of the Archives saw an important extension in the school year 2016/17 with a new competition for 'A New Treaty for Europe' for high schools from the Florentine metropolitan area. The education programme 2016/17 as a whole saw 1,000 students coming to Villa Salviati for an introduction to the European Union's history and memory kept at the Historical Archives.

Table 2: HAEU Key Performance Indicators for 2017

Total growth in linear meters	431,9
Accruals of EU-institutional archives (files)	10,898
Processing of EU-institutional archives (files)	41,636
Accruals of private archives (linear meters)	1,000
Processing of private archives (files)	2,384
Number of files digitised	1,370
Number of web site hits	304,285
Number of file downloads	6,884
Multi-annual pilot: EU Institutions' Web preservation	284
Number of files consulted	5,832
Number of research sessions	846
New users registered	153
Acquisitions, reference library	80
Publications consulted	700
Conferences, workshops, events and visits	18
Research grants assigned	7
Visitors, Open Day	2,300





Support Services

Introduction by
Vincenzo Grassi, Secretary General

Introduction

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

In 2017, the EUI faced several strategic challenges, due to ongoing structural innovations. Progress was made in relation to the principal multiannual objectives: School of Transnational Governance, Database integration and eLearning, Communication, Links? with external stakeholders, Security and Safety. Furthermore, the report includes a section on the Internal Control and Risk Management for 2017.

Significant achievements were made in all areas but specific attention should be paid to:

School of Transnational Governance

Following the High Council's guidelines and the findings of the Report by the consultative Group chaired by Senator Mario Monti, the EUI pursued its financial and administrative preparation for the School of Transnational Governance (STG), ensuring the consolidation of the pilot project.

Database integration and eLearning

Several databases are used by the EUI Services to manage and to process the sets of data that are necessary for the everyday functioning of the administration. The Services have set in motion a multiannual project aiming at pooling these databases into a coherent and interconnected framework.

Integrating the various databases in use at the EUI is a major project which can only be achieved gradually.

The aforementioned project started last year and requires state-of-the-art technology, as well as clear process and workflow descriptions in the various services of the administration. The implementation contributes to business continuity and to identifying the ownership of information, allowing the administration to be more efficient and reliable as a result of the smoother integration of the various databases.

A strategic approach was followed in order to provide a framework to support and enhance research, learning and innovation through digital technologies and communications.

In 2017, special attention was paid to the following actions:

- a. Exploit the existing functionality of SAP (Financial Area), Dolphin (HR Area), OSIRIS (Teaching/research area) and other applications to meet the urgent operational needs of the Institute
- b. Develop an Institute Digital Strategy in order to:
 - Facilitate the creation, preservation and discovery of knowledge and to promote ways of generating, curating and engaging with data
 - Improve the EUI's use and exploitation of knowledge
 - Further enable knowledge exchange in a global digital environment
- c. Pursue a multi-year plan for a centralised eLearning service to support an Institute policy towards eLearning and to promote the pedagogical use of eLearning tools
- d. Provide advice/training to academic and administrative staff. This required appropriate consulting resources
- e. Map and share existing eLearning initiatives for the benefit of the entire Institute

Communication

Given the highly competitive international academic environment, communications policy is crucial for the European University Institute to promote its key programmes and activities to EU member states and EUI contracting states, external stakeholders and the academic community in Europe and

beyond. Communications at the EUI benefit from the appointment, in 2017, of new Service Director Marco Incerti, who has proposed a strategy for the external communication of the EUI's academic activities, findings and success stories.

This multi-annual effort concentrates on the following areas: fostering relations with academia; revising relations with the alumni in order to exploit the potential of this resource of the EUI community; further developing the accessibility of the EUI website and social media through personal websites, blogs and project sites; extending public relations from local levels up to European and international levels; enhancing press and media contacts, particularly in relation to major EUI events such as The State of the Union.

Links with external stakeholders

The EUI explored various ways to communicate programmes, activities, the research agenda and output to the wider external academic community in order to increase the visibility and attractiveness of the EUI and to ensure that the EUI takes part in Higher Education and Research debates.

The EUI also considers it equally important to engage and communicate during the year in a more systematic way with its various stakeholders, i.e. EU institutions and EUI contracting states. The process has started by communicating information to specific target groups on items of their interest and could result in a mutual form of communication which may be relevant for EUI members. The EUI is also increasingly interested in connecting with potential EUI contracting states, as well as with non-EU Member States who may have an interest in joining the EUI as associate members. The EUI furthermore aims at creating stable relationships with NGOs or other bodies from the civil society, in order to make information on its activities more accessible beyond the academic world. The launching of the STG has been a key element in shaping the new policy towards external stakeholders, and works, together with the RSCAS, as a connection between the Institute and policy makers. The faculty will have a pivotal role in the process of reinforcing links with external stakeholders.

Security

Risk management is an essential element of a composite institution like the EUI, which combines aspects of an international organisation with activities typical of an academic institution. As a result, risk assessment at the EUI is a particularly complex exercise, since it needs to combine full respect of

organisational standards with the freedom of a research institution and the informality of university life.

The foundations of an enhanced security policy have been assessed with specific policies in the following areas:

- a. Benchmarking: assess access policies in place in Universities, International and European Organisations and EU Bodies in Florence, Italy and Europe. The Joint Research Centre of Ispra has provided some consultative advice to the EUI
- b. Assessing the EUI risks (theft, assault, terrorism, etc.) based on present access/security policies (security guards, access control system, CCTV) in place at the EUI
- c. Identifying and describing possible alternative policies or infrastructural interventions to improve security with the highest-possible security and lowest visibility for the EUI community (work has started in order to improve the control room system, monitoring the EUI premises 24 hours a day, 7 days a week)
- d. Investing in the field of cyber security in order to protect the EUI system from any form of attack. A Service-Level Agreement was signed with CERT-EU (DG DIGIT, European Commission) in order to exchange information, best practises and analyses of suspect cases. The EUI also reinforced its cooperation with Italian competent authorities (*Polizia Postale*).

Safety

Special attention was dedicated to increasing awareness, providing information, and teaching users about Health and Safety.

Specific actions were taken to:

- a. Organise evacuation exercises in every building of the EUI
- b. Increase the awareness of users regarding Safety and Health (Induction Training, online Course, awareness campaigns)
- c. Reorganize the structure of the emergency and first medical aid teams
- d. Schedule periodic training sessions for the members of the emergency and first medical aid team
- e. Update the existing DVR (Documents of Risk Ratings) for all the EUI buildings
- f. Review, where necessary, the emergency procedure
- g. Plan the purchase of defibrillators to be located in all the buildings on the campus.

Internal Control and Risk Management

In 2015, the Institute adopted a set of 14 Internal Control Standards, in line with international best practice in this field, transposing the generally accepted internal control principles into minimum control requirements to be implemented by all Institute staff.

The Internal Audit Office performs an annual assessment of the efficiency and effectiveness of the Institute's internal control system, and for this reporting year the Office concluded that the Institute's internal controls have been implemented and are functioning as intended. This assessment has also identified opportunities for improvement and for strengthening the controls in certain areas. These were further discussed by EUI management in order to identify the best modalities to seize these opportunities without creating an additional burden on Services or jeopardizing the achievement of future objectives. Three internal control standards were proposed as a priority for the future, in terms of raising staff awareness about their importance or reinforcing some of the corresponding requirements. These are: ethics and integrity, the recording of exceptions, and the documentation of processes and procedures.

The importance of risk management for the Institute, as one of the main components of the internal control framework, has been increasingly recognised; similarly, the EUI staff's understanding of the importance of this area has also increased. In 2015, the Institute adopted a more structured format for reporting on its strategic and operational risks, and since then, it has continuously invested in developing an adequate risk culture and in achieving the desired level of maturity. Today, risk management is considered one of the strengths of the Internal Control framework of the Institute. During the reporting period, regular risk assessment exercises were carried out across the EUI and a new exercise regarding potential 'critical' risks at the Institute level was performed.

In conclusion, the EUI management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being considered and, when possible, implemented.

Vincenzo Grassi
Secretary General of the EUI

Academic Service

Director of Service: Veerle Deckmyn

Mission

The Academic Service (AS) oversees the selection, admission and reception of Ph.D and LL.M. researchers, fellows and academic staff. It supports researchers administratively during their entire stay and provides a wide range of services to the EUI scholarly community geared towards their professional development. The Service is also responsible for the administration of the Academic Council, Executive Committee and Research Council.

Realisation of yearly objectives

The service continued developing the following services in 2017.

Doctoral programme

The Academic Service is closely involved in the monitoring and assessment of the Ph.D. Programme. Its members actively participated in and contributed to discussions aiming at improving and rethinking the doctorate in social sciences and humanities, and the extent to which some recommendations resulting from this exercise may be relevant and implemented in the doctoral programmes. Changes geared towards the overall education of doctoral researchers have been examined and have been integrated where possible in the Academic and Professional Development programme.

Academic and Professional Development

Collaboration with the academic and administrative units continued, aiming at providing researchers and fellows with the necessary language, academic and professional development skills and practices necessary to become well-rounded trained researchers.

The service focussed on further developing services on academic and professional development. The type of courses, training sessions and activities for Ph.D. candidates and post-doctoral fellows were discussed, prepared and structured around three main clusters: supporting research; enhancing academic and non-academic skills and knowledge; providing career information and orientation. The [programme](#) covers languages offered by the Language Centre and a two-year pilot project on Methods and Data.

Communicating the Ph.D. and Postdoctoral programmes

The Service further developed its comprehensive communication strategy, highlighting the content and specificity of the EUI doctoral and postdoctoral programmes, in collaboration with the Communication Service. Various information channels have been used to that end and intense collaboration was sought with faculty, researchers and alumni. An extensive and specific set of actions was put in place to increase knowledge about the EUI doctoral programme among potential candidates in member states via the member states themselves, various associations, master courses, alumni, social media, and so on.

