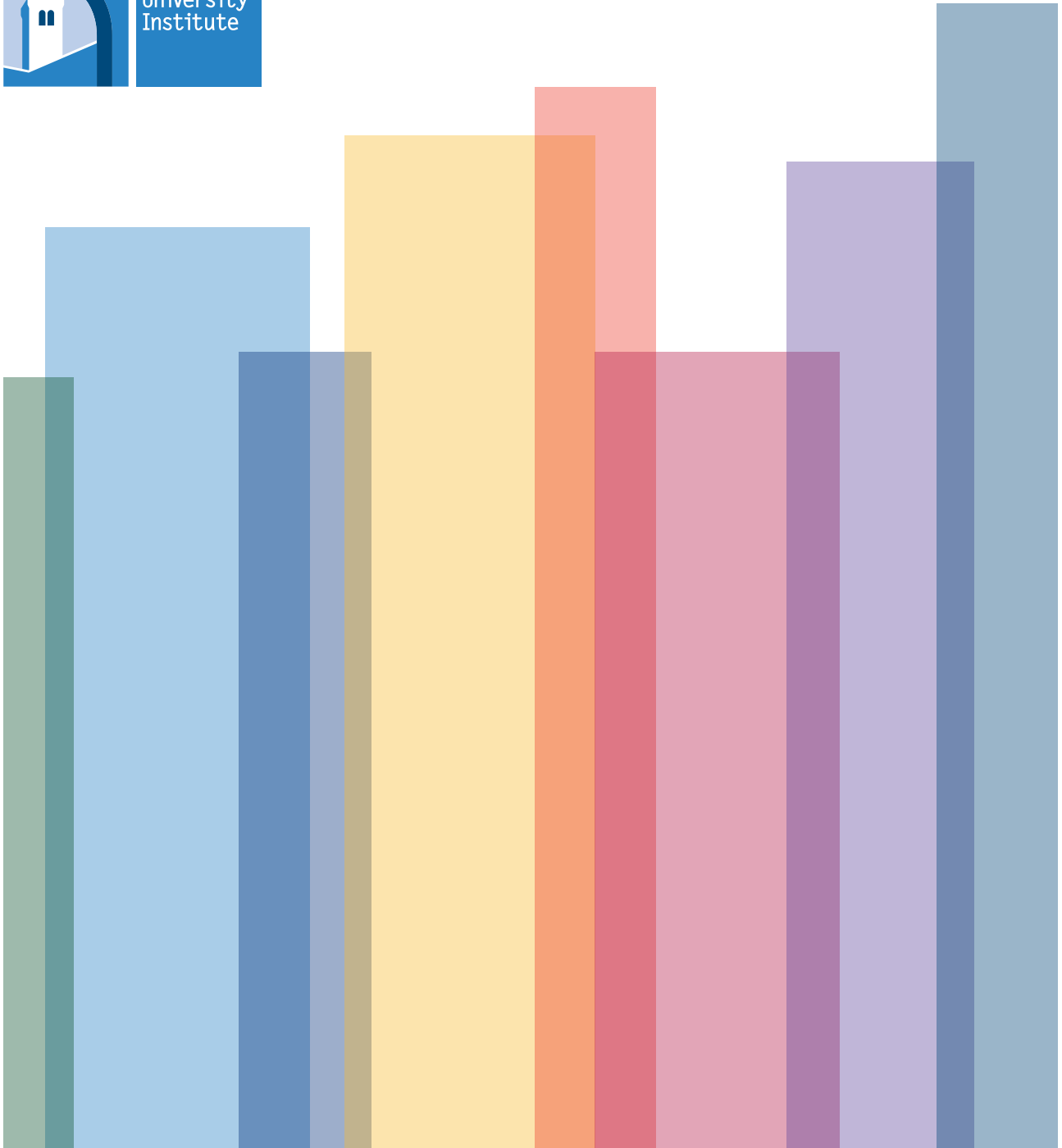
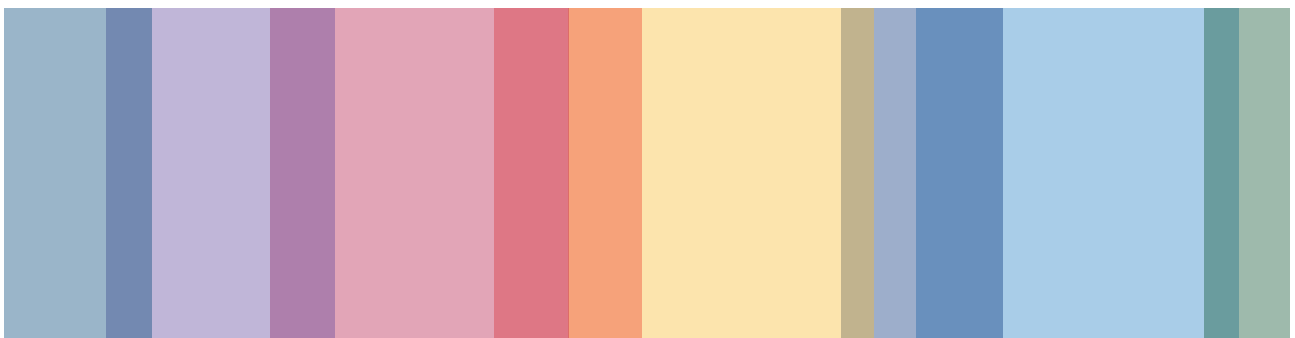




European
University
Institute



EUI Activity Report 2018



REPORT ON CALENDAR YEAR 2018, PUBLISHED IN SPRING 2019

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Complete, up-to-date, information on all of the EUI's activities may be found on the EUI website:

www.eui.eu

Academic unit webpages

Department of Economics: www.eui.eu/eco

Department of History and Civilization: www.eui.eu/hec

Department of Law: www.eui.eu/law

Department of Political and Social Sciences: www.eui.eu/sps

Max Weber Programme: www.eui.eu/ProgrammesAndFellowships/MaxWeberProgramme

Academic Careers Observatory: www.eui.eu/ACO

Robert Schuman Centre for Advanced Studies: www.eui.eu/rscas

School of Transnational Governance: stg.eui.eu

The EUI Research Repository of academic publications: cadmus.eui.eu

Defended theses (all departments): <http://cadmus.eui.eu/handle/1814/7088>

RESDATA, EUI Research Data Repository: <http://euiresdata.eui.eu/xmlui>

EUI events calendar: <https://www.eui.eu/events>



Introduction

Professor Renaud Dehousse,
President of the EUI

This 2018 annual report is very much a transition report as 2018 was the year during which the Strategic Review Committee handed in its report and during which the EUI launched a process to define its strategic priorities for the next five years in the shape of a Strategic Plan.

The 2018 Strategic Review Committee was chaired by Professor Sir Howard Newby and composed of three other distinguished external experts: Professor and Vice-president of the Constitutional Court of Italy Marta Cartabia, Professor Regina T. Riphahn, and Professor Raimo Väyrynen. This Committee underlined the excellence of the work performed at the EUI both in training and research, as well as the necessity to better frame the indisputable uniqueness of the Institute. A better definition of functions and profiles of the EUI was recommended which is to rest on three main pillars of activities:

- Training of early stage researchers through excellent research
- Policy-relevant research
- Training of current and future policy-makers

The Committee also made recommendations to better structure the external relations of the EUI. It identified as well areas for which there is a need to improve practices at the EUI to enable it to better adapt to a changed environment and new challenges. Different recommendations were made in the spirit of updating the governance and management structures with, for example, the establishment of a committee in charge of strategy and the creation of two new deans, one for external relations, the other for research. These recommendations have been implemented since.



**President of the EUI:
Professor Renaud Dehousse**

The 'Newby' Committee recommended that a Strategic Plan is produced every five years, with the first one to be presented in December 2019. Because it is important to move forward with change and close this period of strategic exercise, I decided to anticipate this process by six months, and was able to present some first directions in December 2018. Three priorities emerged in the reflection which have since been confirmed: establishing the EUI as a hub for Social Sciences and Humanities in Europe, contributing to bridging the performance gap in European higher education and research via a focus on Central and Eastern Europe, and engaging more with audiences and partners globally.

The strategic exercises described above have required a lot of attention for most of 2018 and will continue to do so in 2019 with the new strategy kicking in and the consequent review of the administration to be performed. This should not stop – and has not stopped – the EUI from delivering on the elements that enable the strategic exercise to rest on a strong basis of excellence.

As you will find out in this report, the doctoral and postdoctoral programmes in the four academic departments enjoy a high power of attraction towards early stage researchers, can boast very high levels of satisfaction and provide outstanding career perspectives.

Scientific activities have been at a high this year, placing again the EUI among the most established and vibrant places to perform research on the issues faced by societies; this is illustrated with a series of examples along the pages of this report on projects led at the Schuman Centre and in the Departments. The EUI has obtained three positive answers for ERC grants submitted in 2018, amounting to a total of 23 since the start of the ERC programme, which is a remarkable feature with a full-time faculty of about 50 professors. Moreover, the EUI, mostly through the Robert Schuman Centre, has become a powerhouse in collaborative projects with involvement in 73

projects since the turn of the century. Eighteen of these have been led and coordinated by the Institute, of which four have been won since 2017-2018. The EUI's new School of Transnational Governance has taken up speed over its first full year of activity with a growing offer in executive training, high-level policy dialogues, and policy fellowships; concrete steps are being taken towards the creation of a master in academic year 2020-2021.

Efforts towards communicating the results of research to inform policy-making have culminated in 2018 in the unprecedented success of The State of the Union annual conference, which saw the participation of four heads of state and of key European decision-makers, and which was reported upon in more than one thousand press articles throughout Europe.

In 2019, the EUI is entering a new cycle with a new set of strategic objectives. The aim is to bring a more distinct sense of purpose and relevance to the joint work and notable achievements described in the following pages.

Professor Renaud Dehousse
President, European University Institute

FESTEGGIANDO IL TERZO CENTENARIO
DEL SUO TRIONFO NEI CIELI I PADRI DELLA
BADIA FIESOLANA POSSONO MODESTO TRIBUTO
DI DEVOZIONE E D'AMORE AL LORO PADRE
GIUSEPPE CALASANZIO ANIMATI DALLA
SPERANZA CHE GLI ALUNNI DI QUESTO
COLLEGIO SEMPRE MEMORI DI QUELLA CHE
FU L'OPERA SUA E LA SUA GLORIA UNISCONO
IN BELLA ARMONIA DIO E LA SCIENZA

XII DICEMBRE MCMLXVIII



Department of Economics

The Department of Economics of the European University Institute brings together leading scholars from all over the world in an outstanding research and teaching environment. The Department aims to produce theoretical and applied research; to contribute both to the advancement of knowledge about the complexity of the economic systems; and to inform and guide the policy debate on economic and social issues in the European Union and beyond. Its structured Ph.D. programme endeavours to produce 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.



Head of Department:
Professor Andrea Mattozzi

Major Research Directions

The Department of Economics hosts a very active and lively research environment. This is illustrated by its research outcomes in terms of publications and working papers, but also in the research-related events organised regularly by the department. The main research topics of the Department reflect the interests of current faculty members and are concentrated in the three broad areas of microeconomics, macroeconomics and applied economics (econometrics).

In microeconomics, Professor Philipp Kircher expanded his research on advising job seekers and formulated a new approach to studying techno-

Testing tests for competition

The European Commission relies on objective tests to assess whether the behaviour of large dominant companies, such as Intel or Google, complies with competition laws. The 'state-of-the-art' test verifies whether a buyer can be induced to give up with the contractual terms of a dominant firm and buy instead from an as-efficient competitor (AEC test), and is the basis for important antitrust decisions. Giacomo Calzolari developed a novel theoretical framework to evaluate the performance of the AEC test. In a 2018 keynote speech addressed to the European Competition Policy Network of all national authorities in Lisbon, Calzolari showed that the AEC test in fact turns out to be similar, if not worse, to a coin toss. Professor Calzolari subsequently advised the Commission and the national authorities to revise their view and tools to assess large and dominant companies' behaviour.

logical change, the focus of a successful ERC-consolidator grant proposal, which will start in 2019. In addition, in September 2018, Professor Kircher chaired the annual board meeting of the *Review of Economic Studies* in Florence with 50 of Europe's leading economists.

Professors David Levine and Andrea Mattozzi have completed their three-year project financed by the EU's Research Council on the formation and nature of

political groups (more details are [here](#)). The results of this project have been published in or are under revision for top economic journals. This project led to new research questions that have been the focus of a new Research Council project proposal, which will start in 2019.

Newly hired Professor Giacomo Calzolari has been working on his research agenda on competition and on regulation of financial markets, which led to a keynote speech to the European Competition Policy Network of all European authorities in Lisbon and a presentation at the Group of experts on competition policy at the European Commission.

In macroeconomics, 2018 has been the final year of the [ADEMU project](#) financed by the H2020 programme of the EU. Under the Scientific Coordination of Professor Ramon Marimon, the project was coordinated by the EUI Economics Department and included several high profile international partners. The project took on one of the most relevant research questions in Europe: how to improve the institutional framework of the European Union to deliver a more stable economic environment that can foster economic growth and reduce the pressure of growing inequality

across and within countries. The project involved several current and former members of the economics and law departments together with several researchers and postdoctoral fellows.

Professor Russell Cooper has been studying household financial choices in four EU countries. He showed that monetary policy, operating through its effects on household income and asset market returns, will have a differential impact on individuals within and across countries.

In econometrics and applied economics, Professor Andrea Ichino's papers on demand elasticity in non-competitive markets and on the potential drawbacks of nominal wage equalities across regions received substantial press coverage, including articles in *The Economist* that can be found [here](#) and [here](#). His research project on the cognitive costs of daycare, which was financed by the Research Council, is forthcoming in the prestigious Journal of Political Economy.

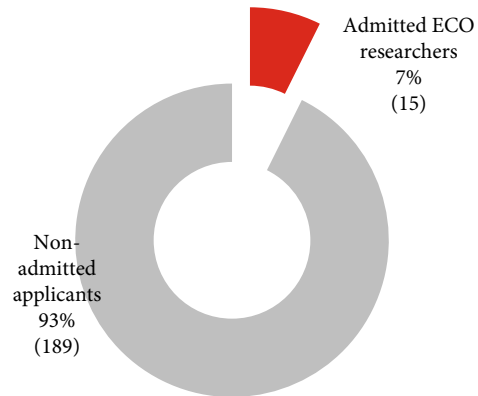
Professor Michèle Belot served as President of the European Society of Population Economics and gave the 2018 Presidential Address at the Annual Conference in Antwerp. She co-organised the International Meeting on Experimental and Behavioural Economics (IMEBESS) at the EUI, hosting around 180 participants, together with Professors Diego Gambetta and Klarita Gerxhani from the SPS department. Professor Belot also co-organised the Interdisciplinary Working Group with SPS, which brings together social scientists from different departments interested in experiments. She has pursued the experimental work as part of the large EU-consortium grant Nudge-IT, a project

Advice to Job Seekers

Michèle Belot's and Philipp Kircher's study 'Providing Advice to Job Seekers at Low Cost' investigates the effects of personalised, but easily replicable occupational advice in a low-cost environment. They designed and tested a tool focused on broadening the occupational outlook of job seekers. Low-cost provision is achieved by incorporating the tool directly in a job search engine. They base their suggestions on an algorithm that uses real labour market statistics on transitions between occupations that could easily be replicated in other studies. They find positive effects both on the search inputs as well as on the number of job interviews obtained based on a randomised controlled trial with 300 job seekers in Scotland. [Their study is forthcoming](#) in the Review of Economic Studies.

Figure 1

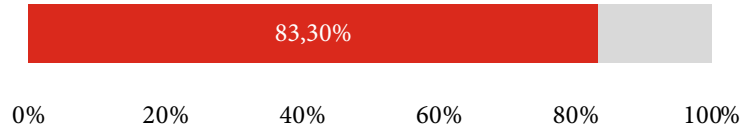
**Department of Economics Admission Rates
(204 applications)**



*This figure refers to the 2018-19 recruitment procedure.
Non-admitted applicants include not-selected applicants, withdrawals, reserve candidates for admission.

Figure 2

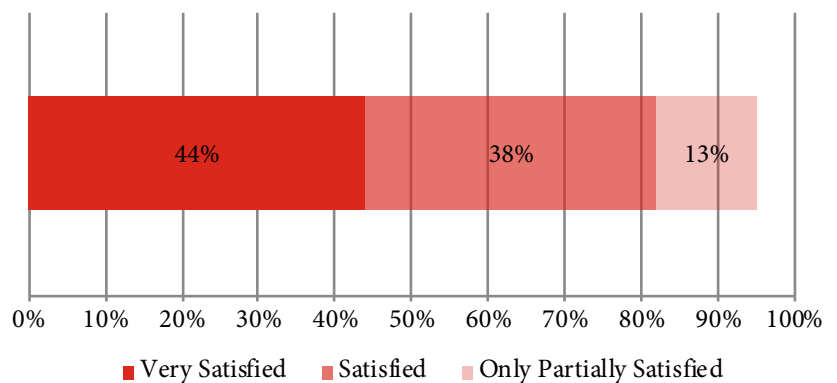
**ECO Ph.D. Completion Rates,
2011 cohort**



*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 (Ph.D.s awarded/ intake in 2011).

Figure 3

**ECO Ph.D. Supervision Satisfaction Assessment
2017/18**



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

that focuses on evaluating interventions aimed at improving dietary habits of low-income individuals.

The Department also has a very dynamic set of research events. Each week it organises three regular workshop series in Microeconomics, Macroeconomics and Econometrics/Applied Economics (see the full list [here](#)) and a monthly Departmental seminar of general interest for all the three fields. These seminars bring in scholars from top academic departments and researchers from international organisations to present their recent and ongoing work. The Department also provides its faculty, fellows and researchers with a wide selection of internal forums to present and discuss research.

New Professors

Since September 2017, the Economics Department has been involved in an intensive and successful hiring phase that has led to the replacement of four senior faculty members and two junior faculty members. This exercise provided a great opportunity to complement and strengthen existing research areas through the recruitment of colleagues able to bring in new research topics and methodology, as well as new potential supervision topics for our current and future researchers. The outstanding scientific contributions, research grants and academic citizenship of these newly hired colleagues are greatly recognised in the field of economics in Europe and beyond. These colleagues will determine the path of the department for the years ahead. The size and the needs of the economics doctoral program, in terms of graduate teaching and supervision, determine the faculty composition and the main research areas of the department. Within these areas, however, the department has developed a distinctive across-fields research agenda studying topics of direct interest for the EU.

In 2018, the department recruited two new senior faculty members (Professor Giacomo Calzolari and Professor Russell Cooper) and two new assistant professors (Professor Nina Bobkova working in auction theory and information aggregation and Professor Jesús Bueren working in health dynamics and inequality). Assistant professors have benefitted the department by providing a closer and more direct example of academic excellence and conduct to our researchers and postdoctoral fellows. Furthermore, they brought new energy and ideas to supervision and teaching in many formal and informal ways.

As for the new senior faculty members, Professor Russell Cooper has made

Daycare at age 0-2: a word of caution for parents in advantaged families

Daycare is a convenient and increasingly common solution for parents who need to return to work soon after the birth of a child. Whether daycare is beneficial to children is less obvious. Exploiting daycare admission rules in Bologna, Andrea Ichino compares similar children (ages 8-14) who attended daycare at age 0-2 for different periods of time. He finds that each additional month in daycare reduces IQ by 0.5%, and the loss increases with family income. It also reduces agreeableness and openness and increases neuroticism by 1%. One-to-one interactions with adults during early years of life are crucial for development, and are more effective if complemented by human capital and income. Due to their higher earning potential, if affluent parents can increase child's daycare attendance and labour supply they generate additional family resources that become attractive even if they come at some cost for the child. This study is forthcoming in the *Journal of Political Economy*.

path-breaking contributions in many areas of macroeconomics and beyond. His current research covers issues related to household finance and to labour market reform in Europe, as well as to Chinese economic development. Professor Giacomo Calzolari is an expert on competition policy and regulation of financial markets. He is member of the steering committee of the European Association of Industrial Economics, the Association of

Competition Economics and the Economic Advisory Group on Competition Policy of the European Commission. Their research profiles have greatly enhanced the Department's engagement in joint activities with the Robert Schuman Centre for Advanced Studies and with the Florence School of Regulation and the Florence School of Banking and Finance.

Two additional senior academics, Professors Sule Alan and Thomas Crossley (both from Essex) will join the Economics Department in 2019. Their presence will considerably strengthen the departmental offer in applied economics, and in particular in the areas of field experiments and micro econometrics and household behaviour.

Ph.D. Training

The Department is among the best in Europe for doctoral training in economics. In terms of structure, it is very similar to other leading doctoral programmes, with structured coursework during the first two years, close faculty supervision, a final dissertation, and successful placement in aca-

demia or leading policy institutions. At the same time, the EUI is a unique place to do a Ph.D. in Europe as the department focuses solely on doctoral and postdoctoral training and supervision. This creates an excellent environment for building a close academic community of professors, doctoral students, postdoctoral fellows and visitors. Each week numerous scheduled and spontaneous activities provide ample opportunities to exchange ideas about the frontiers of economic research and policy. Furthermore, the focus on research makes the EUI a top place to study economics, even though the department's faculty is much smaller than most of the other major economics departments in Europe or elsewhere.

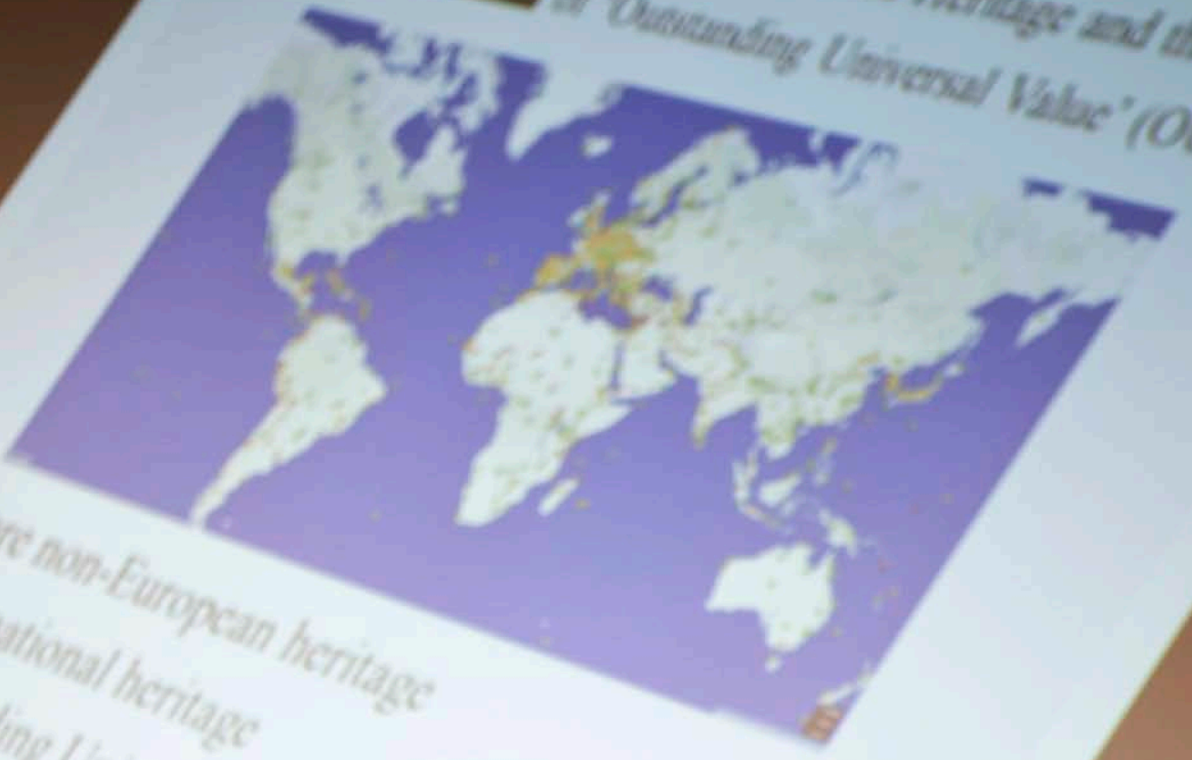
Although the doctoral programme was established 40 years ago, it is very dynamic and continuously adjusts not only to remain competitive with other programmes, but also to advance from what has been learned from past experience. The faculty together with the researchers work in equal parts to improve both the quality of the teaching material but also the structure of classes and the timing of learning outcomes. For example, the schedule and structure of courses between the first and second years is constantly evolving in order to better address the needs of graduate students to obtain in-depth knowledge in a challenging environment, but without unduly burdening them with unnecessary pressure.

An important activity of the graduate programme is the preparation and support of researchers who are entering the job market. The Department's investment in these activities is paying off, as shown by the excellent final placement of its students. Importantly, the Department is not only successful placing its candidates and fellows in leading academic departments, but also in the most important policy institutions in Europe and around the world. For example, at the time of writing, there are 18 doctoral graduates of the EUI that are working at the European Central Bank, the largest share of any university. The placement record of those students and fellows who entered the Academic job market in 2018 can be found [here](#).

[Ph.D. Researchers in the Economics Department](#)

[List of defended theses in the Economics Department](#)

of 'Outstanding World Heritage and the criteria of 'Outstanding Universal Value' (OUV)



- More non-European heritage
- Transnational heritage
- "Outstanding Universal Value" (OUV)



Department of History and Civilization

The Department of History and Civilization is distinctive among its European peers in its commitment to studying Europe's past in a global context from the Renaissance to our days. Our professors and researchers study Europe's history at all possible scales from the local to the intercontinental. However, rather than approaching European history in the traditional manner as a composite of national histories, the Department prioritises comparative, transnational, and global approaches. It also foregrounds Europe's diverse relations with the rest of the world, and especially its place in global networks of commerce, political organisation, and social thought.

The EUI's History Department offers one of the largest and most structured history Ph.D. programmes in Europe. Ph.D. researchers work very closely with faculty advisers and second readers to develop their projects. The Department's commitment to the study of the complex connections and interactions between societies across traditional historiographical boundaries demands agility and flexibility of a faculty of 12 professors, who mentor about 130 projects that link many parts of Europe and the world over six centuries. Our latest cohort of [Ph.D. researchers admitted in 2018](#) and their research topics and the [list of defended Ph.D. theses](#) can be found online.



Head of Department:
Professor Regina Grafe

Fossil Energy and Human Capital in Political Economies across Eastern Europe

This project, directed by Alexander Etkind, studies de-modernisation in Russia, Ukraine, and Poland. Focusing on natural resources and human development, it is a pioneering study of de-modernisation – a phenomenon that has developed in a number of states around the world. Comparing contemporary Russia, a state that uses resource abundance to render itself less dependent of the democratic political process, with the emergence of debates about the illiberal political tendencies in Ukraine and Poland, this project assesses the forces of de-modernisation that challenge Europe and the world.

Main Research Fields

The Department approaches comparative, trans-national and global histories of Europe with both rigour and imagination focusing on the complex networks of trade, cultural and intellectual exchange, and political relations that underpinned processes of integration and disintegration within Europe and between Europe and 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 particularly critical for training EUI researchers today, such as re-thinking the place of Central and Eastern Europe along with Russia in the transnational and global networks they study; the global history of science and the global history of ideas; the history of international organisations; and the global history of southern Europe.

HEC and the De Gasperi Centre

Created in 2016 the [Alcide De Gasperi Research Centre](#) is at the heart of the collaboration between HEC and the Historical Archives of the European Union (HAEU). The centre hosts an annual Graduate Student Conference on the History of European Integration bringing together young researchers from the most important international networks in the field, HEIRS and RICHIE, and also offers a regular seminar series. The Centre co-organises a number of research projects that aim to bring the richness of the materials of the HAEU to a wider public. Recent examples include ‘Advertising Europe’ – Films on European Integration between Information and Propaganda, and

The European Investment Bank and the 'Mezzogiorno' in the context of regional development (1958-1973).

HEC, the School of Transnational Governance and RSCAS

HEC is taking an active part in the gestation of the curriculum for the new Masters in Transnational Governance, committing faculty resources to building the programme under way. It is also building up a series of novel Executive Trainings that seeks to add historical insights and methods to the practical skills training in vital areas such as migration and development studies. A first preparatory workshop was held in October 2018 and a first Executive Training is planned for 2019 in collaboration with the Migration Policy Centre at RSCAS.

New Professors and Strategic Faculty Planning

In September 2018 Professor Giancarlo Casale joined the HEC as a Professor of Early Modern Mediterranean History from the University of Minnesota, having been selected in 2017. Casale is a specialist of the Eastern Mediterranean and the relations between the Ottomans and Europe in the 16th and 17th centuries. He is the author, among other works, of the prize winning *The Ottoman Age of Exploration* (Oxford 2010). The strength in early modern global history he brings to the department was complemented by the successful appointment of Professor Giorgio Riello, who has agreed to join the faculty as Chair in Early Modern Global History as of September

The Entangled History of Emotions in the Mediterranean; 'Mediterranean Encounters: People in Motion'

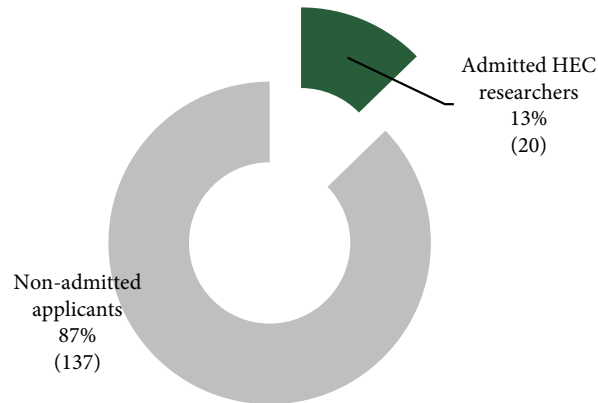
This project, organised by a broad international network led by the Australian Research Council Centre of Excellence for the History of Emotions, involves Ann Thomson at the EUI, as well as scholars from Italy's Consiglio Nazionale delle Ricerche, France's Centre National de la Recherche Scientifique, the University of Split in Croatia, and the Central European University in Budapest. It seeks to demonstrate how the study of encounters in the Mediterranean, both peaceful and violent, from the perspective of emotions, reminds us that the Mediterranean has always been a zone of intertwined histories and a locus of exchange for innumerable cultural transactions.

2019. Riello was previously Professor of Global History and Culture at the University of Warwick, where he served also as Director of the Warwick Institute for Advanced Studies. A renowned specialist in the history of material culture and consumption in a global perspective, Riello has researched and written extensively on the role of the emergence of consumer society in early globalisation and on the interplay between fashion, the organisation of production, and global commercial networks. The Department was also very pleased to have Professor Joanna Wawrzyniak from the University of Warsaw for a six-month period in 2018 as a Part-Time Professor of History of 20th-Century Eastern and Central Europe. A specialist on the history of social relations and the memory of World War II and state socialism she brought critical competence to the teaching of relations between the Social Sciences and History. She also helped the Department overcome the complicated transition period created by the loss of one externally funded Chair. The reduction of the number of Chairs to twelve and the potential loss of another externally funded Chair in 2022 have resulted in a strategic review of the Department's Chair profiles, so as to have a minimal impact on researcher advising. This involves the conversion of the existing Joint Chair in Economic History (with the RSCAS) into a new Chair in International History and Capitalism, to be filled in January 2020.