International Networking

In line with the strategy to internationalise the EUI community, initiatives have been taken to reach out to non-European scholars interested in the various courses, programmes and activities of the EUI.

Innovative IT tools

Significant progress was made in the implementation and further development of the researchers' management database, aiming at increasing the effectiveness of academic administration and the cooperation between the AS and the Departments, through the initiative of standardising the electronic submission of documents for some committees.

Wellbeing

A survey assessing the researchers' wellbeing as well as their needs and the support received by the counsellors has been launched and has provided valuable feedback on the services and areas which need to be further developed. The organisation of social, cultural and sport activities proved to be an excellent channel for EUI members and their families to integrate, meet and design common projects.

Alumni

The EUI's strategic decision to seek closer collaboration with all EUI alumni and friends of the EUI, as well as with the Alumni Association, started with updating all the records of Ph.D.s and LL.M. alumni and mapping their whereabouts in the world.

Library

Director of Service: Josep Torn

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 in the way that information is produced, owned, shared and accessed. This affects not only educational institutions, but society as a whole.

Realisation of yearly objectives

Activities in 2017 focused on three objectives:

1) To improve the user experience

The Library, like any other university service, needs to maintain permanently open communication channels with its users in order to ensure that the physical access to its services and the use of information resources respond to their needs. This stream of information goes in two directions, whereby the Library sends but also receives input from users. As well as its efforts to inform users, the Library also needs to ensure that these messages are delivered, understood and well received by the EUI community. With this aim in mind, the efforts of the Library for 2017 have been focused on reinforcing the communication channels and the information literacy programme.

Information Literacy Training

The Library offers a wide range of contents and services that are well-known to some users. However, while some of these contents change in structure or format and some users need to use resources for the first time, some are only occasional users; for these reasons, the Library made a firm commitment to train and inform researchers how to take advantage of them in 2017. The whole programme of Library sessions was tailored to this end. The new structure has been redesigned to fit with the objectives of the EUI Research Agenda by help-

ing to prepare the scholarly community for an increasingly complex environment where information management is at the centre of the knowledge cycle.

Set the stage for Library services to the School of Transnational Governance and possible e-learning initiatives

In 2017, the Library started holding conversations with the School to lay the foundations for the services and resources the Library will offer their academic initiatives. The School has an impact on the resources offered – since the role of the Library has been almost exclusively focused on the research activity of the EUI from its creation, but rarely to learning activities; now, however, the role of the librarians and their working methodologies are starting to change in order to serve the needs of the School. The Library has started to design a strategy for the new high-level learning experience of the fellows at the STG. This new strategy can also be very usefully adapted to suit the realities of other learning initiatives that are now taking place in the EUI.

A better communication experience

The Library has focused its efforts on improving communication from two different dimensions:

- Towards our internal users, by increasing their knowledge of the collections and services offered, and offering relevant information and material concerning copyright and open access issues.
- Towards a wider audience, especially of the European communities. In 2017, the Library consolidated its international contribution to European forums of academic and research libraries and to publications and participated in traditional – for the library – conferences and professional groups LIBER, EUROLIB, UKSG, Bobcatss, and in January 2017 IFLA.

2) To rethink and adapt technology and spaces to meet users' expectations

The Library has been transformed over the last few years by the transition from print-only collections to a mixed collection where multiple electronic formats coexist with the traditional paper support formats. In 2017 the Library worked on the transformation of some collections that are still in print format and that need to be transformed into electronic resources. To do this challenging exercise, it followed standards of sharing data and metadata that allowed it to contribute to the openness and transparency of scientific outputs in which

European and global networks of academic libraries participate.

The main asset for the EUI Library is the European Documentation Centre (EDC) with its mainly paper-based unique collection. In 2017 the route for the transition towards a mixed collection of electronic and print material was defined. Niche *sub collections* were identified and a schedule towards this transition was meticulously planned. The Library launched a project of digitisation for some of these *sub collections* after studying the copyright possibilities. The EDC has started to become a modern tool that can be widely consulted. With this initiative the EUI Library now gives access to part of the collection to users not exclusively from the EUI.

The Library continued to work on the Research Data Management and launched its local data repository for EUI research data outputs. This solution, based on DSpace software, complements the EUI's research data community in the Zenodo (CERN) data repository. To assist the users of the EUI with this new feature and other related data services, the Library carried out seven training sessions adapted to different audiences. Advocacy on data management planning has become a central service of the charter of the EUI Library, as in the main research institutions of excellence worldwide.

The digital transformation of collections and the use that new generations make of information even affects, as a knock-on effect, the physical spaces of the Library. The EUI Library plays an important role in ensuring an atmosphere where professors and researchers can develop their academic study and create their scientific outputs. The EUI Library is not just an area that contains a collection. It is a space adapted to new ways of accessing resources, sharing information, interacting with other users, and transforming existing knowledge. In 2017, the Library carried out an exercise, with the help of an external group of experts, to define its own model of 'laboratory of information' in which research can be developed even more intensely. These new models for the Library will lead to an increase in the number of working spaces for users. In other words, flexible solutions are necessary to respond to the diversified use of spaces and services by a new generation of researchers who have new ways of accessing, using and sharing the Library facilities.

3) To empower users and open knowledge

2017 was also the year in which the Library identified an ambitious objective as part of its core mission: to support the Institute to obtain the highest possible results in terms of research impact. The Library presented a new Open

Access policy before the Academic Council in November. This important milestone will help the EUI to harvest and disseminate the research outputs, amplifying their accessibility and increasing the visibility of the Institute, its professors and its researchers, while assuring long-term preservation and interoperability at the same time.

The demanding environment described by all the objectives achieved in 2017 deserves a committed team of Librarians and Information Specialists. The team of the EUI Library supports the EUI community to become empowered information users, in order to help them achieve their goals in an increasingly complex context, where the value of the resources is as important as their content.

The Library therefore redesigned the offer and strategy of its Information Literacy Training to fit with the objectives of the EUI Research Agenda and other curriculums. The Library worked on this project in collaboration with the Academic Service following the needs of the academic Departments.

Budget and Financial Affairs Service

Director of Service and Coordinator for Administrative Affairs:
Roberto Nocentini

Mission

The main mission of the Budget and Financial Affairs Service (BFA) is to assist the President and Secretary General in the EUI Financial Management, 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 executing the full budgetary cycle from the preparation of the annual draft budget, its implementation (payments, collection of revenue preparation/presentation of the accounts) to the discharge of the President.

The 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 segregation of duties — will further strengthen inter-unit collaboration, which is a key part of meeting the overall general/specific and operational objectives. In his capacity of Coordinator for Administrative Affairs, the BFA Director is also called upon to give full support to the Secretary General's activities.

Realisation of yearly objectives

1) Financial Operations Unit

Support the pilot phase of School of Transnational Governance

The Service supported the top management in the funding negotiations with the European Commission and provided the High Council with specific assistance in preparation of the regulations as well as taking an active part in the implementation process of STG's settlement at the EUI.

Support the EUI financial authorities (BC/HC)

The Service was actively involved in supporting the Troika in the analysis of the on-going Budget Committee/High Council procedures, as well as in the preparation of financial tables based on different criteria to help the HC define possible scenarios of budget key allocation.

Management of the in-house travel agency

The BFA closely worked 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.

Reorganisation of the unit's workflow

The new structural model of the service was further developed through identifying a small number contact people for each area of the administrative and academic support hubs. This allowed the link between the Service and its stakeholders to be improved while maintaining the ability of each member of the team to intervene in all areas.

Support to fund-raising activities

The 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, other administrative units and in the new School of Transnational Governance.

Integration of the financial area – training

Over the year, the directors of the different financial areas planned any future training activities deemed necessary to build up a common knowledge basis and to further fine-tune proper workflows.

Internal/External Audits

The support of the BFA Staff was also requested during various audit activities. The positive outcome of the audits is an important achievement for the Service, which came at the cost of a considerable workload increase.

2) Accounting Unit

Chief Accountant: Julia Serrano

The Accounting Unit's mission is to keep 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.

Presentation of the annual accounts

A modification in the structure and content of the Financial Year 2016 annual accounts was implemented, aiming to consolidate their fair presentation by introducing information in such a way as to provide relevant, reliable, comparable and understandable information. It also served the purpose of supplying additional disclosures that could enable the stakeholders to understand the outcome of particular transactions and events that had an impact on the Institute's financial position and financial performance.

Analysing the extent to which the existing rules of the European Union and other international rules could be applicable to the EUI is an ongoing objective (multiannual framework) and will follow a systematic and progressive path over the next few years.

Ensure the treasury management of the Institute

The activities related to the proper implementation of payments, recovery of amounts established as being receivable, and managing cash and cash equivalents were normally implemented in 2017.

Support the management of the Pension Reserve Fund

The Accounting Unit is responsible for ensuring the investments of the capital of the Pension Reserve Fund, and it is also responsible for the preparation of the meetings of the Supervisory Board of the Pension Reserve Fund.

In 2017, in parallel with the standard support given to the Supervisory Board, two calls for tender were prepared: one for the selection of the external asset managers for the portfolio of the Pension Reserve Fund, with the decision being submitted to the High Council meeting of December; and the other, a call for tender for the selection of the external financial advisor in issues related to the investments of the Pension Reserve Fund. The latter tender, although prepared during the second semester of 2017, was launched in January 2018.

Design and implement operational and control procedures

In order to ensure a proper level of implementation of operational and control procedures aiming to guarantee the safeguard of the EUI's assets and the quality of financial and accounting reporting, the preparation and delivery of up-to-date guidelines and manuals for accounting operations was foreseen for 2017.

Although the mapping of processes and the process documentation of some of the procedures began in fact in 2017, the time taken up with the preparation of the two previously-mentioned calls for tender related to the management of the Institutes' Pension Reserve Fund decreased the focus and time available for this objective, which will be pursued in the next few years.