Ph.D. Training

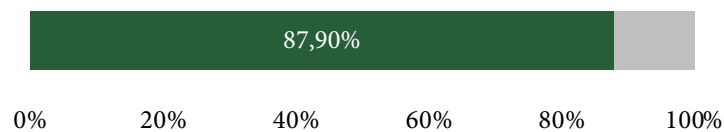
The Department's doctoral [training programme](#) involves two years of taught courses, in which researchers participate in three types of seminars. Training Seminars enable students to subject their written work to the critiques of their colleagues in an intense workshop environment. They are obligatory for first and second years and optional for finishing students. Departmental Seminars deepen students' knowledge of core methodologies and approaches preparing them for their own research but also for a possible career in teaching. Research Seminars are offered as in-depth explorations of the most up-to-date research in specific subfields. In this academic year the Department offered courses such as Business, Finance and the Making of Europe in the Twentieth Century; Gender, Social Action and Politics in European Borderlands, 1880s to the present; Empires in Modern History; Multi-Naturalism: Sciences and Environment in the Age of Anthropocene; The Emergence of Transnational Governance; and Early Modern Encounters. All seminars are professor-led, but post-docs are often invited to co-teach.

Figure 4 **Department of History Admission Rates**
(157 applications)



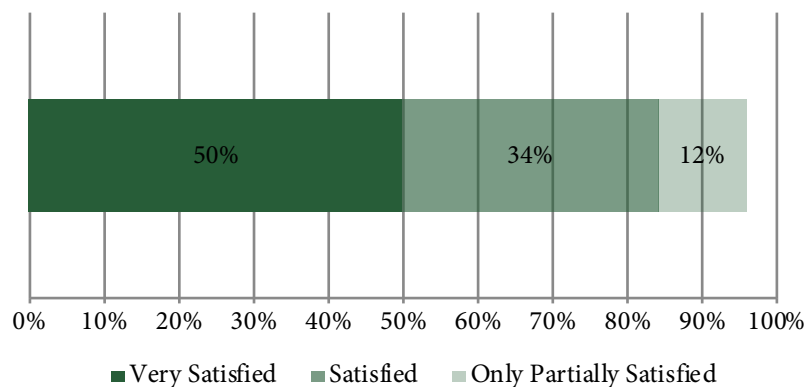
*This figure refers to the 2018-19 recruitment procedure.
Non-admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

Figure 5 **HEC Ph.D. Completion Rates, 2011 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 (Ph.D.s awarded/ intake in 2011). One researcher from the 2011 cohort may still defend their thesis; they have not yet done so due to an intermission they have taken in their programme.

Figure 6 **HEC Ph.D. Supervision Satisfaction Assessment 2017/18**



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

The International History of Rural Development since 1950

The history of development has largely been written as a history of industrialization projects, most of which were later identified as failures. Although the majority of the global population lived in rural settings for most of the twentieth century, very little attention has been paid to rural development efforts. This project, led by Corinna Unger, aims to contribute to filling this gap by studying the international history of rural development across the globe in the post-war period. The case studies cover the Virgin Lands Campaign in Kazakhstan in the 1950s and 1960s; the Office du Niger project in Mali in the postcolonial period; the World Bank's rural development doctrines; and multinational companies involved in the Green Revolution.

Wherever possible, [post-doc fellows](#) are also integrated into the regular progress monitoring activities for doctoral researchers and are encouraged to participate in the wide range of Ph.D.-student-led activities, such as the [self-organising thematic working groups](#) of which at least a dozen were active in 2018. An integral part of training is the funding of research missions that enable all HEC researchers to carry out

their historical research at the necessary archives throughout Europe and often elsewhere in the world.

Externally Funded Projects

The Department's research priorities are reflected in the successful hosting of a significant number of externally financed projects, members of which are actively integrated into the Ph.D. and postdoc activities. In 2018 the department hosted two ERC projects, [The European Socialist Regimes Facing Pan-European Cooperation and the European Community - PanEur1970s](#) (Professor Federico Romero) and [Oral and Visual Memory in Europe and Beyond - BABE](#) (Professor Luisa Passerini), as well as four Marie Skłodowska 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'; [Rosa Salzberg](#) working on 'Mobility, Migration and the Politics of Reception in Venice (ca. 1450-1650)'; and [Giovanni Bernardini](#) working on 'Planning as a paradigm for policy history of post-war Europe'.

Workshops and Speaker's Series

In 2018 the Department organised for the 11th time its highly successful [Summer School in Global and Transnational History](#), which attracts promising M.A. students from around Europe seeking additional training in this specialist field, often with a view to preparing a Ph.D. proposal. HEC also continued its collaboration with CEU and the University of Vienna for an annual Graduate Student Workshop GRACEH. Professors, post-docs and researchers also co-organised an extremely [high number of workshops and conferences](#), mostly with very high-level international participation. To highlight just a small number of the offerings, in 2018 the Department held a conference on 'Global History from the South. Italian and Iberian Perspectives on the 19th and 20th Centuries'; another on 'Reforming Socialism - Aims and Efforts before and after 1968'; a very successful event 'Global History and Its Limits - A roundtable with Jürgen Osterhammel'; the final conference of the ERC project 'Bodies Across Borders: Oral and Visual Memory in Europe and Beyond'; and a stimulating workshop on 'How to Narrate the History of Europe?' Finally, the regular research colloquium featured several times a month the newest research of the Institute's [Fernand Braudel Fellows](#), visiting professors and resident faculty in History.



Department of Law

The Department of Law is distinctive among its European peers in its commitment to contribute to a better understanding of the role 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 2018 and their research topics can be found at the following [link](#).



**Head of Department:
Professor Deirdre Curtin**

Major Research Fields and Impact

In spite of the small size of the Department, research is focused on very salient themes in a manner that is leading and innovative in Europe. The Department has a strong reputation for carrying out research on issues of contemporary importance and placing legal institutions in their wider social and economic context. In addition to disseminating departmental research through books and peer reviewed articles with leading international publishers and jour-

nals, 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 May 2018 the longer-term project (Euro-Crisis Law) concluded with a final conference at the European University Institute where discussion took place on the accomplishments of the project, summarised the research findings, and described some concrete proposals to make the European monetary union more robust for the long run. 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

Consumer Choice and Fair Competition on the Digital Single Market in the Areas of Air Transportation and Accommodation

[This study for the European Parliament's IMCO committee](#), by Giorgio Monti and his collaborator Susanne Augenhofer (external), explores two issues. First, the extent to which the EU regulatory framework is sufficiently well-equipped to facilitate the introduction of innovative digital services in the fields of accommodation (e.g. Airbnb and on-line travel agents) and transport (e.g. online reservation systems). Second, whether the framework should be strengthened to prevent practices harmful for consumers. The study emphasises the importance of public enforcement and co-regulatory efforts as the superior regulatory techniques in fast-moving markets.

CLAUDETTE, short for automated Clause Detector, a highly innovative research project developed by the EUI Law Department in collaboration with computer scientists from University of Bologna and University of Modena and Reggio Emilia. The project aims to determine the extent to which it is possible to support the detection of potentially unfair and unlawful clauses in consumer contracts and privacy policies through the use of automated tools based on computational linguistics and artificial intelligence. Devised as an ex-

periment in Supervised Machine Learning, CLAUDETTE is trained on datasets comprised of terms of service contracts and privacy policies where problematic clauses have been identified, categorized and marked by legal analysts. On this basis, it is then able to detect similar issues when confronted with new documents for evaluation.

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 papers and policy papers, and hosts specific and targeted websites. Other events are more tangential and look back over a longer period of policy development, with invited policy practitioners and civil society 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 also closely engages with national and European judges, agencies and other enforcement authorities (for example, through the Centre for Judicial Cooperation).

Judging under the Influence: Who does the Court of Justice of the European Union listen to when it makes law for Europe?

The project is about how law and society interact through courts. It focuses on the Court of Justice, the highest judicial authority of the European Union legal system. Its decisions affect hundreds of institutions throughout the European Union, thousands of policy makers and millions of citizens. Any yet, we know little about how the Court makes these decisions. Urska Šadl in this project seeks to address this gap in our knowledge. It will answer the question how legal actors, such as officials acting on behalf of national governments, or the judges of national supreme courts, influence the ways in which the Court translates societal conflicts about the economy (like a minimum wage), social protection (like unemployment benefits), or private life (like the right to change one's gender), into the legal argument about competence, rights and obligations.

Figure 7

**Department of Law Admission Rates
(222 applications)**

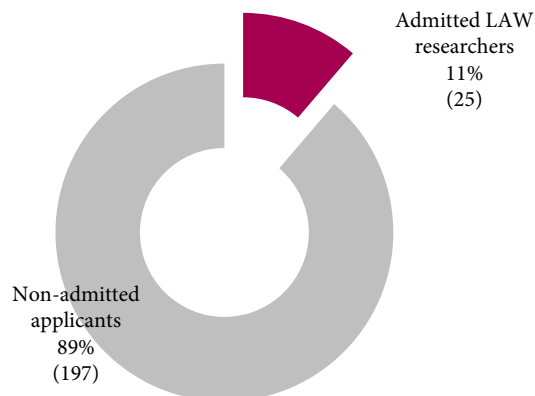
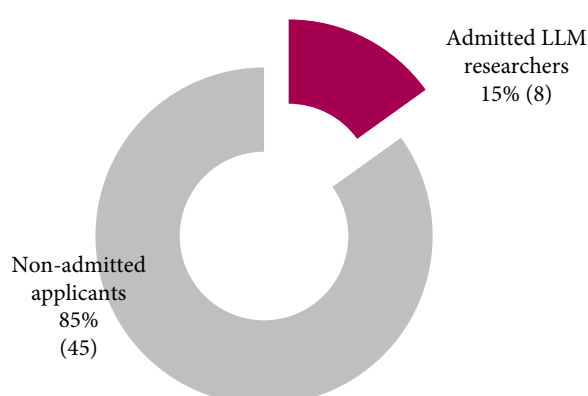


Figure 8

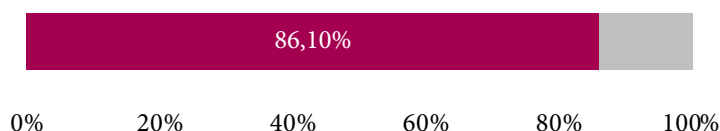
**Department of Law LLM Admission Rates
(53 applications)**



*These figures refer to the 2018-19 recruitment procedure.
Non-admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

Figure 9

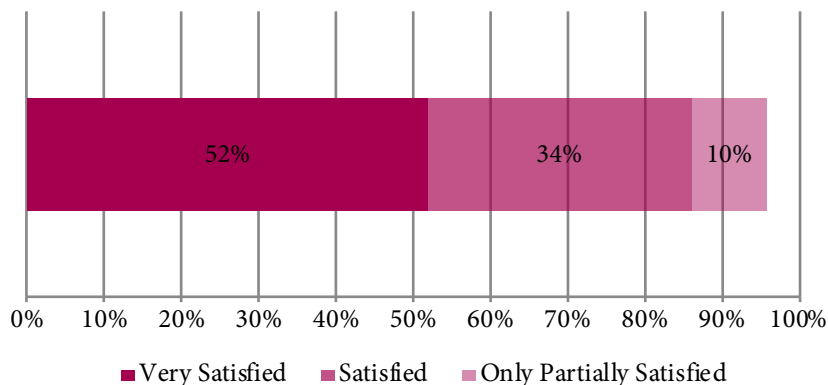
**LAW Ph.D. Completion Rates,
2011 cohort**



*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 (Ph.D.s awarded/ intake in 2011). Three researchers from the 2011 cohort may still defend their theses; they have not yet done so due to intermissions they have taken in their programmes.

Figure 10

**LAW Ph.D. Supervision Satisfaction Assessment
2017/18**



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

The faculty of the Law Department enjoyed several significant achievements in 2018. Professor Urška Šadl was awarded the Sapere Aude DFF-Starting Grant from the Research Fund Denmark. The grant is intended for researchers who have carried out extraordinary research in their field and is meant to allow a further development and strengthening of their ideas at an international level. Professor Martin Scheinin, Professor of International Law and Human Rights, has been appointed to the Scientific Committee of the EU Fundamental Rights Agency (FRA). Professor Deirdre Curtin, Head of the Law Department and Professor of European Law, was conferred with an honorary doctorate by the University of Copenhagen in November 2018.

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. New professors joined the faculty in 2018 and more will arrive in 2019.

Professor Jürgen Kurtz, Joint Chair in International Economic Law, joined the Department of Law and RSCAS in January 2018. Professor Mathias Siems, Professor of European Private Law and Market Regulation, joined the Department on 1 January 2019. Two new professors will join the Department in September 2019: Martijn Hesselink, Professor of Transnational Law and Theory and Neha Jain, Professor of Public International Law.

In 2018, the Department has hosted more than 30 colleagues, mostly from Europe and the United States. They are integrated into the teaching programmes and participate actively in presenting their projects and engaging with the researchers.

Ph.D. and LL.M. Training

Two of the core activities of the Department are doctoral training and supervision.

The Department offers a broad range of departmental, training and research seminars to all its researchers. In some cases, Fernand Braudel and Max Weber Fellows join professors to co-teach seminars. Moreover, the Department is inclusive in engaging post-doctoral fellows in its research activities and teaching programmes.

CLAUDETTE

Over the course of 2018, Hans Micklitz's and Giovanni Sartor's CLAUDETTE project produced not only research papers, but also progressed on the development of promising software prototypes. Reaching an average accuracy of over 80% in its early attempts at automated identification of unfair contract terms, CLAUDETTE demonstrates that artificial intelligence can be used to automate reading and legal assessment of online consumer contracts and privacy policies and evaluate their compliance with EU's unfair contract terms law and personal data protection law (GDPR), using supervised machine learning and computational linguistics. Success in early experiments has incentivized the project team to expand the datasets and refine the algorithms to increase efficiency in tackling the opaque language found in privacy policies.

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 consolidate our offer on socio-legal research methodology, which is increasingly important in understanding how law works in practice. An increasing number of researchers wish to utilise interviews and surveys as part of their projects,

and this component helps them develop these skills in carrying out such tasks. In 2018, 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, political and economic context rather than as a detached and autonomous system of rules and principles. Another addition to the programme has been a seminar on Regulatory Theory focussing on the manner in which regulation and governance have become cross-cutting themes in law and the social sciences. In this seminar many of the advances that have been made in regulatory theory over the last few decades are examined. Researchers are given a more integrated view of the developments in regulatory theory, a more refined

approach to thinking about what constitutes good or bad regulation, and more tools with which to analyse emerging regulatory problems such as the regulation of artificial intelligence.

The 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 2018, the Department decided to contribute further, by funding the Prize 'EJLS New Voices'. In recent years, the Department has given the 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. These serve to give researchers much needed teaching experience on core topics. The list of Ph.Ds. awarded in 2018 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.

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. 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. 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.

Academy of European Law

The Academy of European Law continues to bring the EUI to the attention of professionals in law and related fields worldwide through its summer courses, publications, and projects.

The 29th edition of the summer courses in Human Rights Law and The Law of the European Union were held in June and July 2018. The Human Rights Law course focused on human rights and distributive justice, with a General Course by Professor Florian Hoffmann from the Catholic University of Rio de Janeiro. The Law of the EU course looked at contemporary challenges to EU legality, with the General Course by the Academy Director, Professor Claire Kilpatrick. The cohort of 153 participants came from 46 countries - European countries, plus Canada, China, Egypt, Israel, Japan, Kenya, Mexico, Pakistan and USA. Several participants plan to return as doctoral or post-doctoral researchers or as participants in other EUI courses.

The Academy has an arrangement with Oxford University Press to publish the Collected Courses series. Most recently: *What's Left of the Law of Integration? Decay and Resistance in European Union Law* (Julio Baquero Cruz) and *EU Legal Acts: Challenges and Transformations* (edited by Marise Cremona and Claire Kilpatrick). Lecturers from the 2017 courses returned for two workshops where they presented draft chapters for future Collected Courses volumes on the subjects of human rights and global governance and new legal approaches to studying the Court of Justice.

The Academy is home to several ongoing research projects. The archives of the Court of Justice were opened at the Historical Archives of the European Union in December 2015, and a project entitled 'The Court of Justice in the Archives' has been awarded EUI Research Council funding for two years to analyse a selection of dossiers de procédure to demonstrate the opportunities and challenges these present for relevant academic communities. 'The Equality Law in Europe: A New Generation' project has constructed a comprehensive open access database of CJEU discrimination cases from 1970 – 2018; this project seeks to give researchers and the general public insights, tools and ideas about how to analyse and concretely use contemporary Equality Law.

The Academy is responsible for membership management and the communications strategy of the European Society of International Law, as well as administrative assistance to Board members. In 2018, the Secretariat assisted in the organisation of the Research Forum in Jerusalem and the Annual Conference in Manchester.





Department of Political and Social Sciences

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, international security, and other [themes](#). 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, such as those at Oxford, LSE, Humboldt, Amsterdam, Carlos III, Universitat Pompeu Fabra, Trento, SciencesPo and the Central European University, is the geographical diversity in the composition of its faculty and of the Ph.D. researchers. The newly admitted Ph.D. researchers are not only recruited from the traditional top M.A. programmes in Europe, but also from more peripheral national programs that, still, represent national excellence in training in various EU countries. In admitting researchers from all over Europe with different backgrounds and initial levels of training, the Department, thus, plays a crucial role in equalising opportunities for doctoral research across the EU.



Head of Department:
Professor Fabrizio Bernardi

Research

The best indicator of distinction and academic excellence of the SPS Department is the very high number of faculty members who have received a European Research Council (ERC) Grant. In 2018 two professors continued work on previously-awarded ERC Advanced grants: Jennifer Welsh with her project 'The Individualisation of War'; and Hanspeter Kriesi on his project 'POLCON'. Professor Andrea Sangiovanni started his ERC project entitled 'Solidarity in the European Union', and Hanspeter Kriesi was awarded an ERC grant for 'ERC Synergy programme SOLID - Policy crisis and crisis politics, sovereignty, solidarity and identity in the EU post 2008'. Overall, these achievements make the SPS Department one of the most successful centres in Europe in mobilising resources for research in the social sciences.

Doctoral Training

In addition to research, the core activities of the Department are doctoral training and supervision. The key performance indicators of the SPS doctoral programme are presented in the figures in this section.

The SPS Department stands out on these indicators for three reasons. The first is that the application rate for the Ph.D. in the SPS Department is exceptionally high. In 2018 the Department received 413 applications and 28 new Ph.D. researchers were admitted in the Department, from 16 different countries. The ratio of selected candidates to applicants is about one in 15. These numbers render the Department more competitive than our counterparts at Princeton or Oxford, for example, and are strong indicators 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. The list of researchers who were admitted to the Department in 2018 can be found [here](#).

The second is that the Department's completion rate (93.4% for the cohort that started the Ph.D. in 2010) and the overall satisfaction rate with supervision in 2018 (close to 88% considering those very satisfied or satisfied) are extremely high and suggest that the doctoral programme is making excellent progress. 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 68 SPS researchers who in 2017 and 2018

defended their theses are now working as post-docs, researchers or assistant professors in top academic institutions or international organisation in 17 different countries. The detailed job placement record of each graduate is available [here](#), while the list of theses defended in 2018 can be found [here](#).

Developments and Challenges

Over the past years, the Department has worked to consolidate the reform of its doctoral program, to secure the integration of post-doc fellows and of senior and junior visiting fellows and to provide greater visibility to the Department. In 2018 the Department focused on five major developments 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 the replacement of faculty members due to the natural turnover of professors; the streamlining of the Department's core research areas; the reorganisation of the departmental seminar series; the organisation of new Summer Schools to provide further training opportunities to our researchers and to students from other institutions; and the reform of departmental rules on the funding of mission expenses for our researchers.

The first major challenge was securing outstanding replacements for professors who left the Department. Professor Elias Dinas (Oxford University), Professor Juho Härkönen (Stockholm University) and Professor Andrea

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

The [POLCON project](#), run by Hanspeter Kriesi, studies political conflict in Europe during the Great Recession. The project asks whether the Great Recession and its consequences are changing long-term trends in the development of political conflict in Europe. The results suggest that the impact of the great economic crisis in the electoral arena varies substantially across three European regions: marginal impact in the Northwest; profound transformations in the party systems in the European South; and further consolidation of party systems in Central and Eastern Europe. In terms of protest, the South of Europe has been confronted with an impressive protest wave during the Euro crisis period, whereas protest has been weak in the other two regions. By the end of the crisis period (2015), protest has reached record low levels across Europe.

Solidarity in the European Union

In 2018, Andrea Sangiovanni launched the ERC Project entitled '[Solidarity in the European Union](#)'. The project aims to identify principles of social justice and solidarity for the EU, and then apply them to four issue areas: EMU, free movement of persons, refugee and asylum policy, and enlargement/exit. The project covers many of the themes to which the EUI has dedicated itself over the years and across the academic units. Within the framework of the project Professor Sangiovanni has relaunched the 'Conversations on the Future of Europe', some of which will be published. Thus far the project has also hired a post-doc; published an article in the *Journal of Common Market Studies*, and planned two workshops with a range of internationally recognised scholars, the first on the concept of solidarity, and the second on justice in the EU. Both workshops will lead to dedicated journal symposia and/or edited volumes.

Sangiovanni (University College London) joined the Department in 2018. With the addition of these professors the teaching and supervision capacity in quantitative methods and political theory and in core substantive areas such as political behaviour, family demographics and solidarity in EU is strongly enhanced. During 2018 three additional professorial recruitments were completed. Professor Arnout van de Rijt (University of Utrecht) was appointed to replace Professor Diego Gambetta,

Professor Miriam Golden (for UCLA) was appointed to replace Professor Stefano Bartolini and Professor Jeff Checkel (University of Vancouver) was appointed to replace Professor Jennifer Welsh. 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 behaviour (Golden), analytical sociology (Van de Rijt) and international relations (Checkel).

Second, the Department has streamlined its research areas into seven core themes and research topics. This clustering of research areas clarifies and highlights our strengths, and draws attention to the fact that all the core research topics of the SPS Department are directly relevant to the analyses of current political and socio-economic challenges faced by Europe. These research areas are clearly listed on the Department's [webpage](#), together with a short description and a list of professors associated with each area.

Third, in 2018 the Department restructured and revamped the departmental seminar series. Now convened twice monthly, one seminar features a distinguished guest speaker invited from the outside, while the other headlines an internal speaker, selected from our community of Fernand Braudel Fellows, Max Weber Fellows, or other visiting fellows. In addition to its intrinsic academic value, this seminar strengthens the Department's international network with top institutions and scholars, it exposes SPS researchers to top-notch research and presentations, and it introduces potentially interesting candidates for future faculty recruitments.

Fourth, in 2018 the Department hosted the ICPSR summer school on 'Field Experiments', jointly organised with the ICPSR consortium. 17 students from 7 countries (Ireland, Peru, United States (2), France, Italy, Germany (2), China (2)) participated. This summer school boosted the Department's training capacity to our own researchers, while increasing our visibility with researchers from other leading institutions. In 2018 we also started organising the first SPS Summer Academy on "Solidarity and Inequality in Europe" that will take place in

June 2019. The SPS Summer Academy aims to give some twenty selected Master's students the opportunity to take part in plenary lectures and discuss cutting-edge research currently undertaken at the Political and Social Sciences Department on the topical issues of inequality, welfare state and solidarity.

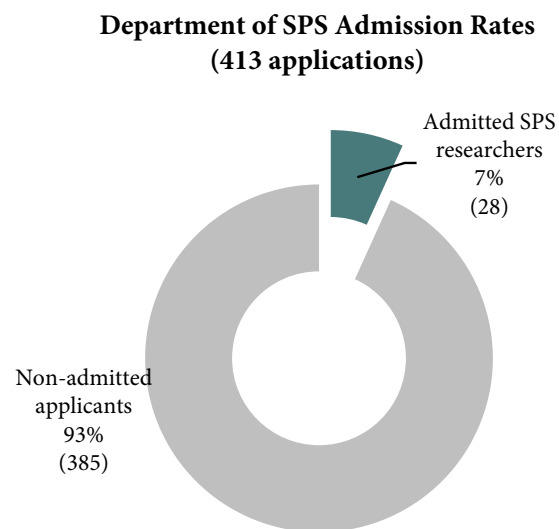
Fifth, in coordination and collaboration with the SPS student representatives the

Critical Life Events and the Dynamics of Inequality: Risk, Vulnerability, and Cumulative Disadvantage (CRITEVENTS)

CRITEVENTS, directed by Juho Härkönen, studies the impact of two critical life events – job loss and union dissolution – on the life trajectories of adults and their children. Distinguishing between social gradients in risks—the likelihood of experiencing these events—and vulnerabilities—the impact of these events on life outcomes—the project analyses how job loss and union dissolution may produce an accumulation of inequality over the life course. The project is financed by Norface and coordinated from the University of Amsterdam, with partners at the EUI, Oxford University, Stockholm University and the University of Lausanne. The EUI team includes Juho Härkönen, Professor of Sociology (PI) and Raffaele Grotti, Research Fellow.

Department has introduced a new redistribution algorithm for the EUI SPS mission funding. This algorithm aims to redistribute funds in a fairer manner when compared to previous years, according to the amount of monthly income that researchers receive from their national, or other, grants. To conclude, the combination of the outstanding academic excellence of the faculty, of Ph.D. researchers and of 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.

Figure 11

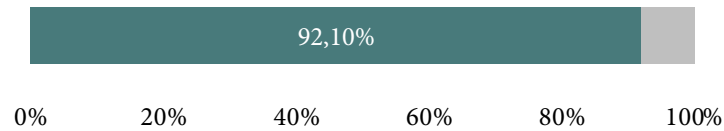


*This figure refers to the 2018-19 recruitment procedure.

Non-admitted applicants include not-selected applicants, withdrawals, reserve candidates for admission.

Figure 12

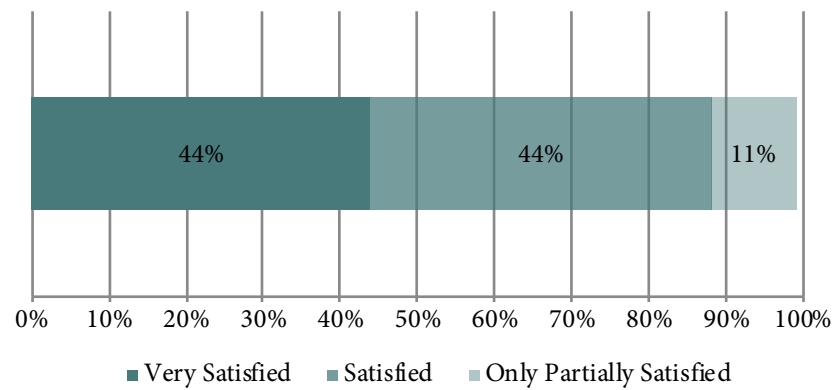
SPS Ph.D. Completion Rates, 2011 cohort



*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 (Ph.D.s awarded/ intake in 2011).

Figure 13

SPS Ph.D. Supervision Satisfaction Assessment 2017/18



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



The Doctoral Programme

The activities and identity of the Institute are centred around its doctoral programmes in the Departments of Economics, History and Civilization, Law, and Political and Social Sciences. The Institute is committed to academic excellence in Ph.D. education through supervision, teaching, and training, and it cultivates a general intellectual environment to ensure that each dissertation defended 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 concentrate not only on supporting researchers in producing a strong Ph.D. thesis, but also with academic and professional skills that will be to their advantage in their careers. These include teaching skills, presentation skills, writing skills for academic publications, conference and teaching experience opportunities, and career support. The four departments and Academic Service operate in close collaboration to guarantee that a wide range of courses and activities are offered towards these ends.



**Dean of Graduate Studies:
Professor Martin Scheinin**

The Dean of Graduate Studies

The doctoral programme is coordinated by the Dean of Graduate Studies. The Dean is appointed for a three-year term; Professor Martin Scheinin held this office between January 2016 and January 2019. His successor is Professor Claire Kilpatrick. The Dean of Graduate Studies liaises with the

four academic departments, in particular with the Director of Graduate Studies of each department, for all that concerns teaching and supervision in the doctoral programme. 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 that deals with admissions, advancement from one year to the next, individual requests for extensions to specific deadlines, and US exchanges. At the President's request, the Dean may substitute the President in matters related to the academic functioning of the Institute. He/she is also a member of the contract renewal committees of professors and an ex officio member of the Ethics Committee. The Dean of Graduate Studies promotes an academic environment where doctoral studies and post-doctoral research complement one another, where full use is made of the unique multinational and multidisciplinary environment of the EUI, and where the researchers' overall experience and well-being may be enriched. To this end, the Dean has sought to enhance the motivation and satisfaction of professors and to work closely with the Academic Service to ensure that the tools for implementing the doctoral programme keep pace with evolving needs. This relates first and foremost to the [Academic Rules and Regulations](#), and secondarily to other related codes such as, for example, the policy on disability and specific educational needs that was adopted in 2012.

As part of the strategy process, the new mandates of the Dean of Research, Dean of External Relations and Dean of Postdoctoral Studies were created. These positions shall be filled by senior EUI professors charged with leading the horizontal coordination of their respective activities.

Applications and admissions

In 2018, 1049 candidates applied to the Institute and in September, 96 new researchers registered for the Doctoral and LL.M. Programmes. This represents an admission rate of about 9.2% compared to 9.3% for the previous year and to the historical average of 10% over the last decade. During the year discussions were conducted concerning how the Departments could somewhat increase their application and admissions numbers in order to make full use of available grants and without compromising the quest for academic excellence.