Communications Service

Director of Service: Marco Incerti (from June 2017)

Interim director (January - June 2017): Dieter Schlenker

Mission

The Communications Service implements the EUI communication strategy. It aims to promote the visibility of the Institute as a centre of excellence, and to disseminate information on the findings of the research carried out in its departments and centres. In so doing, it seeks to ensure the consistency of the Institute's internal and external communications. Finally, the Communications Service endeavours to enhance the reputation of the EUI, and to strengthen relations with external stakeholders through activities that range from contacts with its network of alumni, to major public events such as the State of the Union Conference.

The Service is organised around three closely inter-related areas of activity: web, publications, and public relations. The year 2017 brought significant changes to the staffing of the Service: notably, in June a new Director, Marco Incerti, took over the management of the service. During the second half of 2017, in close cooperation with the President and after consultation with the key EUI stakeholders, the new Director of the Service drafted a Communication Strategy for the Institute.

Activities in 2017 focused on the following objectives:

Web

The Communications Service provided support and strategic guidance to all EUI academic units and administrative services for their digital communications needs via the web and social media.

This included:

- A new website for the School of Transnational Governance
- The auto-generated academic catalogue
- The migration to the EUI framework of the *European Journal of Legal Studies*
- A job application portal for academic departments, RSCAS, STG and President
- A temporary learning platform for the departments of LAW, SPS and HEC

- The Communications Service coordinated the preparation and successful execution of the call for tender for a new Web Content Management System, guaranteeing a smooth migration

In 2017 the Web Unit coordinated and completed an important call for tender and migrated the EUI's primary *Web Content Management System* to an updated cloud-based hosting platform, adding new functionalities and significant improvements for the EUI community.

Publications

The Communications Service promoted the EUI's programmes and research activities through targeted communications through web and social media. The Service coordinated, developed and produced text and visual content to communicate research, activities, events, and various campaigns at the EUI via print, web and social media, to both internal and external audiences. The Service also ran specific social media campaigns to promote doctoral and postdoctoral fellowship programmes and summer schools, and used social media (Facebook, Twitter, LinkedIn) to disseminate vacancy notices for academic and administrative positions.

A strong focus was put on the launch of the new School of Transnational Governance and to creating maximum visibility across social media and the web for the School, its executive trainings and its policy leaders' fellowships. To these ends, the Service produced a new logo, a suite of branded templates, advertisements in national and international media outlets, and visual and written materials to promote the School online.

Public Relations

The Communications Service strengthened the EUI's links with its stakeholders and the external public and organised internal and external mass mailing of communications to selected audiences

The Communications Service manages approximately 35,000 contacts that are regularly updated and organised in the Institute-wide shared database of institutional contacts. In 2017, the Service worked on a redevelopment project for this database, in order to make it more effective and responsive to EUI needs. An IT company has been hired to develop additional functionalities, fix minor technical issues and deliver trainings to selected EUI staff.

Press relations

The Communications Service facilitates contacts between journalists and EUI management and academia and consolidates relationships with media. During 2017 the Communications Service consolidated media relations with leading national and international newspapers, such as *The Financial Times*, the *Frankfurter Allgemeine Zeitung*, ANSA, *POLITICO Europe*, and *EUobserver*.

Organisation of events

The Communications Service organised the State of the Union 2017 as well as various institutional and protocol visits of high-level guests to the Institute. In 2017 the Communications Service handled 30 institutional visits and events. These entailed institutional relations with partners, stakeholders and guests, coordination of logistics, the management of protocol and security, the management of the events' budget, mass mailings as well as public and media relations. The State of the Union was a key event in the calendar of the Communications Service in 2017, both in terms of size of the event and its impact.

The Communications Service organised a series of promotional events in leading universities to promote the visibility and reputation of the EUI Doctoral Programme and to attract highly qualified candidates.

The Communications Service assisted the Academic Service with the implementation of the Ph.D. programme's promotion campaign by managing the budget of the campaign; supporting the organisation of 33 promotional events in 22 different European countries; sending electronic promotional material through mass mailings addressed to targeted audiences; and assisting with social media advertising and website visibility.

Alumni relations

The Communications Service promoted and enhanced relations between the EUI and its Alumni network.

The Communications Service maintained relations between EUI Alumni and the Institute through several activities. Notably, a new series of 'EUI in Brussels' events was launched. A new alumni strategy was developed, centred on the direct provision of services by the Institute.

Human Resources Service

Director of Service: Jette Holding Pedersen (from October 2017)

Interim Director (April - October 2017): Roberto Nocentini

Former Director (until April 2017): Jens Behrendt

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 strategic framework of the HR Service helps structure and organise its work and objectives which fall within four general areas: Regulatory Framework; Talent and Career Management; HR Administration and Systems; and HR Service and Governance.

With regard to the *Regulatory Framework*, HR aims to develop comprehensive and practical statutory rules, guidelines and procedures for each category of the EUI academic and administrative staff, and to ensure uniformity and consistency in applying the 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 and hiring new staff with the relevant general or specialist expertise and fresh ideas, while ensuring diversity in terms of organisational experience, skills, gender, age, and geographic spread. The objectives also aim to provide fair and competitive grading and compensation, implement an ongoing and broad training and learning programme for all levels of staff, as well as to provide 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 are part of these objectives.

The strategy concerning the *HR Administration and Systems* includes developing a 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 establishing all necessary supporting and enabling services such as the medical service, well-being, leave and absence administration, and working time management.

HR has elaborated its objectives concerning the *HR Service and its Governance*, which include ensuring an adequate HR Service staffing and allocating sufficient operational budget resources to HR activities (training, systems, and mis-

sions). It includes maintaining key staffing statistics and performance indicators for monitoring, management information and reporting, while also liaising, consulting and networking internally and externally to promote HR's image and authority. Finally, the objectives aim at communicating rules, procedures, benefits, entitlements, and career resources to staff through the HR Service website, mailings and briefings, and through other internal or external channels.

Main achievements

2017 was a year of transition for the HR Service, in that a new HR Director and a new HR Administrator were appointed. Consequently, business continuity was of the utmost importance. The HR Service thus ensured the continued smooth running of core transactions. As a continuation of the HR Strategic Framework and Action Plan, dialogues with EUI managers, staff representatives, statutory committees, and ad-hoc working groups took place, thus strengthening the overall HR image at the EUI.

The HR Service administered a total of 550 staff members in eight categories (permanent staff, temporary agents, contract agents, contract agents for auxiliary tasks, full-time and part-time professors, research fellows and academic assistants), each with their own rules and terms of employment. This number includes 95 retired staff members. In addition, the Service catered for close to 60 trainees.

Progress on the Implementation of the 2015 Regulatory Frameworks

The HR Service initiated the exercise of reviewing the Conditions of the

Table 3: EUI Administrative and Teaching Staff, 2017

Administrative Staff	
Permanent Staff	89
Temporary Staff	59
Temporary Staff-Language Assistance	5
Contract Staff	51
Contract Staff for Auxiliary Tasks	17
Local Staff	-
Auxiliary Staff	-
Special Advisors	-
Total Administrative Staff	221
Teaching Staff	
President and Secretary General	2
Professors-full time	54
Professors-part-time	37
Research Staff (including Marie Curie Research Staff)	141
Marie Curie Research Staff	9
Total Teaching Staff	234
Other	
Staff in Early Retirement	-
Retired Staff	95
TOTAL EUI STAFF	550

Employment of the Teaching Staff, and the Career Working Group continued its revision of the career streams, job grades and functions.

Transparency in Succession Planning

In 2017, HR concluded 17 internal and open competitions resulting in 25 appointments. The quality of interview and testing methodology for administrative vacancies was improved.

Invest in Staff Learning and Development

The HR Service performed an analysis of training needs for the whole of EUI and conducted a series of training sessions focusing on soft skills. In addition, calls for an Erasmus+ programme and an internal trainers programme were prepared and a new model for Induction Days at the EUI were proposed.

Analysis of dossiers on individual rights

The HR Service continued its analysis of legal dossiers on benefits and entitlements, with assistance from the European Commission, the Council of the European Union, and the EUI Legal Advisor.

Strengthen the HR Service's capacity

The HR Service was restructured reflecting the evolution of the Service and the changes in the top management. The newly developed human resources management system, DOLPHIN, was finalised in 2017, following an extensive data clean-up and harmonisation. HR Officers benefitted from individual specialised HR training and training was received on pensions and social security in Brussels and in Florence.

Outreach with EU Institutions

In addition to the enhanced collaboration with the EU Institutions, the EUI participated for the first time in the annual Career Day of the European Commission in Brussels. More than 100 interested individuals visited the EUI Stand.

ICT Service

Director of Service: David Scott

Mission

The EUI Information and Communication Technology (ICT) Services unit provides the enabling ICT infrastructure and ICT Services to facilitate the academic and administrative processes of the EUI.

The 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.

The ICT Service also provides the technical infrastructure to facilitate all data and voice communications over a secure and robust network that links all academic and administrative staff and enables collaboration with external agencies, universities, research institutes, the European Commission, government bodies, etc. In partnership with other administrative services such as Academic Service, Real Estate and Facilities Services, the Library, and Human Resources, the ICT Service plays a key role in fostering excellence in the quality of organisational data and workflows through the development of efficient business processes and quality management information reporting.

Realisation of yearly objectives

Database integration and eLearning

The integration of the Institute's business processes, procedures and data is an ongoing and multiannual initiative involving all the administrative services to achieve efficiency, effectiveness and procedural simplicity. In particular, timely and accurate management reporting is required.

Significant progress was achieved during 2017 with the full implementation of both the OSIRIS Student Administration and the Dolphin HR Systems, the development of the new SMART room booking System, and the further development of SAP.

In particular:

Academic Service OSIRIS

- A new 'small jobs' application tool has been implemented
- Grant functionality is completed. Implementation requires BFA agreement.

Finance and Accounting SAP

The Institute's Financial System SAP has had the following enhancements made during 2017 which include:

- Asset Tracking Project: a new module to track assets with barcode scanners was completed
- Review of the Users Access and Rights in SAP: completed
- Review of the Year End Procedure was completed

Human Resources Service

The Human Resources Service further developed the new Human Resources application DOLPHIN.