Figure 14

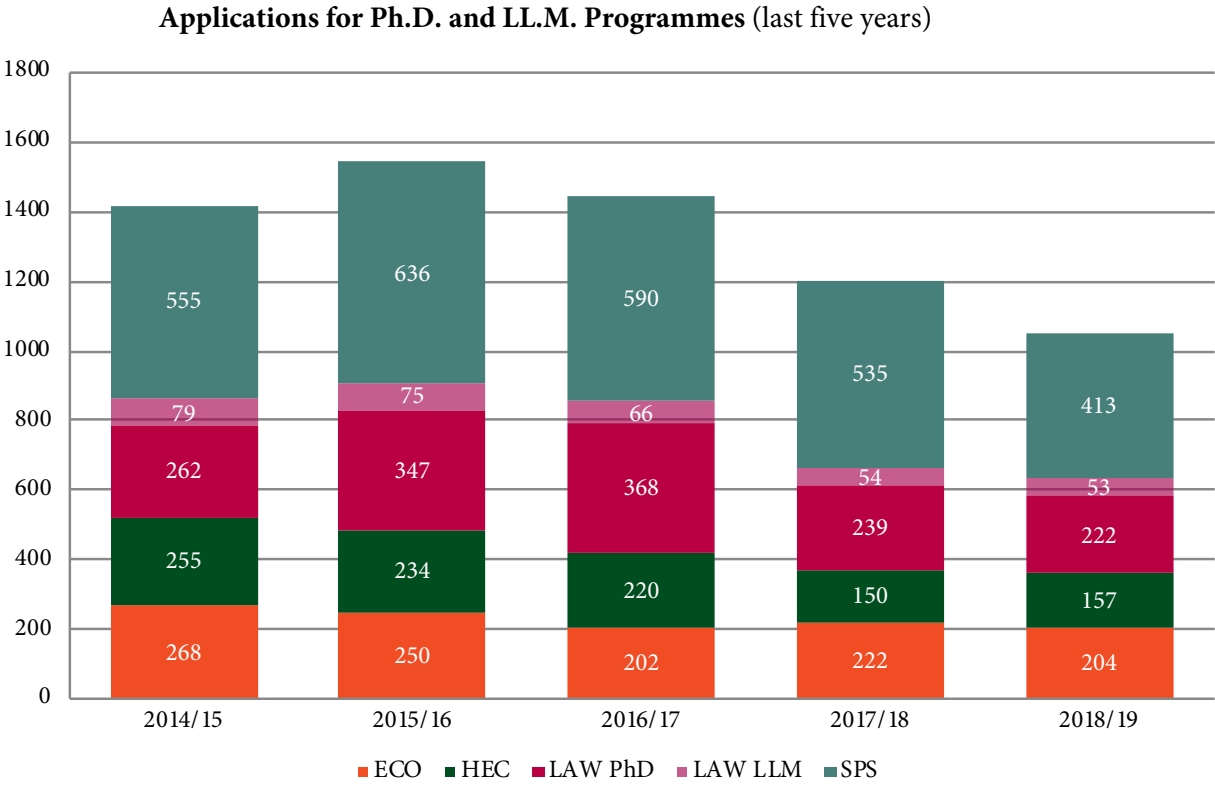
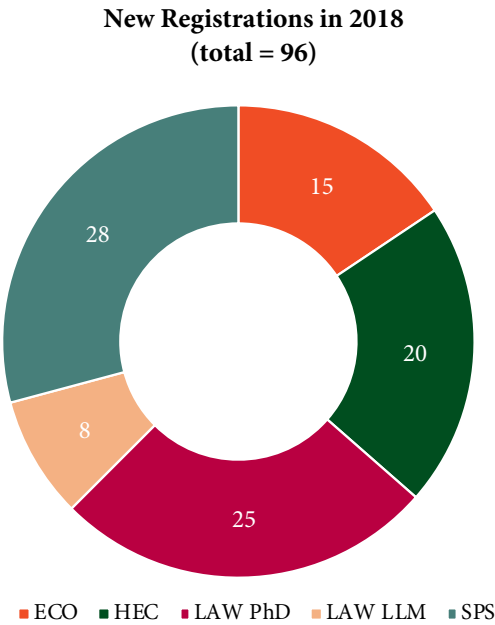


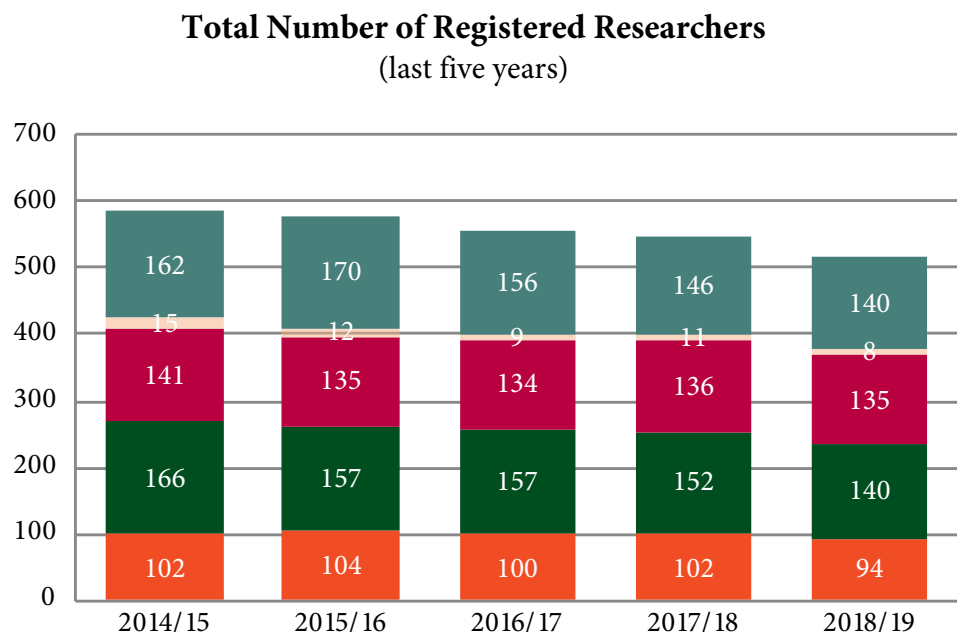
Figure 15



Most doctoral researchers are recipients of a three-year grant from their respective national grant authority, which is followed by a one-year grant from the EUI. The eligibility conditions for various national grants differ, but usually non-nationals who can prove effective ties to the country (e.g. having earned a Master's degree in the country) also may be eligible. The Italian Ministry of Foreign Affairs and International Cooperation 'Grants for Foreigners' Programme continued in the 2018 admissions to award grants to students from a wide range of non-EU countries. The Institute itself offers four special grants (one per department) each year for applicants from non-EU countries. The EUI's international reputation of academic excellence attracts applications from outstanding young scholars not only from Europe but also from further afield. The very small number of special grants is a major challenge to the Institute's strategic priority of achieving wider internationalisation.

The total number of researchers registered in the doctoral programme (1st to 5th year in the academic year 2018-2019) was 517. Of them 55% were male and 82% were from EU countries. The number of full-time faculty members in the four academic departments was 50.

Figure 16

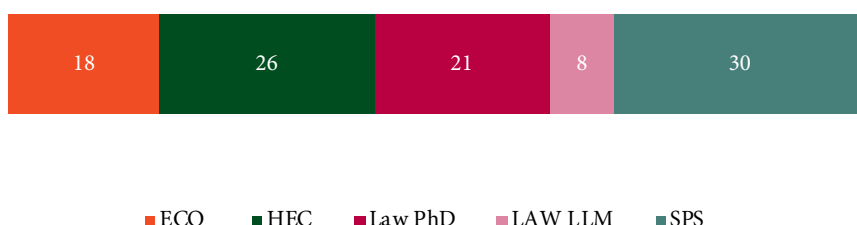


Completion

In 2018, a total of 95 researchers successfully defended their doctoral thesis (18 in the Department of Economics, 26 in the Department of History and Civilization, 21 in the Department of Law, 30 in the Department of Political and Social Sciences), compared with 108 and 116 for the previous two years. As for the LL.M. programme, of the 11 researchers admitted in September 2017, all successfully completed the programme and 3 of them transferred to the second year of the Ph.D. programme in Law.

Figure 17

Defended Ph.D. and LL.M Theses in 2018



The completion rate of the Doctoral Programme has remained high, so that the average completion rate (Ph.D.s awarded / researchers admitted) for researchers admitted from cohort 2007 to 2011 (inclusive) is at 85.7%. The completion rate for subsequent cohorts was steadily on its way to the same level. Over several years now, measures are in place to secure the submission of the thesis to the jury by the end of a researcher's fifth year. The median time to submission for researchers admitted from cohort 2007 to 2011 (inclusive) is 4.3 years and the median time to defence 4.75 years, demonstrating that the Institute's structured doctoral programme effectively functions as a four-year programme, even if the fifth (unfunded) year or a part of it is often needed before the defence day. The Department of Economics in particular, however, has voiced a need for fifth year funding, referring to competitive comparable programmes elsewhere, as well as the need to closely integrate job placement with the Ph.D. studies.

Table 1: Completion Rates, Summary of Cohorts 2007- 2011

| | |
|--|-------|
| 2007 | 88.9% |
| 2008 | 82.2% |
| 2009* | 81.9% |
| 2010** | 89.1% |
| 2011*** | 87.8% |
| Overall rate for cohorts admitted from 2007-11**** | 85.7% |

Figures for 2009, 2010 and 2011 and the overall rate are provisional as four researchers from these cohorts (2009-1; 2010-1, 2011-4) may still defend their theses but have not yet done so due to intermissions they have taken in their programmes.

Satisfaction

Under the guidance of the Doctoral Programme Committee and Dean of Graduate Studies, the Academic Service runs a number of surveys to assess the quality of the graduate programme. Every seminar series is evaluated through an online questionnaire. Other surveys relate to the first year experience, to a mid-term evaluation after two full years, and an annual supervision survey across all departments and cohorts. The outcomes of the surveys are analysed and used constructively to improve the programme. The general satisfaction rate has remained high, as must be expected at a leading European institution for doctoral education. In the 2018 general supervision survey, 85% of respondents indicated that they were either 'very satisfied' or 'satisfied' with their supervisor and supervision arrangements. Responses that indicate dissatisfaction are taken very seriously, with every effort made to promptly and efficiently address their causes. In the 2018 survey a first effort was made to address possible gender dimensions of satisfaction, resulting in a finding that Ph.D. researchers who in the survey identified themselves as male more often than other researchers expressed the highest level of satisfaction, across the four departments and across various dimensions of supervision. These results triggered a process of critical reflection and some measures aimed at addressing any gender gap in satisfaction.





Max Weber Programme for Postdoctoral Studies

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 94% of Fellows securing a temporary or permanent position before leaving the programme. A full list of Fellows for [2017-2018](#) and for [2018-2019](#) can be found online.

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. This model combines support for research in the widest sense with teaching, academic communication and other career development skills – features that make Max Weber Fellows highly attractive to future employers, contributing to our phenomenal success in regularly finding 94% of fellows a position by the end of their time with us.



**Director: Professor
Richard Bellamy**

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 have a faculty mentor and are affiliated with a department or the RSCAS, the Programme itself is multidisciplinary. The Fellows 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 thirteen years, the MWP has had applicants from 120 countries and appointed more than 500 Fellows with more than 40 different nationalities.

The strengths of the Max Weber Programme can be seen in the following facts and figures. These numbers reveal the attractiveness, global reach and multidisciplinary character of the programme, and the Programme's commitment to gender equality. They also illustrate the phenomenal success Max Weber Fellows enjoy on the job market.

The 2017/18 and 2018/19 cohorts

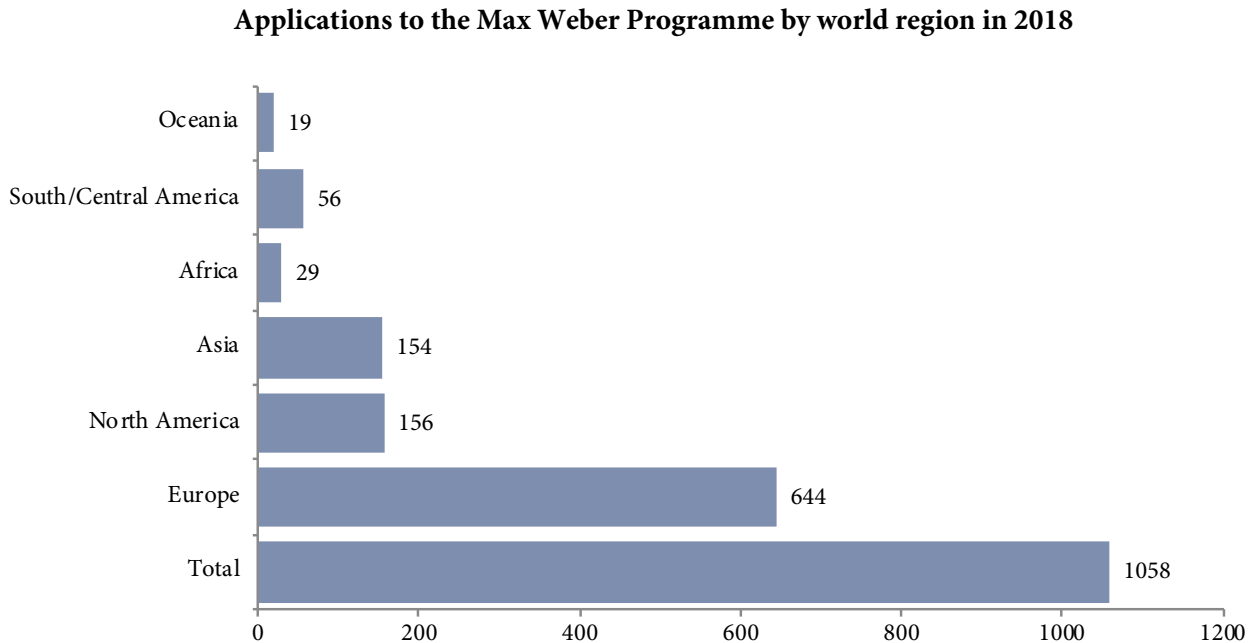
The 2017/18 cohort, whose Fellowship ran from September 2017 to August 2018, was composed of 64 Fellows, distributed across the departments as follows: 12 in Economics, 12 in History, 14 in Law, 16 in SPS and 10 in the RSCAS. 47% of the Fellows were female and 53% were male.

The 2018/19 cohort, which entered in September 2018, is composed of 66 fellows: 10 are affiliated with the Economics Department; 13 with History; 12 with Law, 20 with SPS and 11 with the Robert Schuman Centre. 47 % percent of the admitted fellows are female, while 53% are male.

Applications and selection for the 2019-2020 intake

The Max Weber Programme released the call for the academic year 2019/20 in July 2018 and received 1058 applications. Applications came mostly from Europe, Asia and North America. The global reach of the Programme was highlighted by applications from 91 different nationalities.

Figure 18



The number of applications received in 2018 was lower than the 1151 applications from 94 countries the previous year. The main decreases in applications were from the United States (-31), France (-16), Italy (-14), and Greece (-13). Among the 91 countries of origin, most were from Italy (155) and the United States (128), followed at a distance by Germany (73) and the United Kingdom (65). Out of this pool of countries, 47 applicants – equal to a success rate of 4.37% – from 24 different nationalities have been offered a Fellowship for the year 2019-2020. Including the awardees selected in 2017 who continue for a second year, the 2019-2020 cohort of Max Weber Fellows will total 58 Fellows coming from 28 different countries.

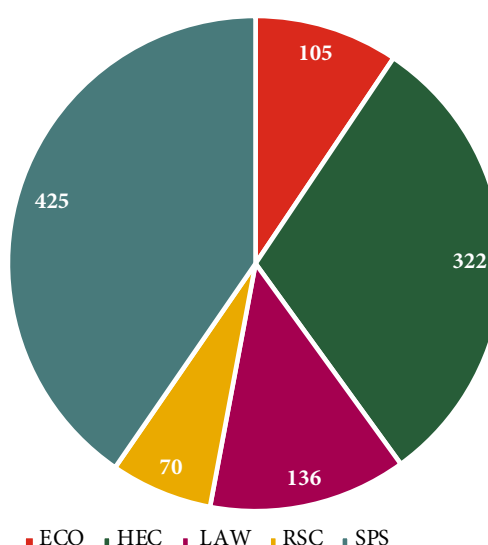
Departments

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 across departments. SPS and History remain the most difficult programmes to enter, at 3% and 4% of ap-

plicants. Around 5% of applicants who desire an affiliation with Economics are successful, while 7% of applicants applying for Fellowships within Law and 8.5% within the Robert Schuman Centre succeed. The average success rate across all departments was 4.37%.

Figure 19

Applications for the Max Weber Programme, by Department, 2018



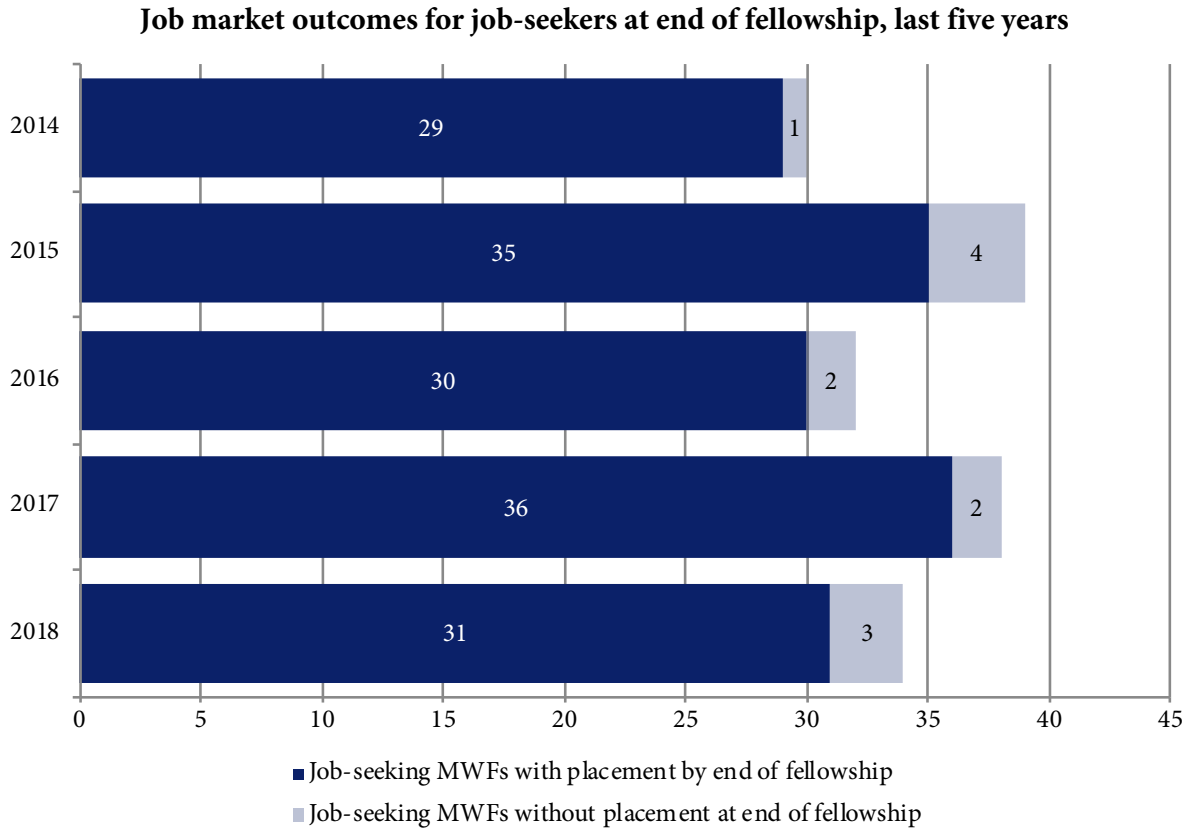
Gender

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 2019-20, including those continuing for a second year is 26 men and 32 women.

Job Market Outcomes

The Max Weber Fellows who completed the 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 34 Max Weber Fellows on the job market in 2018, of whom 31 (91.17%) had obtained a job by the end of their fellowship.

Figure 20



Developments in 2018 and Beyond

For the 2018 intake, the MWP advertised the eligibility - departmental teaching needs permitting - of second year fellows to be considered as part-time professors. So far this applies only to ECO and SPS fellows, but potentially helps support both the fuller integration of MW Fellows into departments as junior faculty and their professional development. It is also hoped that it will make the fellowships more competitive – especially in the Department of Economics. 2019, therefore, will see the first cohort of Max Weber Fellows/ part time professors.

2019 will also see a change in the leadership of the MWP with the departure of Professor Richard Bellamy, Director of the MWP. He will be replaced by Professor Dorothee Bohle from the SPS Department as Dean of Post-Doctoral Studies, one of four new, internally appointed, Deanship positions.

Activities 2018

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.

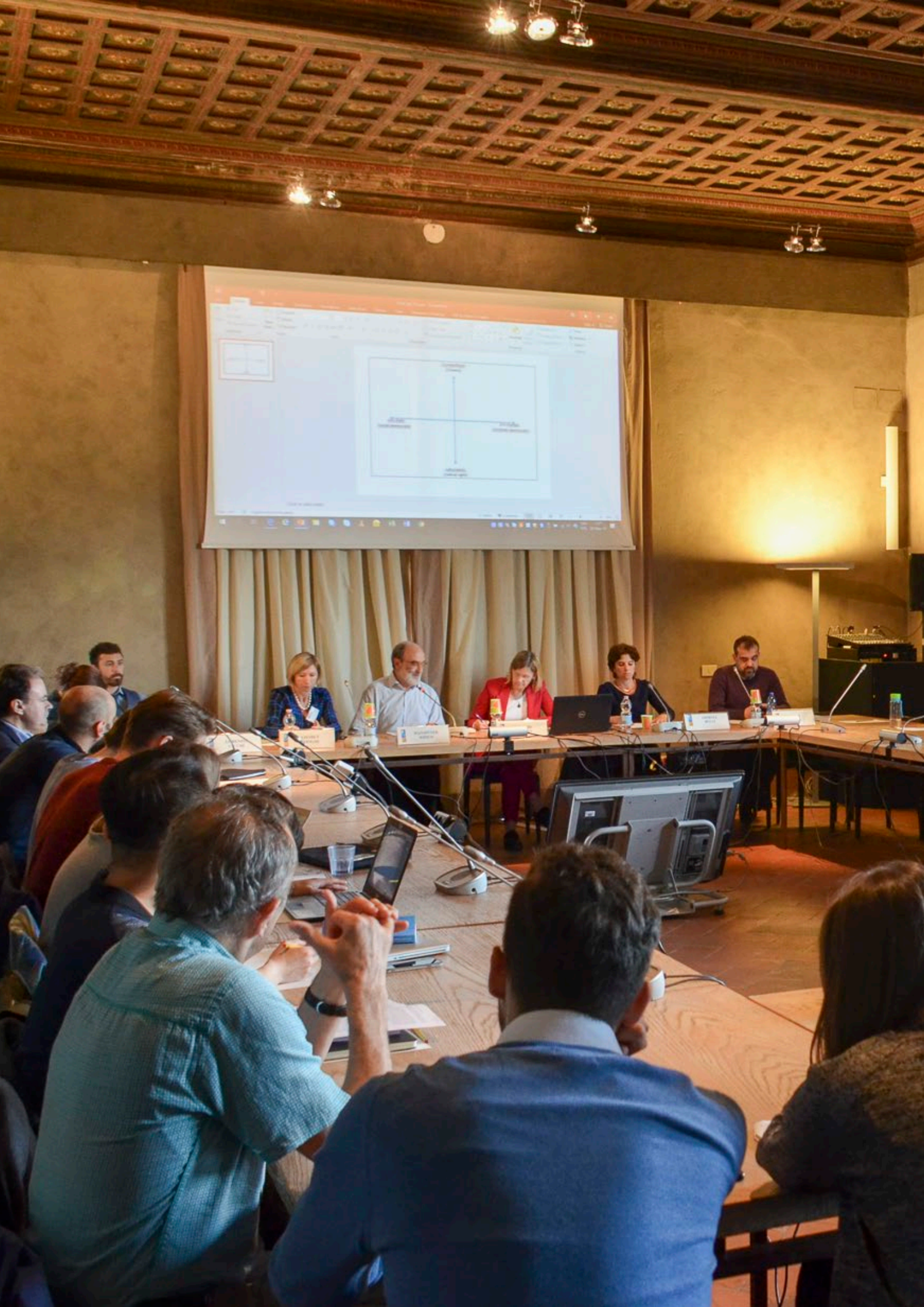
Additionally, fellows organised 13 [multidisciplinary workshops](#) and mini conferences on topics related to their research.

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, Masaryk University in Brno, Pompeu Fabra, Trinity College Dublin and University College London. They also had teaching opportunities at the EUI, the University of Florence and various American universities 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. In 2018 the ACO also organised its annual conference with national, international and European research funders who offered advice on applying for research grants.





Robert Schuman Centre for Advanced Studies

2018 was a very intense and successful year for the Robert Schuman Centre. The Centre received €10.2 million in external funding, the largest amount in the history of the Centre. The funding was the result of strategic investment in building the Schuman Centre's reputation for excellence in policy relevant research. The Schuman Centre has positioned itself as a central node in the discussion on the future of the European Union. During 2018 it continued its active engagement with the world of practice through policy dialogues, webinars, workshops and involvement with EP parliamentary committees. Several major research projects started during the year, among which the RSC-coordinated H2020 projects RESPECT (led by Bernard Hoekman) and GREASE (led by Anna Triandafyllidou). Brigid Laffan coordinated a successful application for H2020 funding for the project InDivEU, which has as its main objective to provide Europe's policy makers with an important knowledge hub on 'Differentiated Integration'. On 26 September, Marise Cremona delivered the Annual Yves Mény Lecture on the *The Global Reach of EU Law: The EU as an international legal actor*. The Schuman Centre also welcomed approximately 100 Fellows from academia and the world of practice; these fellows are an integral part of the Schuman Centre's intellectual community as they renew and enrich its research and outreach activities, and help it deepen its networks and ties in Europe and beyond. Professors Elias Dinas, Swiss Chair and Joint Chair with the SPS Department, Martin Ruhs, Robert Schuman Chair and deputy-director of the Migration Policy Centre, and Luigi Narbone, Programme Director of the Middle East Directions Programme, joined the faculty. In addition, the



**Director: Professor
Brigid Laffan**

Centre also welcomed a new Marie Curie Fellow working on migration in the Migration Policy Centre. The Schuman Centre continues to be an attractive home for ERC grantees and Marie Curie Fellows.

Research Themes

Research at the Schuman Centre is grouped under three main themes that shape and configure the Centre's research output and activity. There are programmes and centres under each theme that have evolved over time since the Schuman Centre was established in the early 1990s. All Schuman programmes are characterised by a combination of research, education and policy dialogues. To maintain and grow its research, the Schuman Centre competes proactively for external research funding. The core Schuman themes are Integration, Governance and Democracy; Integrating Markets and Managing Money; and 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 event in 2018 was a major conference to formally launch the new European Governance and Politics Programme (EGPP). The decision to launch this programme stemmed from the significant shifts and shocks in European politics and the politicisation of the European integration process in recent years. The overarching research question of 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, Institutions and Law. The theme of the 2018 conference was '2017: Europe's Bumper Year of Elections'. The purpose of the conference was to analyse developments in domestic politics across the EU in terms of party system change, populism, and electoral behaviour. The conference resulted in the publication of an [E-book](#). Preparing for the 2019 EP elections was a significant focus in autumn of 2018. The EGPP programme secured funding for a Voter Advice Application (VAA) and for a project on mobile citizens and their voting rights in other member states. Both these initiatives speak directly to European citizens. In addition, the Centre commissioned 13 Policy

Papers all designed to address *What Agenda for the Next European Parliament?* The papers were discussed at a workshop held at the EUI in December 2018.

The Centre for Judicial Cooperation (CJC), one of the centres contributing to this theme, had a very successful year. The CJC initiated a lecture series inviting academics, policy makers and legal practitioners. The topics included the impact of landmark CJEU decisions on national jurisprudence and policy choices and the revision of national

Criminal law code and the use of big data in assessing the law enforcement activities. In 2018 the Centre for Media Pluralism and Freedom (CMPF) published the general report of the latest Media Pluralism Monitor (MPM) as well as the national reports of the 28 European Union Member States and three Candidate Countries (Turkey, Serbia and Former Yugoslav Republic of Macedonia). In December, following the publication of the MPM, the CMPF team organised a conference in Brussels on 'Monitoring Media Pluralism: Between Old Risks and New Threats'.

Regulating Markets and Governing Money

The single market and the Euro are two of the most important policy regimes in the European Union. Research at the Robert Schuman Centre on these critical issues is undertaken under the auspices of the Florence School

Radicalisation, Secularism and the Governance of Religion: Bringing together European and Asian Perspectives (GREASE)

Involving researchers from Europe, North Africa, the Middle East, South Asia, Southeast Asia and the Asia-Pacific region, [GREASE](#) investigates how religious diversity is governed in over 23 countries focusing on comparing norms, laws and practices that may (or may not) prove useful in preventing religiously inspired radicalisation. Taking into account broader societal transformations such as increased connectivity and mobility, GREASE considers secularisation and radicalisation in light of widening inequalities and resurgent nationalism. Research will also shed light on how different societies cope with the challenge of integrating religious minorities and migrants. The aim is to deepen our understanding of how religious diversity can be governed successfully, with an emphasis on countering radicalisation trends. The coordinating partner of GREASE at the EUI is Anna Triandafyllidou.

of Regulation (FSR), the Pierre Werner Chair and the Tommaso Padoa-Schioppa Chair. In 2018, the Florence School of Regulation (FSR) continued on its path towards becoming a Global Knowledge Hub at the vanguard of research, policy dialogue and training in energy and climate regulation. In 2018, the FSR enhanced its policy commitments well beyond Europe's borders engaging with a wide range of stakeholders in Africa, Asia, Latin America and the Middle East to investigate the worldwide implications of the ongoing energy transition. New institutional partnerships were signed with the International Renewable Energy Agency (IRENA), Power for All, ENEL Foundation (in the framework of the 'Open Africa Programme'), United Nation Economic Commission for Africa and the Indian DSO Tata

Power DDL. In May 2018, FSR took part in the First Regional Forum on Sustainable Energy in Mauritius, organised by the Indian Ocean Commission, producing a comprehensive report on the Indian Ocean islands regulatory frameworks. In November 2018, the FSR also hosted the official High-level EU - India Smart Grid event.

The Florence School of Banking and Finance (FBF) consolidated its reputation as a hub for policy debate on the most pressing issues related to banking and financial supervision and resolution. In order to reach

the widest possible public, FBF enhanced its online seminar series through a series of eight seminars with leading institutional and academic speakers,

Europe's External Action and the Dual Challenges of Limited Statehood and Contested Orders (EU-LISTCO)

Funded by the EU through Horizon 2020, [EU-LISTCO](#) starts from the premise that areas of limited statehood and contested orders at the global and regional level pose serious threats to Europe's external action. In places where states' monopoly over the use of force is not only limited but also contested, conflict and governance breakdown are most likely. The EUI research team, led at the RSCAS by Federica Bicchieri, contributes to explore the issues by focusing on three topics (radicalization, migration and political economy) in a collaborative effort across three different programmes in the Robert Schuman Centre (GGP, MED and MPC). It also coordinates research on the EU Neighbourhood more generally and leads on the project's research ethics, a particularly delicate task given the nature of research in contested areas across the globe.

which reached an all-time record audience of over 7,000 viewers through live and recorded events. In terms of residential activities, the School attracted in Florence its highest ever number of participants at its Annual Conference, where high-profile institutional members, academics and private sector participants discussed the topic of 'Institutions and the Crisis' which led to an [e-book](#). Additionally, the School increased its local outreach network through a high-profile lecture in Florence city centre given by Sabine Lautenschläger, Member of the Executive Board of the European Central Bank, in an event organised jointly with local partners Fondazione Cassa di Risparmio di Firenze and Fondazione CESIFIN.

Centre for Judicial Cooperation

The [Centre for Judicial Cooperation](#) is a research and training centre hosted by the Robert Schuman Centre and directed by Deirdre Curtin. The Centre's objective is to provide a space for collaboration and exchange of knowledge between legal practitioners and academics on topics related to judicial interaction in various areas of law. Through its activities and expertise, the Centre engages with a wide network of judges and other legal practitioners, and scholars from all over the EU within various activities ranging from workshops and conferences to pure research and policy endeavours. Its current DG Justice supported projects, e-NACT, JudIT, InterLEX and the forthcoming CrossJUSTICE provide for several occasions to foster the emergence and consolidation of a common culture of fundamental rights through mutual exchanges among practitioners and scholars across the EU. Its key areas of research consist of the exploration of legal and judicial interactions in the area of fundamental rights, in various thematic areas, including, inter alia migration and asylum law, data protection, non-discrimination, and criminal justice.