- INAZ: All known issues solved and completed
- DOLPHIN was fully completed and implemented

School of Transnational Governance (STG)

The introduction of the STG required its integration into all the administrative systems, including Osiris, Magento, and SAP. Additionally, a technical refurbishment of a new wing of the Badia Fiesolana providing 50 new work spaces was completed to facilitate the School.

eLearning

During 2017, an Institute approach was developed. The requirements for a Learning Management System were documented and a set of tender documents finalised. It is expected that by the second quarter of 2018 a new system will be selected and implemented.

Communications and links with different stakeholders

ICT continued its support of the Communications Service strategy by developing, where possible, new communications software and hardware tools to enhance external and internal communications, the web, public information, press and media, corporate design, as well as digital publications and public events. Communications between the ICT Service and the administrative and academic units continues to be primarily facilitated by regular

meetings with academic departments and administrative services to manage on-going service enhancements and issues.

Risk Management at the EUI

The confidentiality, integrity and availability of information, in all its forms, is critical to the on-going functioning and good governance of the EUI.

Cyber Security

- A EUI physical Security review was completed by ISPRA and was found to be in general agreement with an ICT security review of 2016.
- Business cases were prepared to address the highest priority security issues and these elements will be implemented during 2018.

Internal Audit Office

Internal Audit Officer: Anca Busila

Mission

The mission of the Internal Audit Office is to enhance and protect the organisational value of the EUI by providing risk-based and objective assurance, competent advice and insight. The IAO brings assurance by performing a systematic evaluation of the effectiveness of the risk management, control and governance processes. In order to promote sound financial management, it issues independent opinions and recommendations. In addition to assurance, the IAO provides consulting services seeking to bring direct improvements to the Institute's operations and stakeholders in general. While carrying out its tasks, the IAO aligns the audit goals and operational objectives with those of the Institute's management, by continuously seeking to position itself in such a way as to produce the highest possible value in areas that management regards as most crucial for the Institute's success.

Main achievements

2017 was a year of critical organisational changes not only at the EUI level, but also for the IAO. The year marked the retirement of the Internal Auditor and the recruitment and induction of her successor.

The change in management, however, did not disrupt the achievement of the set objectives and the successful completion of the annual work programme. Once again, efforts were aimed at an integrated approach to risk management, not only as a result of the changing nature of the Institute's organisational environment, but also in an effort to release the internal auditors' creativity and usefulness, upgrading their status into a trusted advisor's level. The relevant regulatory frameworks and auditors' job descriptions are being transformed so they can offer the EUI Services sufficient leeway to establish trust. IAO activities have thus evolved toward a more interactive and comprehensive involvement in the evaluation and support of the Services' activities.

The professional range of the IAO's engagements have been expanded since 2015, including the monitoring of a new Accrual Accounting System (ABAC), Procurement advisory, the introduction of a Performance Indicators analysis as well as the re-engineering of the EUI Risk Management framework. However, 2016 and most of 2017 were critical for streamlining the developments across the Services and maintaining a constant and high level of performance best practices. The transition from the past to the present audit terminology depicts the new orientation lines; from correction to prevention, from a financial perspective to one of global performance, an increased interest in compliance, risk and control, while maintaining a holistic approach towards the organisation's processes, and a proposal for comprehensive support and insightful advice.

Continuous Monitoring of ABAC

The IAO revisited the pending issues under the continuous monitoring of ABAC. While some progress was achieved in securing the backup of the in-house system administrator, the chief accountant continues to be the knowledge source for critical accounting procedures related to the closing of the accounts. The transfer of knowledge continues to be an on-going effort and will be further reinforced by the recruitment of a financial officer in the Accounting Unit planned for the beginning of 2018.

Another area that requires further improvement is the reporting of expenditure by their nature. Apart from the need for systematic reporting, the process owners have committed to re-evaluating the correct and consistent use of the nature of expenditure. Due to the lack of significant progress in this evaluation, the IAO has deferred the analysis of expenditures by nature to a later point in time.

Monitoring of the Internal Control System (ICS)

The results of the internal control system review revealed that the minimum requirements in terms of control arrangements were in place and working as intended. It was determined, among other, that the planned objectives set out in the EUI 2017 Action Plan were generally achieved and that the risks were appropriately monitored and addressed. Nevertheless, real opportunities to further strengthen the control system were identified and brought to the attention of top management. While considering the cost-benefit relation before adding new controls to the existing ones, and the available resources, the IAO identified three internal control standards that could be reinforced before others: Ethics and Integrity, Exceptions Recording, and the Documentation of processes and Procedures.

On the subject of risk management, 2017 marked an important milestone in risk awareness maturity at the EUI. Through a series of bilateral meetings with management, the IAO facilitated the identification of critical risks at the level of the Institute. The IAO concluded that in 2017 risk management represented one of the strengths of the Internal Control System.

Monitor the integration of the Accounting Unit within Budget and Financial Affairs Service

Following a thorough analysis and testing of the current organisational arrangements, the IAO concluded with reasonable assurance that the principle of segregation of duties, as described by the Financial Rules applicable to the Institute, continues to be fully and consistently respected under the new framework. The IAO suggested that an analysis of the utility of the current model could be performed, at a future date, possibly before the Institute's next reorganisation.

Advisory Services

Over 2017, the Internal Auditor was requested to express her formal advice on the compliance with the EUI Public Procurement and Concessions Regulation for sixteen such procedures. All opinions were delivered on time. While performing the compliance verification, the IAO increased its collaboration with the Procurement Coordination Unit on yearly planning as well as with regard to the inadequacies and recommended actions determined in relation to the contract management controls. This was done by discussing potential automated contract monitoring solutions, control alerts, and updating and feedback tools.

Independent reports on factual findings for externally funded projects

Among the activities carried out in 2017 by the IAO was the preparation of six independent reports on factual findings for research projects funded by the European Commission and the European Research Council.

Contacts with External Auditors

During 2017 IAO 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, demonstrating whether the funds provided under the European Commission's Grant Agreement are spent in accordance with the terms and conditions agreed upon.

Details for all key activities performed by the IAO in 2017 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.

Real Estate and Facilities Service

Director of Service: Kathinka España

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; organisation of events; management and distribution of furniture and official materials; document reproduction; translations, mail service, central filing and protocol office; and the EUI 'crèche'. As well as providing the usual day-to-day services mentioned above, the REFS 2017 general objectives were identified in the areas of Safety and Security, Buildings, User support and Procurement.

Main achievements

Safety and Security

Safety

In 2017, a training and safety information campaign was launched for all members of and visitors to the Institute as required by current regulations. A mandatory E-Learning course with a final test on Safety & Security procedures was sent out to the entire EUI community. Emergency teams and first aid teams were integrated and reorganized. Evacuation procedures for each individual building or building complex were redefined. Evacuation drills in all the Institute's buildings were carried out.

Security

A risk assessment exercise, with the cooperation of experts from the Security Service of the joint research centre (JRC) was performed in February. The experts involved in the physical security assessment concluded that the level of security within the EUI premises, taking into consideration the working environment and open-philosophy of a university campus, has been sufficient up to now. However, considering the evolution of the social and international political situation, they recommended considering improvements in a number of areas, in order to reach a higher level of adequacy.

Following the outcome of this inspection and the awareness-raising campaign about safety and security, it was decided to establish a new and enlarged Safety and Security Committee (President decision n. 24/2017, 10 April 2017): the EUI Security policy will be reassessed in 2018.

Buildings

Premises for the School of Transnational Governance

The first nucleus of the School of Transnational Governance started its activities in the spring, and a new area of the Badia Fiesolana was rented and partially refurbished to provisionally allocate the STG staff and their activi-

ties starting from January 2018. However, this settlement was to be considered a temporary solution, given the availability of the Italian government to provide the STG with a new dedicated site.

During 2017 the EUI and the Italian government stakeholders identified Palazzo Buontalenti, in the city centre of Florence, as the permanent premises of the STG.

Works

In the framework of the implementation of the 2015-2016 overall extraordinary maintenance programme adopted by the Italian authorities (decrees 'Sblocca Italia' and 'Rivalorizzazione patrimonio Culturale') with extraordinary funds, several construction works were carried out.

In addition to the above, works were also completed for the realisation of a footpath connecting Ponte alla Badia with Villa Salviati, which will be open to pedestrians early in 2018.

User Support

Welcome Unit

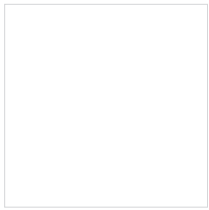
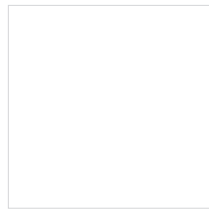
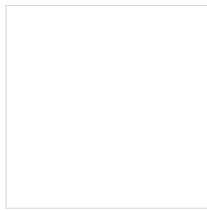
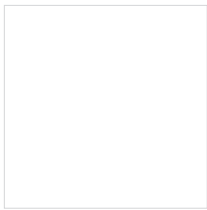
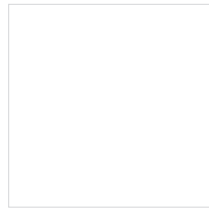
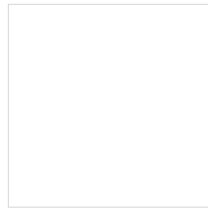
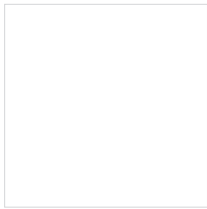
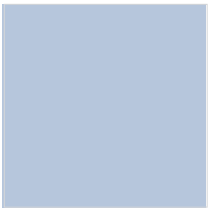
The Welcome Unit underwent a systematic revision in 2017, following the need for a joint Unit to provide a first point of contact for all newcomers, regardless of their status at the EUI (staff members, Ph.D. candidates, professors, trainees, research associates, fellows, visiting professors, etc.) and to respond to their immediate needs when arriving at the EUI. The main aim was the rationalisation of activities previously carried out simultaneously by the various services and the creation of a knowledge-based, rather than status-based, workflow. The final objective is the creation of an all-inclusive EUI Service Desk.

Helpdesk

After the selection procedure carried out in 2016, a new helpdesk software was purchased and is now operational.

Procurement Management

In 2017 the REFS successfully launched and awarded all scheduled tenders and negotiated procedures.



Selected Figures 2017

Annex on Governance

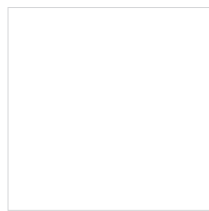
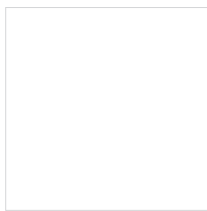
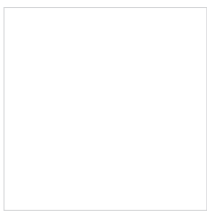
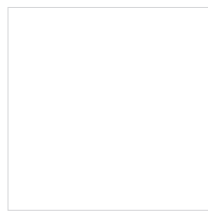
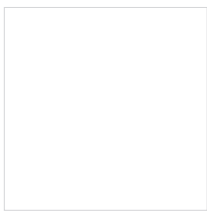
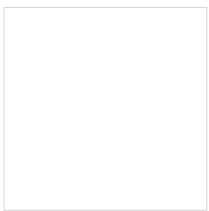
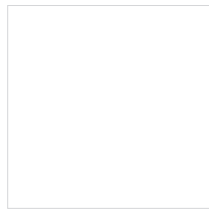
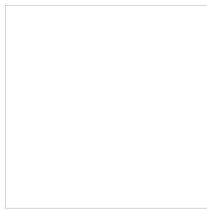
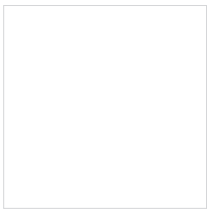
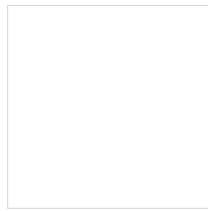
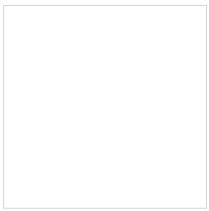
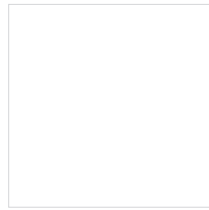
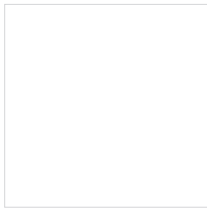
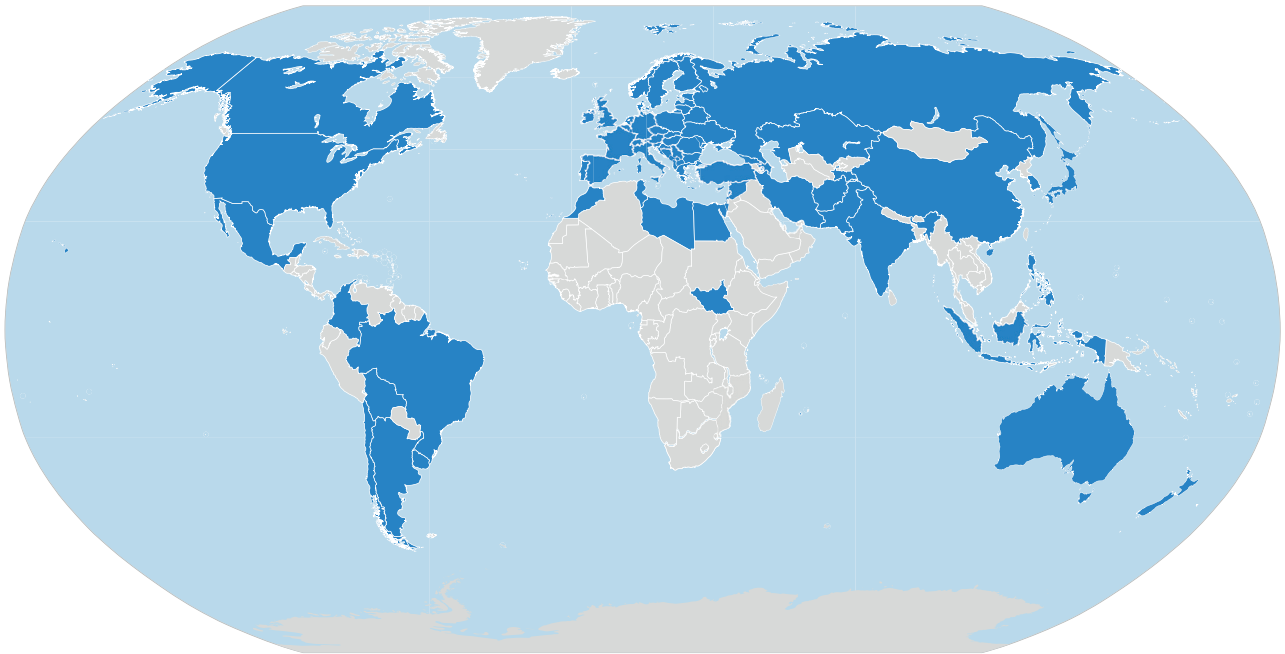


FIGURE
24

The EUI Academic Community, 2017



In 2017 the EUI academic community, which includes researchers, post-doctoral fellows, faculty and research staff, included more than 900 individuals from 72 countries around the world.



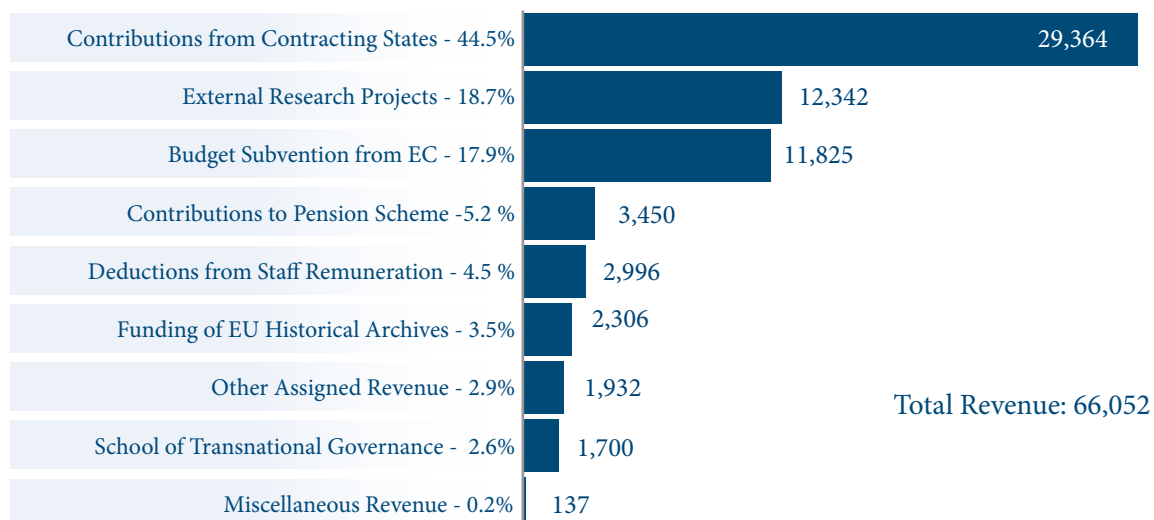
EUI Budget 2017

The following figures pertain to the EUI budget. Administrative costs, excluding the pension scheme, represent around 20% of the total budget, which puts the EUI in the lower bracket in comparison to other universities; this is a positive achievement for a small organisations as some functions and services are the same as in considerably larger higher education institutions. Over time, there has been an important increase of external funding, showing the EUI's strength in successfully bidding for competitive funding. The share of funding from the European Union has also increased in the overall budget over the years; the 2017 increase is linked to the creation of the EUI School of Transnational Governance.

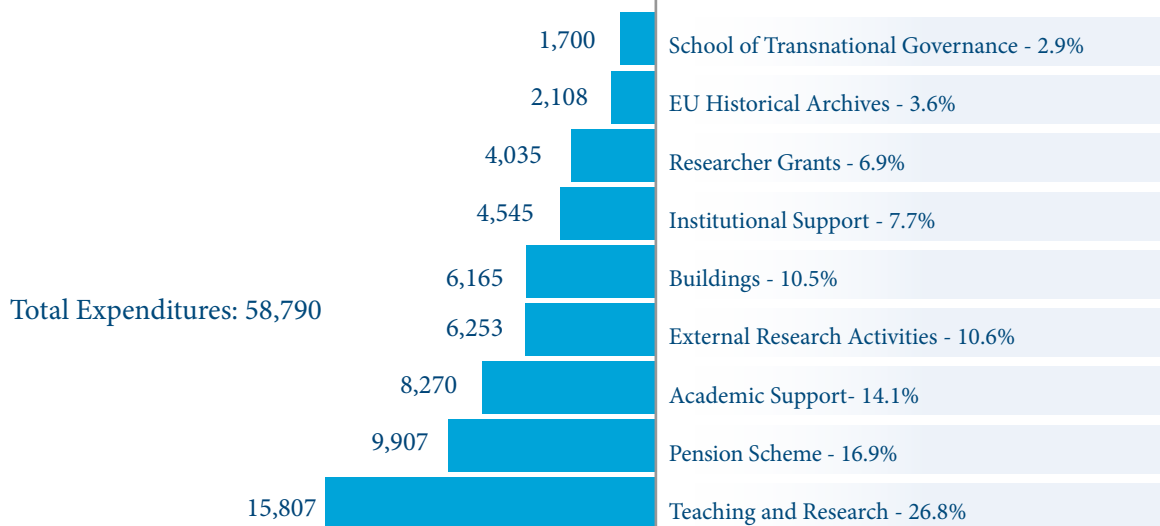
FIGURE
25

The Funding of the Institute Revenue and Expenditure for the 2017 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
26