21st Century World Politics and Europe

Together with the School of Transnational Governance (STG), Professor Jean Pisani Ferry, holder of the Tommaso Padoa-Schioppa Chair, embarked on a path-breaking project on 'The Transformation of Global Governance': a major research and policy analysis endeavour aiming to decipher the mutations global governance is undergoing in a series of fields, and to assess the effectiveness of the emerging arrangements. In addition, the three major programmes that undertake research in this field at the Schuman Centre are the Global Governance Programme (GGP), the Migration Policy Centre (MPC) and the Middle East Directions Programme (MED). All three programmes were very active during 2018.

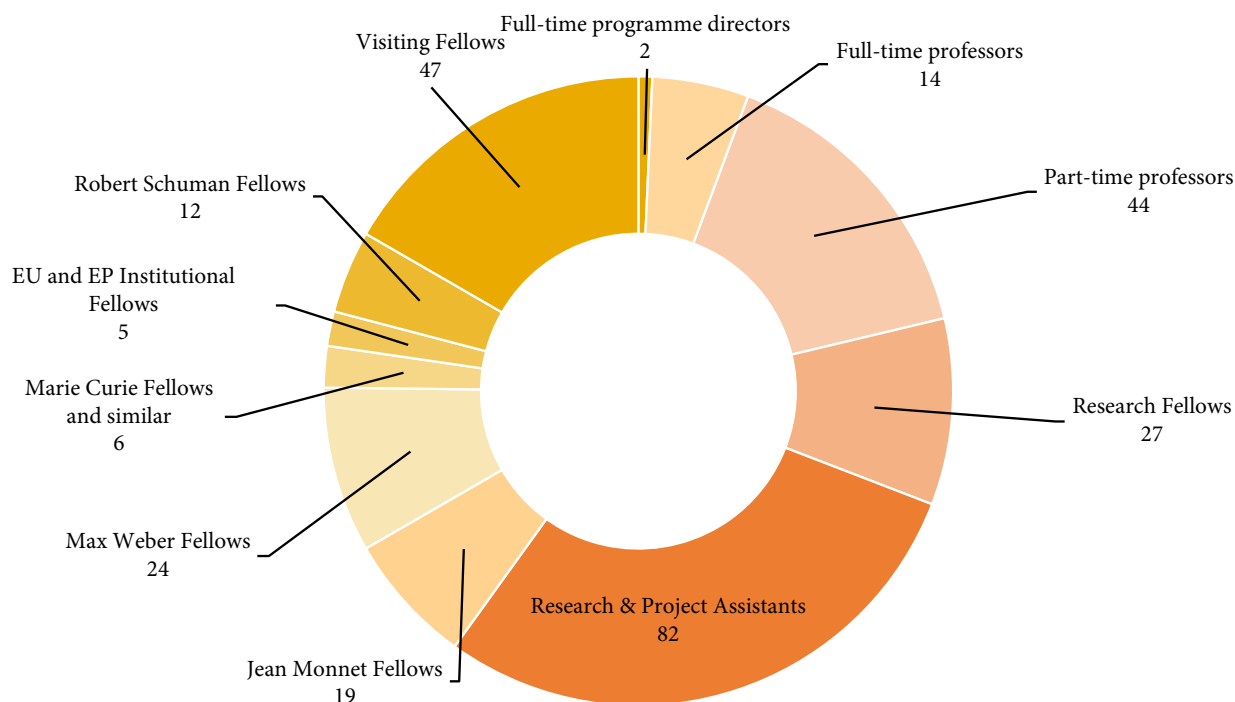
In 2018 the Global Economics Area, led by Professor Bernard Hoekman, started work on RESPECT - Realising Europe's Soft Power in External Cooperation and Trade, a project funded by the European Commission under Horizon 2020 for the period 2018-2021. Its overarching goal is to identify options and opportunities for better realising the EU's soft power in achieving the external policy goals set by the Lisbon Treaty and the EU's trade and development strategy. The RESPECT consortium is coordinated by the EUI (Bernard Hoekman) and includes nine partners (ULB, Sussex, Bern, CEU, ECDPM, CEPS, Columbia University, UIBE and CEPR). Several RESPECT events took place at the EUI during the year, including a workshop on empirical analyses of trade in services.

The Cultural Pluralism Area, directed by Professor Anna Triandafyllidou, obtained Horizon 2020 funding for two large international projects - BRaVE and GREASE - focusing on religious diversity governance and addressing violent extremism and polarisation. GREASE brings together a truly global consortium of 10 universities and research centres. Involving scholars from Europe, North Africa, the Middle East, South Asia, Southeast Asia and the Asia-Pacific region, GREASE is investigating how religious diversity is governed in over 23 countries covering eight world regions. The BRaVE project is developing the BRaVE Resilience Hub that engages with a number of factors that can promote or mitigate polarisation and violent extremism in society: notably historical and cultural factors; socio-economic conditions; and the role of the social media and effective peer-to-peer networking.

In January 2018, Professor Andrew Geddes, Director of the Migration Policy Centre (MPC) was joined by Professor Martin Ruhs as Chair in Migration Studies and MPC Deputy Director. In 2018, the MPC continued to grow in both staff (12 full-time and 2 part-time staff members) and activities. The MPC 2018 Annual Conference brought together over 100 academics, policy-makers and practitioners to discuss new ideas and the latest research evidence on some of the most important migration policy questions in Europe and beyond. The MPC hosted a two-day conference on 'Crisis of Governability? The politics of migration governance in Latin America & Europe', in Buenos Aires with 200 participants, as part of Professor Geddes' European Research Council funded project on global migration governance (the MIGPROSP project). The Observatory of Public Attitudes to Migration (OPAM) team shared evidence on attitudes to migration at the Civil Liberties, Justice and Home Affairs Committee of the European Parliament in Brussels.

Figure 21

Affiliated Members of the Robert Schuman Centre in 2018*



The Middle East Directions Programme (MEDirections), directed by Luigi Narbone, acts as an international reference point for research on the MENA region. During 2018, its third year of operation, the Programme consolidated and expanded its activities with several new projects. The Wartime and Post-Conflict in Syria project (WPCS), directed by Agnès Favier and funded by the EU, provides strategic analysis of prospects, challenges, trends and policy options in wartime and in preparation for post-conflict. Through field-based research, it focuses on policy-relevant themes such as key actors and dynamics of local governance; war economy and its impact on the future reconstruction; fragmentation of the military and security landscape; regional interventions.

Joint Chairs

Links between the Schuman Centre and the disciplinary departments are maintained by the joint appointments shared with the departments. Joint chairs contribute enormously to the intellectual community of the Schuman Centre. Professors Philip Genschel and David Levine organise and chair the Schuman Seminar Series which brings together all of the resident fellows and faculty. Professor Ulrich Krotz convenes a Max Weber thematic seminar together with an SPS colleague. Professor Ramon Marimon holds the Pierre Werner Chair. Professor Olivier Roy provides scientific support and direction to the MED programme. Professor Elias Dinas, who holds the Swiss Chair and is a Joint Chair with the SPS Department joined the Schuman Centre in 2018.





School of Transnational Governance

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. 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. Crucially, the STG's aim is to harness the academic excellence of the EUI for the benefit of a broad constituency of practitioners ranging from civil servants to civic leaders, representatives of the private sector and non-governmental organisations.

In 2018, the School has consolidated its core structure around four pillars of activities, namely: Executive Education; Policy Leader Fellowships; High-Level Policy Dialogues; and the Masters programme in Transnational Governance. The broad portfolio of activities is organised around a range of thematic clusters, all seen from a transnational governance perspective. The STG has organised its activities around three core clusters on Peace and Security; Trade and Finance; and Sustainability, as well as four cross-cutting clusters applying to each of the core clusters and providing depth and specialisation to them (Digital Politics, Economies and Societies; Transnational Politics and governance; Comparative Regional Governance; Gender Governance). While additional thematic foci and alternative combinations of them have been tested and will continue to develop for some time in order to verify the viability of a given angle or theme, the clusters organisation has enabled the School to develop a clear and coherent thematic profile. Clusters are advised by stakeholder groups of experts and representatives of organisations relevant to the theme, informing the topicality and



Director: Professor Miguel Poiãres Maduro

reception of the offer in relevant professional circles.

In this regard, during this year the curriculum for the future Master programme has been completed and approved, together with a number of bilateral agreements with top institutions of higher education. A number of ancillary initiatives have similarly been developed to create synergies within the EUI and networks at the European and international level.

Executive Education Programmes

The Executive Education Programmes are collaborative courses that combine scientific expertise with hands-on learning. The seminars are aimed at high-level professionals in policy, diplomacy, NGOs, international organisa-

High Level Policy Dialogue on the Belt and Road Initiative

On 2 and 3 October 2018 the STG and Fudan University's Fudan Institute of Belt and Road and Global Governance organised jointly a High Level Policy Dialogue on 'Infrastructure and transnational governance: The new crossroads of the Belt and Road Initiative' at the EUI in Florence. The event brought together academics, policy-makers, market participants, officials, and members of civil society from Europe and China to discuss and exchange views on the Belt and Road Initiative, its implications for Europe and for the broader transformation of transnational governance. Subsequently to the High Level Policy Dialogue the STG and Fudan University's Fudan Institute of Belt and Road and Global Governance published jointly a Policy Brief with the main insights of the discussion. Information on other high level policy dialogues and related publications can be found [here](#).

tions, media and the private sector. The Executive Education programs at the School of Transnational Governance are professionally relevant and goal oriented. They aim at peer learning by stimulating genuine discussions and at networking by facilitating the exchange of ideas and specific insights. STG Executive Education aims at equipping the informed audience with such knowledge and skills that will enable them to be 'initiators of change'. Each seminar lasts between two and three 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. In 2018, the STG run eight executive seminars, on topics ranging from leadership and negotiations techniques, to counterterrorism and transnational governance, to gender and media.

High-Level Policy Dialogues

The STG's High-Level Policy Dialogues furnish 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 in the ideas of leading scholars, whilst collaborating with industry peers away from the constraints of traditional decision-making fora. On the other side, this is a precious opportunity to share the name and mission of the STG among strategic high-level experts. The High-Level Policy Dialogues are in most cases organised in joint collaboration with either external or EUI internal partners. After the event, the School publishes a policy brief to promote further discussion, engagement and collaboration. In 2018, the STG organised 11 policy dialogues on issues ranging from populism to artificial intelligence to sports governance.

Policy Leaders Fellowship Programme

The Policy Leaders Fellowships is a programme addressed to civic leaders, civil servants, journalists, and other people from the policy world from all over the globe. The goal is to involve practitioners, who wish to immerse themselves in academia to develop policy-relevant proposals in their

area of expertise. In the Spring and Fall of 2018 the School welcomed two separate cohorts of fellows, hailing from different world regions (Poland, Indonesia, South Sudan, Libya, Mexico and Tunisia, to name a few) out of a large pool of applicants. During their stay, the fellows develop their policy

Policy Leaders Fellowship Profile: William Lochi, South Sudan

William Lochi is the Deputy Secretary General of the Government of South Sudan. He supervises the development and submission of policy proposals for consideration by the Cabinet. In his capacity, Lochi participated in high-level negotiations under the auspices of the African Union on post-secession issues between Sudan and South Sudan. During his time at the EUI as a Policy Leaders Fellow, he focused on governance in Africa to improve accountability. His proposal for a 'Guide to Policy Development' (GPD) addresses the challenges for evidence-informed policy decision-making in post-conflict governance. Once operationalised, the guide will ensure coherent and consistent policy formulation across government institutions with organised working group discussions to devise an effective mechanism for conducting comprehensive institutional and staff need assessment, particularly on policy formulation, implementation, monitoring and evaluation.

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 organises a meeting during which the fellows present their research topic and gather feedback and thoughts.

Masters Programme

The masters program, to be launched in the Fall of 2020, represents the flagship programme of the new School. Transnational governance offers an innovative perspective on contemporary global political, social and economic

developments, as well as on the driving forces that constitute the ongoing transformation of our societies and political systems. It includes self-governance across nation states, but also frequently involves institutions or public authorities at national, regional, global, or sub-national levels. Moreover, it encompasses the study of collective action by non-state and private actors across territorial borders, systemic levels, legal orders, cultural milieus, and economies of different stages of devel-

Executive Training Seminar on the Role of Europe in Peace-building

Coordinated by Professor Luigi Narbone (EUI), in cooperation with Stanford University, this executive training seminar, *Learning from Conflicts: Approaches to Peace-building and the role of Europe*, focused on three contemporary conflicts: Syria, Colombia and Ukraine. Two practitioners working on the field in each of those countries presented the most salient features of Europe's role. Participants learned three distinct approaches to peace building: the economic component, the psychological implications and the political dimension. Participants included EU's and Member States' policy-makers working in the fields of conflict prevention and resolution, mediation, prevention of violent extremism and humanitarian assistance, and officials from international organisations and practitioners from NGOs.

opment. In this way, it tackles new problems and contested areas that are not covered by more traditional programs of public policy or public administration. Accordingly, the year witnessed intense preparation regarding the curriculum and syllabi of the future programme. To that effect, an internal advisory board involving all EUI departments together with the EUI President

and the STG management met monthly to monitor and discuss progress. It is envisaged that the master will be an interdisciplinary, two-year, full-time programme. The master is divided into a foundational part during the first year and a specialisation part during the second year. The four compulsory modules composing the first year aim to give the academic and hands-on knowledge in transnational governance with an interdisciplinary perspective and the fundamental skills to analyse problems of governance beyond national borders. The second year allows for a specialisation in certain areas where thematic insights are needed in order to find solutions to real-world transnational problems. The areas of specialisation mirror the thematic clusters of the School, described above. At the end of the first year -- and before starting the following one--the students should complete a summer internship in relevant international organisations, NGOs or think tanks, where they will have the opportunity to put into practice what they have learned during the first and second semester.

Networks

Cooperative networks are essential to the STG mission and consistent with the European Commission's vision and European Universities initiative. Networks will reflect the genuinely transnational and polycentric ethos of the STG project. Accordingly, during 2018 the School laid the foundations for a number of bilateral and multilateral partnerships. These include prospective dual degree arrangements with top institutions of higher education (including the Central European University, the Hertie School of Governance in Berlin, the Graduate Institute in Geneva and Bocconi University in Milan). The STG also foresees the organisation of a joint degree with the College of Europe. Moreover, during 2018 the STG spearheaded the establishment of a European and Transnational Governance Network (with Bocconi University, the Central European University, College of Europe, ENA, Hertie School and Sciences Po Paris) aimed at the establishment of a Joint Certificate of Executive Education. The scheme, when operational, will enable participants attending training seminars in more than one of the participating institutions to gain a certificate recognised by all of them.

Other exchange and cooperation agreements with top global institutions of policy and higher education in 2018 aimed at building a community of scholars and practitioners of a truly transnational nature. In Latin America, the STG led a partnership agreement between the EUI and the Parliament of

MERCOSUR (Parlasur), signed in October 2018, aimed at facilitating and promoting cooperation between the two institutions, including the delivery of tailored executive training seminars to the members of Parlasur, and in the organisation of other joint activities and events as well. This partnership established a model for further collaborations of the STG with other relevant institutions, such as the Andean Community and the African ECOWAS. In North America, the STG has engaged in exchanges with several top universities in the United States.

In Asia, the STG has developed activities and exchanges with institutions in several countries, most prominently, China. The STG and Fudan University are engaged in a collaboration around various formats. On 2 and 3 October 2018 the STG and Fudan University's Fudan Institute of Belt and Road and Global Governance organised jointly a High Level Policy Dialogue on the Belt and Road Initiative.

Next Steps

The School will consolidate its operations on the basis of the critical mass of activities developed so far and lay the foundations for new strategic initiatives. The STG is devising a new training programme for mid-career, high-potential practitioners from sub-Saharan Africa, in fields including politics, diplomacy, enterprises and entrepreneurship, journalism, and civil society. The training programme will focus on strategic themes and policy areas relevant to transnational governance including regional governance, gender governance, digital politics, economics and social sciences, and sustainability, which are all of central importance to African countries' development strategies.