Breakdown of the Usage of Appropriations by Sector for the 2017 Financial Year and Those Carried over from the Previous Year

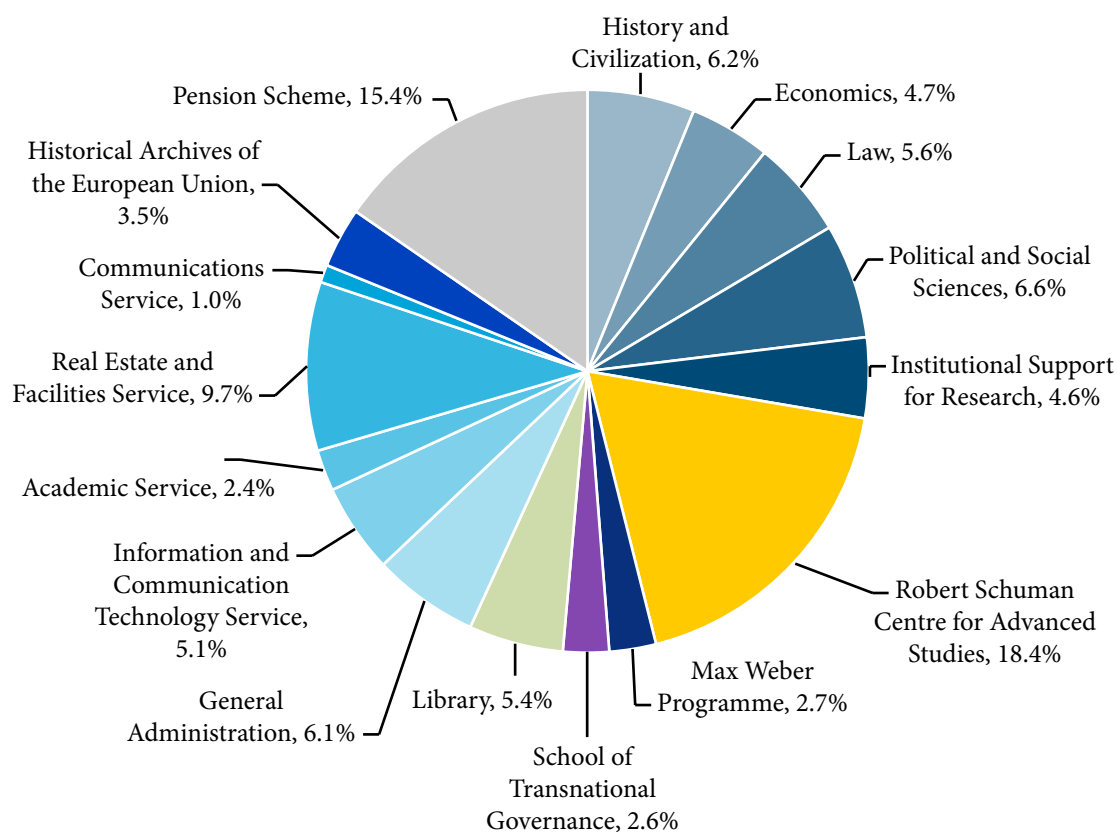
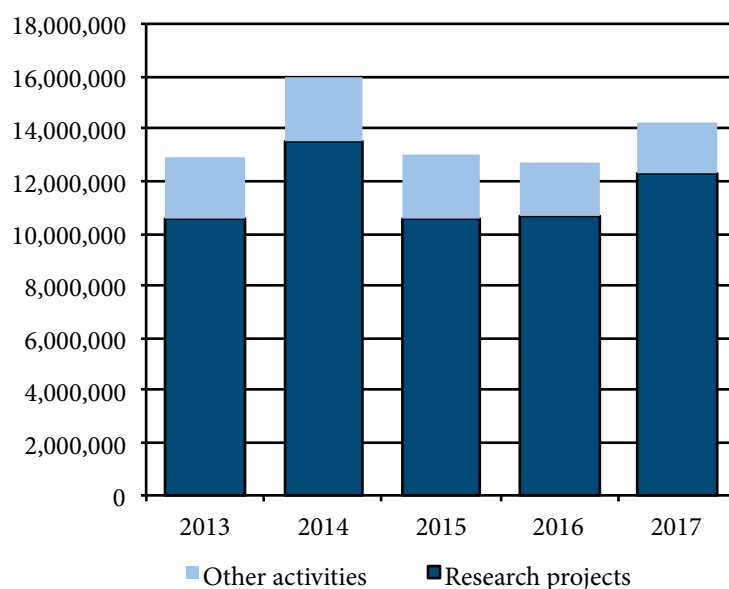
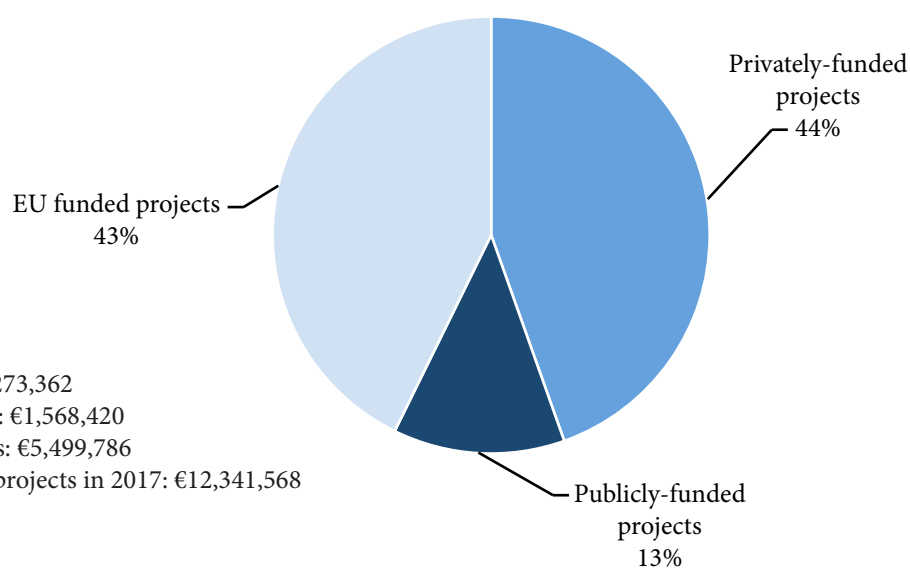


FIGURE 27 External Resources 2013 - 2017



Externally-funded research projects 2017: €12,341.568
 Resources from other activities 2017: €1,932,668
 Total External Resources in 2017: € 14,274,236

FIGURE 28 Breakdown of Externally-funded Research Projects 2017



EU-funded projects: €5,273,362
 Publicly-funded projects: €1,568,420
 Privately-funded projects: €5,499,786
 Total externally-funded projects in 2017: €12,341,568

FIGURE
29

Evolution of Contributions to the EUI Budget, 1975 - 2017

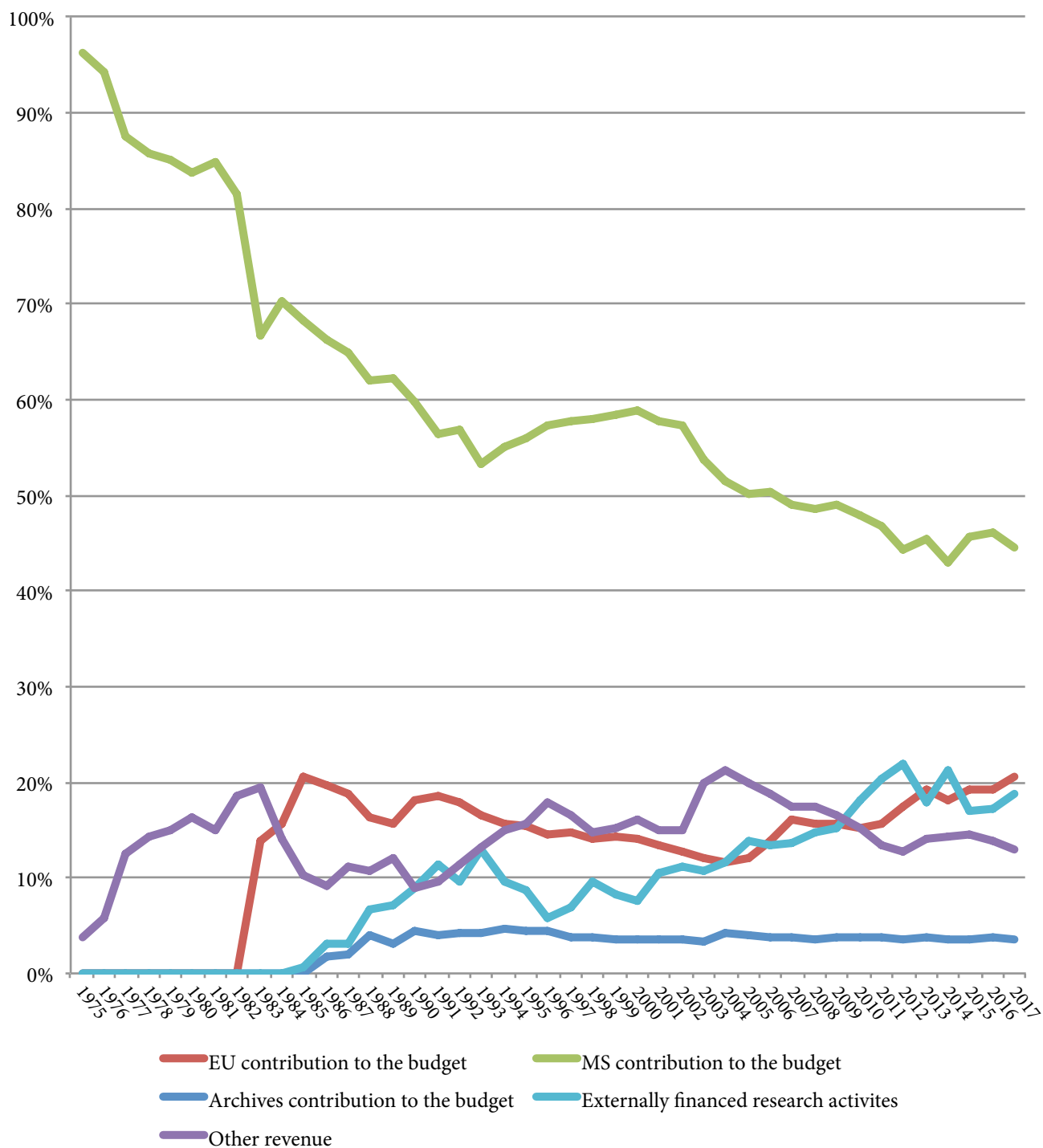


FIGURE
30

Evolution of Member State Contribution to the Budget

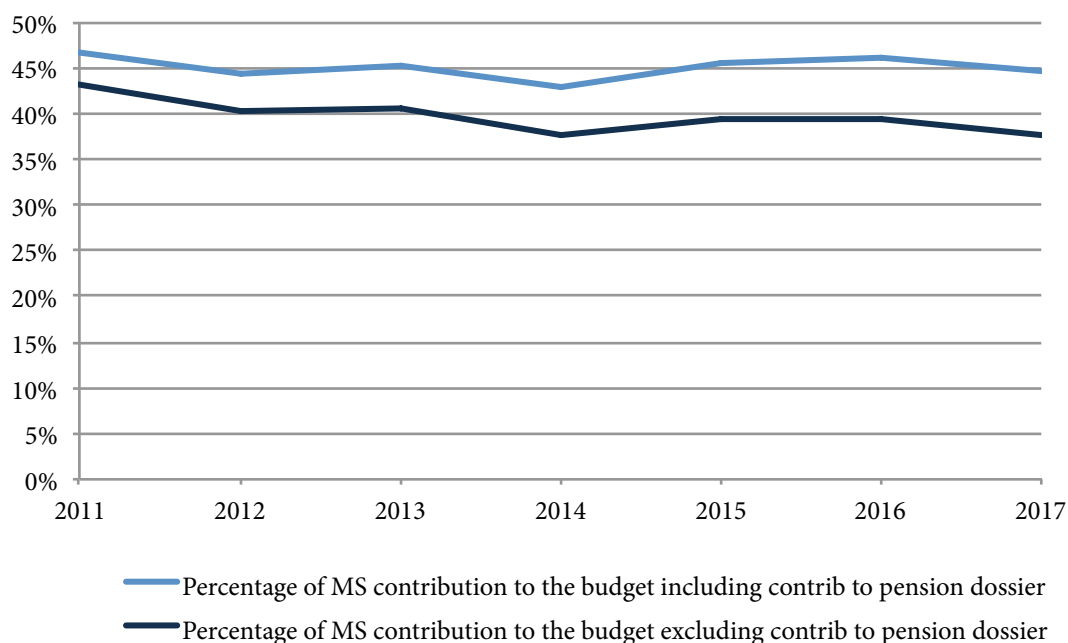
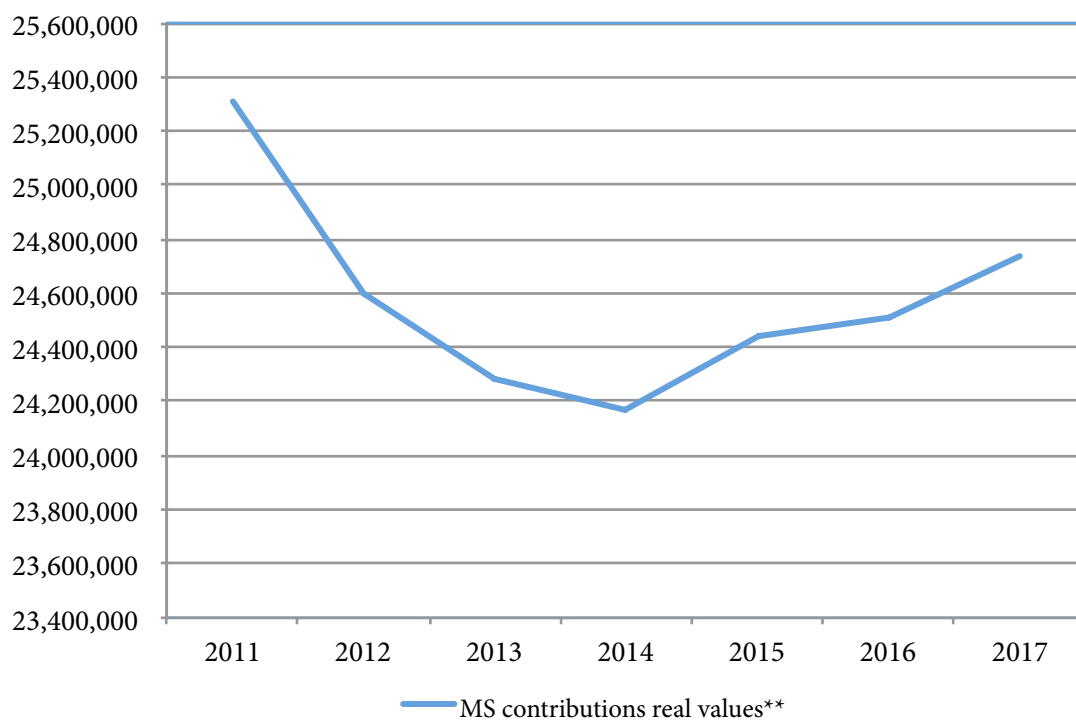


FIGURE
31

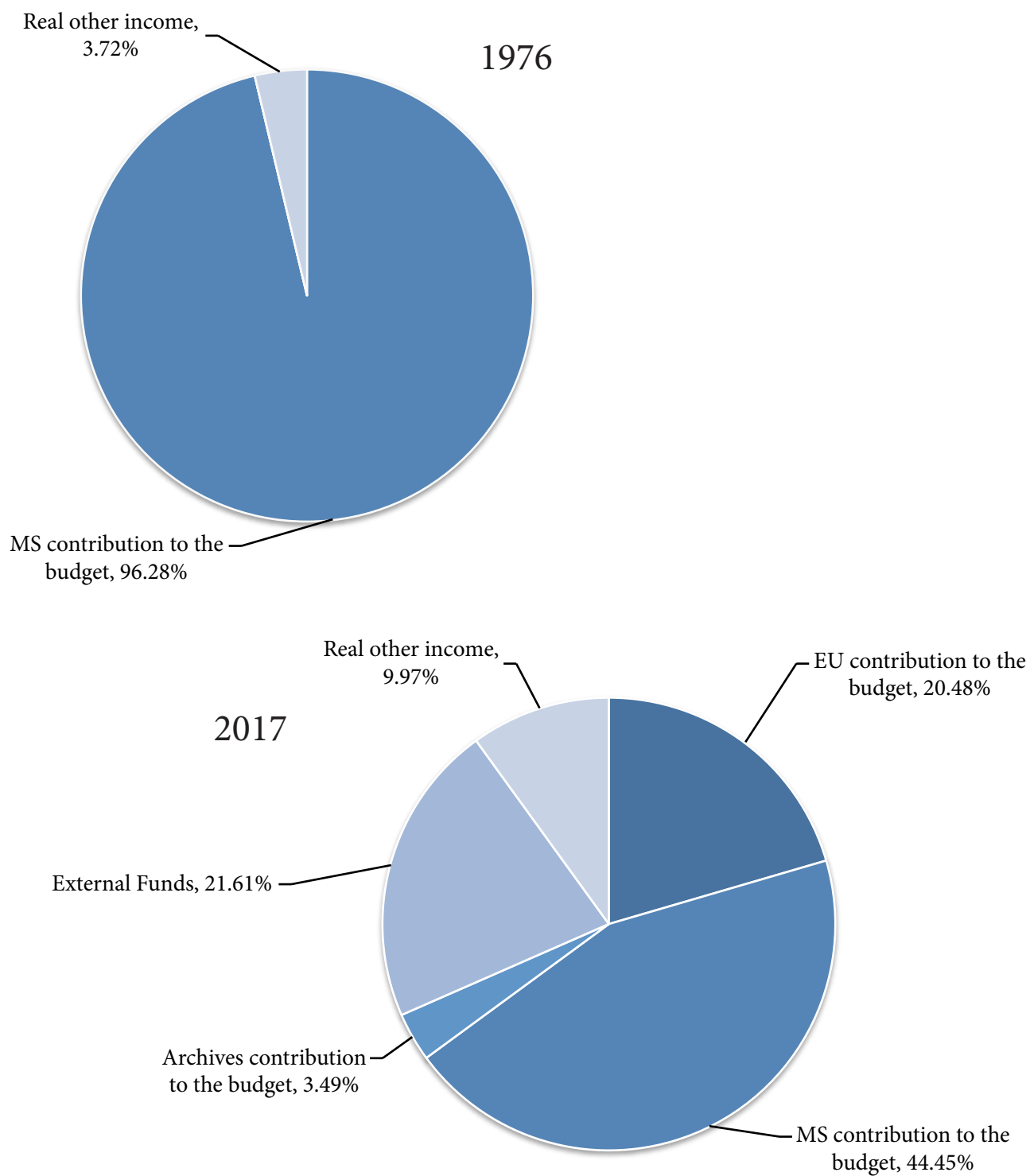
Member State Contributions to the Budget, real values*

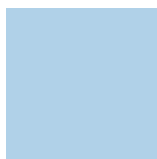


*2017 prices

** MS contributions excluding pension dossier

FIGURE 32 EUI Sources of Funding, 1976 and 2017





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.'

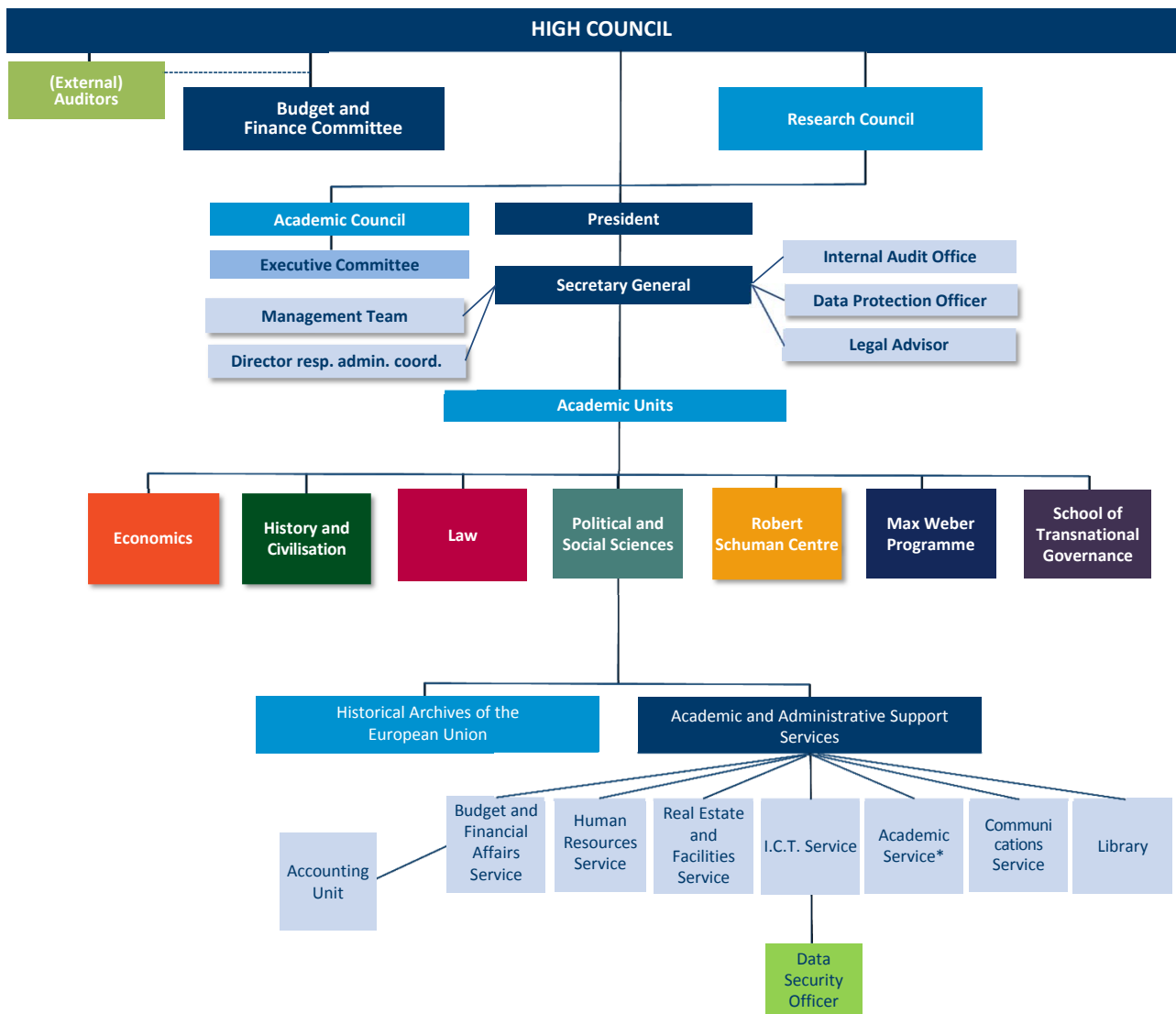
The **High Council** consists of representatives of the governments of the Contracting States. It meets at least once a year in Florence. High Council members in 2017 are listed in the following pages.

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).

Establishment Plan



*Including the Language Centre and the Counselling and Wellbeing Service



The High Council

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

Austria

Stefan Griller
Helmut Konrad
Florian Pecenka

Universitat Salzburg
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
Rumyana Kolarova

Sofia University 'St Kliment Ohridski'
University Sofia

Cyprus

Androulla Vassiliou

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

Denmark

Pernille Ulrich
Marlene Wind

Ministry of Science, Innovation and Higher Education
University of Copenhagen

Estonia

Kalmar Kurs
Allan Padar

Ministry of Education and Research
Ministry of Education and Research

Finland

Tuomas Pakkari
Liisa Savunen

Ministry of Education and Culture
Academy of Finland

France

Guy Durand
Jean-Emile Gombert

Ministry of Higher Education and Research
Conference of University Presidents

Germany

Susanne Burger
Stefan Konetzko
Heike Mark

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

Greece

Alexandros Prinas
Errikos-Chaim Ventouras

Ministry of Education, Research and Religious Affairs
Ministry of Education/University of Athens

Ireland

Veronica Dalton
Richard Dolan
Sióbhan Mullally

Higher Education – Department Education and Skills
Higher Education – Department Education and Skills
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
Robert Kerger	Ministère de l'Enseignement Supérieur et de la Recherche

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

José Maria Brandão De Brito	ISEG-Lisboa School of Economics and Management
Nuno Severiano Teixeira	Universidade Nova de Lisboa

Romania

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

Slovenia

Andrej Kotnik	Ministry of Education, Science and Sport
Peter Volasko	Ministry of Education, Science and Sport

Spain

Leonardo Caruana De Las Cagigas	Ministry of Education, Culture and Sport
---------------------------------	--

Sweden

Anneli Frojd	Swedish Research Council
Titi Mattsson	Lund University, Department of Law
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

Cesira D'Aniello	Human Resources
Jean-Baptiste Laignelot	Legal Service

European Commission

Vito Borrelli	DG Education, Youth, Sport and Culture
Attila Marjan	DG Education, Youth, Sport and Culture
Martine Reicherts	DG Education, Youth, Sport and Culture
Giorgio Sonnino	DG Education, Youth, Sport and Culture

European Parliament

Riccardo Ribera d'Alcala	European Parliament, Constitutional Affairs Committee
--------------------------	---

The Research Council

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

Enriqueta Aragones	Universitat Autònoma de Barcelona
Laurence Boisson de Chazournes	University of Geneva, Faculty of Law
Nadia Calviño	Director General, Directorate General Budget, European Commission
Yolanda Gomez Sanchez	Universidad Nacional de Educación a Distancia (UNED)
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
Franck Portier	University College London
Anita Prazmowska	London School of Economics and Political Science
Frank Smets	European Central Bank
Heike Solga	WZB and Freie Universität Berlin
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

Bulgaria

Sonia Krastanova-Bogdanova Ministry of Education and Science

Zornitsa Todorova Ministry of Education and Science

Cyprus

Stavros Michael Ministry of Finance

Denmark

Gunvor Faber-Madsen Agency for Higher Education

Mark Neumann Ministry of Higher Education and Science

Estonia

Kalmar Kurs Ministry of Education and Research

Finland

Sinnikka Välikangas Academy of Finland

France

Guy Durand Ministry of Higher Education and Research

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

Vincenzo De Luca
Francesco Tafuri
Salvatore Vizzini

Ministry of Foreign Affairs and International Cooperation
Ministry of Foreign Affairs and International Cooperation
Ministry of Finance

Latvia

Alina Kucinska
Anita Vahere-Abrazune

Ministry of Education and Science
Ministry of Education and Science

Luxembourg

Léon Diederich
Guy Cognioul

Ministry of Higher Education and Research
Inspectorate General of Finances

Netherlands

Daan Stipdonk
R.C.G. Van der Meer

Ministry of Education, Culture and Science
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
Katja Perme

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

Spain

Leonardo Caruana de las Cagigas

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: Marco Incerti (Director)

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

Human Resources Service: Jette Pedersen (Director)

Information and Communication Technology Service: David Scott (Director)

Internal Audit Office: Anca Busila (Internal Auditor)

Library: Josep Torn (Director)

Real Estate and Facilities Service: Kathinka España (Director)

Administrative Coordinator: Roberto Nocentini

EUI Academic Departments

Department of Economics: Árpád Ábrahám (Head of Department)

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)

Max Weber Programme: Richard Bellamy (Director)

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

School of Transnational Governance: Miguel Maduro (Director)

**Note: The information in this section reflects the composition of the Institute in December 2017.*

Full-time Faculty*

Economics

Árpád Ábrahám
Michèle Belot
Juan Dolado
Axelle Ferriere
Andrea Galeotti
Piero Gottardi
Andrea Ichino
Philipp Kircher
David Levine (Joint Chair RSCAS)
Ramon Marimon (Joint Chair RSCAS)
Andrea Mattozzi
Evi Pappa

History and Civilization

Youssef Cassis (Joint Chair RSCAS)
Laura Lee Downs
Alexander Etkind
Jorge Flores
Regina Grafe
Pieter Judson
Pavel Kolář
Luca Molà
Lucy Riall
Federico Romero
Ann Thomson
Corinna Unger
Stéphane Van Damme

Law

Nehal Bhuta
Deirdre Curtin (Joint Chair RSCAS)
Peter Drahos
Stefan Grundmann
Gábor Halmai
Claire Kilpatrick
Hans-Wolfgang Micklitz
Giorgio Monti
Urška Šadl
Martin Scheinin
Joanne Scott

Political and Social Sciences

Stefano Bartolini
Rainer Bauböck
Fabrizio Bernardi
Dorothee Bohle
Diego Gambetta
Philipp Genschel (Joint Chair RSCAS)
Klarita Gërzhani
Anton Hemerijck
Ellen Immergut
Hans Peter Kriesi
Ulrich Krotz (Joint Chair RSCAS)
Jennifer Welsh

Max Weber Programme

Richard Bellamy

Robert Schuman Centre

Andrew Geddes
Bernard Hoekman
Brigid Laffan
Anna Triandafyllidou

School of Transnational

Governance

Miguel Maduro

**Note: The information in this section reflects the composition of the Institute in December 2017.*

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