An International Advisory Board, will be convened and composed of high level representatives from the public and private sectors. The Board will be chaired by former Italian Prime Minister Professor Mario Monti, who had already steered the work of the 2017 High-Level Group tasked by the EUI President and the President of the European Commission to advise on the modalities of the School.

A Site Agreement addendum was signed by the EUI President and the Italian government in October 2018. This addendum made Palazzo Buontalenti, an historical building in the heart of Florence, available to the STG. Following renovation, it will house the headquarters of the School.





Historical Archives of the European Union

In 2018 the Historical Archives structured its work around five main areas: archives preservation and security; the acquisition, treatment and publication of inventories for EU Institutions' and private archives; the provision of digital access to archives; user services online and onsite at Villa Salviati; and external cooperation and communications.



Director: Dieter Schlenker

Archives Preservation, Site Maintenance and Security

The Archives seat at Villa Salviati continues to provide state-of-the-art preservation conditions for the unique archival memory preserved there. The high number of public visits to the Villa and the Archives required special attention and measures in terms of security and access control.

In 2018, further to the 9550 linear meters storage space at Villa Salviati, an additional 1000 linear meters of shelving were made available at the previous seat of the Archives at Villa Poggiolo, of which 400 linear meters were filled with archival material transferred by the European Space Agency from its headquarters in Paris.

In terms of security, all HAEU staff received training on the fire extinguishing and security systems in place at the Villa. The Archives also improved its access security system by adding more CCTV video cameras and setting an overnight alarm on two internal entrance doors to the archival vault.

The plurennial project of reviewing the conservation conditions of files and applying barcodes launched in 2016 was continued and extended in 2018. An external team of archival preservation specialists inspected a set of 821 archival files.

Reception and Processing of EU Institutional and Private Archives

In 2018, 1160 linear meters of archival material were deposited by EU Institutions, bodies and agencies and from non-EU organisations or individuals. The HAEU archivists treated, processed and published in the archival database 62,520 archival files.

The EU Institutions transferred 570 linear meters of archival material, comprising 28,149 paper files, to the HAEU in 2018. Sending institutions included the Court of Auditors, the Economic and Social Committee, the Council of the EU, the European Commission, the European Parliament, and the European Investment Bank. HAEU staff processed and published in the online database 58,103 institutional files.

590 linear meters of private archives arrived at the HAEU in 2018, deposited by, amongst others, the European Consumer Organization (BEUC), the Maison d'Europe in Lyon (France) and former Commissioner and Chef de Cabinet of the Delors Commission Pascal Lamy. Deposits also included for the first time a poster collection. Papers were also received from former high official of the ESC and COR Giancarlo Zoli.

As accruals to existing deposits, 400 linear meters were received from the European Space Agency and 70 linear meters from the Italian Committee of the European Movement CIME, the Société européenne de Culture SEC, and the Centre international de formation européenne CIFE.

The HAEU archivists treated, processed and published online 4417 files from private archives. The description and publishing work concerned primarily the holdings of the European Free Trade Association, the European Science Foundation, the Société européenne de Culture SEC, and an important integration to the deposit of Alcide De Gasperi.

The Archives initiated cooperation in a multi-annual project coordinated by the EUI library to digitise and make available in the HAEU database and the EUI library catalogue the historical collection of the Agence Europe's 'Europe Daily Bulletin'. A first batch of 199 items were digitised and catalogued by the EUI library in 2018.

The treatment and description of audio-visual archives focused on the poster collection deposited by Fabio di Gioia and the film collection 'Werben für Europa', which comprises digital copies of 350 mostly documentary films on European integration dating from the 1940s to 1960s and with the originals held in numerous archives, libraries and film institutes all over Europe.

As regards its activities in its oral history recordings collection, the HAEU

collaborated in a series of public and private interviews with former Presidents of EU Institutions organised by the EUI School of Transnational Governance. The Archives also supported the initiative of former European Parliament officials, in collaboration with the Former Members Association of the Parliament, to produce a body of interviews with former Members, thereby enriching the prestigious collection of video-recorded interviews of former EP Presidents produced by the European Parliament's Research Service. The HAEU's role was to receive in deposit these interviews and to add them to the existing oral history collections. A first set of 100 interviews were presented during the conference on '40 years of European Elections' on 22-23 November 2018.

Digital Access to Archival Holdings

Digital access to the EU institutional archives is a high priority of the EU Archives Regulation 2015/496 and the Framework Partnership Agreement between the European Commission and the EUI. The Archives is focusing on the digitisation of paper-based archives and of analogue audio-visual material, the preservation of digitised records and the availability of archival descriptions to the research community and the broad public through the internet.

Since 2017, an external company provides in-house digitisation services on the premises of Villa Salviati. 5106 archival documents were digitised and uploaded in the HAEU online database in 2018. Also, 1000 posters were digitised to facilitate research in the online database.

The implementation of a digital archives management system (DAMS) began in September 2016 and was finalised in late 2018. The main works throughout 2018 concentrated on setting up the operational version of the system, the testing of the ingest of archival material and the testing of the system workflows until publication on the HAEU online database.

A major development of the HAEU online archival platform was finalised, by adding a completely new registration and login system. Having doubled the number of digital items in the last five years to a total of 31,917, this database development had become indispensable. With the access control system, the HAEU monitors access, consultation and downloads of digital items, offers specific services, such as the download of items on individual request, and starts producing refined statistics on the use of the digital platform.

By the end of 2018, the HAEU archival database contained 436,023 descrip-

tive items. This represents an 18% growth compared to the preceding year with 366.823 items. As in previous years, all 58.103 new EU institutional file descriptions available were uploaded into the Archives Portal Europe, the central online portal on archives in Europe, in which 280,030 descriptive items on EU institutional archives are now available.

Due to the move from the http to the https internet protocol during the implementation of the access registration and login system in early 2018, the statistics production for the archival database was interrupted for a period of five months. The consultation statistics here below cover only the period from 1 June to 31 December. To facilitate comparison to the precedent year, the figures for 2017 have been reproduced for the same period, from June to December.

During the period of June to December 2018, the HAEU database registered an increase of 10% with 229,922 visits compared to 208,617 in 2017. The large majority of visits, 147,923 compared to 129,470 in the same period of 2017, concerned the HAEU database. Archival fonds received 87,566 visits (2017: 83,090) and digital items were downloaded 3693 times compared to 3546 in 2017. The oral history collections saw a growth of 15% views in the period covered, with 6670 visits 2018 compared to 5793 in 2017.

The website of the Archives comprises news, events, new publications and practical information about the Archives. The statistics for this part of the HAEU web services is available for the entire year 2018. This part also includes the site of the Alcide De Gasperi Research Centre on the History of European Integration. The HAEU website marked a 4% growth reaching 81,999 visitors in 2018 in 175 countries.

Reading Room User Services

Further to preserving and making accessible the historical archives of EU institutions, the HAEU pro-actively promotes consultation by hosting and co-organising conferences and seminars, by partnering in research projects and through various research grant programmes. As a consequence, the number of research sessions in the reading room continued to grow in past years, in 2018 by 15% (974 sessions).

Consultation requests in the reading room increased by 28% compared to 2017, from 5832 to 7519 requests in 2018. More than fifty percent of the requests referred to EU-institutional material.

Research in the archives is also facilitated by the availability of thematic re-

search guides to archival holdings on main subjects of European integration and EU institutional history. After producing a first set of six research guides in 2017, another 20 research guides were prepared by the HAEU in 2018. All 26 guides have been published on the website of the HAEU.

Archival and Academic Cooperation and Communication

Academic cooperation, communications and the organisation of public events aim at raising the visibility and public recognition of the EU historical archives and are organised in partnership with EUI internal partners, depositors, universities and research institutes.

The yearly Open Day of the Archives is the main event for the general public. In 2018, the initiative attracted 4000 visitors (2300 in 2017) to Villa Salviati where they enjoyed a range of cultural and educational activities.

The Alcide De Gasperi Research Centre, established by the EUI President in 2015, facilitates research on European integration history and primary sources deposited in Florence. It is co-directed by the Chair of European Integration History of the EUI's History Department and the Director of the Historical Archives.

The main academic event organised by the Archives in 2018 was the conference on '40 years European elections 1979-2019', in cooperation with the European Parliament's Research Service, the Former Member Association of the EP, the Konrad-Adenauer Stiftung (Rome office) and with the support of the EUI School of Transnational Governance and the Robert Schuman Centre. The 1.5 days conference welcomed 112 participants, four former Presidents of the European Parliament and 23 current or former Members of Parliament.

17 academic conferences and seminars, including Alcide De Gasperi Centre seminars, were organised with the Archives, and eight Vibeke Sorensen Grants were awarded to post-graduate researchers for research at the HAEU. In addition, the HAEU co-organised post-graduate research grants with the Archives Service of the European Court of Auditors, the EPP Group in the European Parliament, and the UACES association. Also, the HAEU hosted 18 workshops of University seminar groups and cultural associations and received 10 individual or institutional visits during the year.

With regards to inter-institutional cooperation and HAEU participation in European archival networks, the Director of the HAEU participated in the ILAG meetings hosted by the Council on 7 June and the Commission on 3

December. The HAEU also organised jointly with the Secretariat General of the European Commission the annual workshop for EU Agency archivists on 14 May in Brussels.

1000 students from primary, secondary and high schools visited the Archives as part of the HAEU's educational programme, which provides information on the European Union's history and policies and on the preservation of its memory in Florence. Around 30 high school classes participated in a competition on 'The Future of Europe'. Further to its own education programme, the HAEU participated in the multi-annual Erasmus+ project "Living Europe: Europa ti vedo, Europa ti vivo".

The travelling exhibition 'Ever Closer Union – The legacy of the Treaties of Rome for Today's Europe (1957-2017)' prepared in 2016 on the occasion of the 60th anniversary of the Rome Treaties continued to circulate in 2018, and the activity was concluded officially with the seminar 'Un' Europa Sempre Più Unita. Passato e Futuro dell' Unione Europea' on 26 November 2018 at Villa Salviati.

Related to the 60th anniversary of the Rome Treaties, the Archives prepared, in collaboration with the European Investment Bank's Archives Service, an online exhibition on the establishment of the Bank in 1958, which is on display on the website of the HAEU. Furthermore, the HAEU contributed to an exhibition prepared by the Council of the European Union Archives service on marking the 25th anniversary of the Maastricht Treaty of 1993.

Table 2: HAEU Data for 2018

| | |
|--|---------------------------------------|
| Total growth in linear meters | 1,124 (including 400 lm ESA archives) |
| Accruals of EU-institutional archives (files) | 28,149 |
| Processing of EU-institutional archives (files) | 58,103 |
| Accruals of private archives (linear meters) | 590 (including 400 lm ESA archives) |
| Processing of private archives (files) | 4,417 |
| Number of files digitised | 5,106 |
| Number of web site hits (partial statistics months 06-12 for database) | 311,821 |
| Number of file downloads (partial statistics months 06-12) | 3,693 |
| Number of files consulted (reading room) | 7,519 |
| Number of research sessions (reading room) | 974 |
| New users registered (reading room) | 114 |
| Conferences, workshops, events and visits | 45 |
| Vibeke Sorensen research grants assigned | 8 |
| Visitors, Open Day | 4000 |



Reports by Services

Introduction by Vincenzo Grassi,
Secretary General

Introduction

The reports by the EUI's Directors of Service, found in this section, illustrate the administrative activities performed in 2018 and detail the support dedicated to the EUI's core business of academic teaching and research. In line with the rest of the activity report, the various services describe how they have implemented measures suggested by EUI governing bodies, and communicate the results they have achieved.

In 2018 the Services, coordinated by the Secretary General, elaborated the 2018 Action Plan for the Institute. This Plan included an account of the progress made in relation to the principal multiannual objectives (School of Transnational Governance, Database integration and eLearning, Communication, Link with external stakeholders, Security and Safety), as well as a report on internal control and risk management for 2018.



Secretary General:
Vincenzo Grassi

School of Transnational Governance (STG)

On the basis of the High Council's guidelines and of the findings contained in the Report by the consultative group chaired by Mario Monti, the EUI pursued its financial and administrative efforts for the establishment of the School of Transnational Governance, ensuring the consolidation of the pilot project.

Following fruitful negotiations with Italian competent authorities, an additional protocol to the Headquarters agreement between Italy and the EUI was agreed upon in order to make a new building, Palazzo Buontalenti, available for the STG.

The document was signed in October 2018 upon unanimous approval by the HC, authorising the EUI President's signature. Pending the formal ratification of the Italian Parliament, the renovation of Palazzo Buontalenti should start in March 2019. The renovation will proceed in 'lots', with the first area of the building opening and available for occupancy in early 2020.

In December 2018, the HC endorsed the proposal to launch the Masters Degree in Transnational Governance as the flagship programme of the STG.

Database Integration and eLearning

The EUI Services use several databases to manage and process the datasets necessary for the everyday functioning of the academic and administrative units. The Services have set in motion a multiannual project to pool these databases into a coherent and interconnected framework.

The EUI is still working towards the implementation of an integrated digital strategy. However, it has achieved progress in pursuing a strategic approach to supporting and enhancing research, learning and innovation through digital technologies and communications.

In this regard, in 2018 the Institute worked to

- exploit the existing functionality of SAP (Financial Area), Dolphin (HR Area), OSIRIS (Teaching/research area) and other applications to meet urgent operational needs of the Institute;
- develop an Institute-wide digital strategy in order to facilitate the creation, preservation and discovery of knowledge and to promote ways of generating and engaging with data; improve the EUI's use and exploitation of knowledge; and further enable knowledge exchange in a global digital environment;
- select an EUI Learning Management System, creating a centralised eLearning service to support EUI policy;
- promote the pedagogic use of eLearning tools, advising and training academic and administrative staff; and
- lay the foundation for a Current Information Research System (CRIS) to present and exploit data related to the research activities carried out at the EUI.

Communication

In the current competitive international academic environment, communications policy has become crucial for the European University Institute to recruit new Ph.D. candidates. It also plays a key role in promoting flagship programmes and activities to EU member states, EUI contracting states, external stakeholders and the European and global academic communities. In 2018, the EUI started work on an external communications strategy concerning the EUI's academic activities, findings, and success stories. This initiative was designed in-line with the President's strategic positioning of the EUI and in close collaboration with the departments, the Robert Schuman Centre, the School of Transnational Governance, and the administrative services.

This multi-annual effort concentrates on the following areas: fostering relations with academia, in particular through the EUI Ph.D. and post-doctoral campaigns; revising relations with the Alumni in order to exploit their potential as a resource for 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](#) and the [EUI in Brussels](#) activities organised together with EU Institutions (particularly the European Parliament on the basis of the new agreement signed in Florence in May 2018).

The STG represents – even in the current pilot project phase – a major potential asset in terms of visibility and attractiveness of the EUI, consolidating its three-pillars structure: education, research and executive training.

The new communications strategy also takes a fresh look at internal communications, enhancing the tools in use, such as the EUI Intranet. In addition, the Institute has further developed the communications support for EUI community activities and for the organisation of social events dedicated to staff and researchers.

Links with External Stakeholders

The EUI is committed to communicate in a more systematic way its programmes, activities, research agenda and output to various stakeholders: EU institutions, EUI contracting Member States, EU countries that have not yet acceded to the EUI, actors in the academic and scientific communities in Europe and worldwide, NGOs and civil society organisations.

The establishment of a Dean of External Relations, supported by a dedicated officer, is a key move to develop this policy. During 2018, the EUI intensified institutional contacts with the Czech Republic, Slovakia, Lithuania, Croatia and Hungary in order to start the accession processes of these countries. Malta joined the EUI in June 2018, becoming the 23rd Member State.

The EUI furthermore aims to create stable relationships with NGOs or other civil society groups in order to increase accessibility to its programmes beyond the academic world. The activities of the RSCAS and the STG have been fundamental in driving the new policy towards external stakeholders, and the Institute's faculty will play an important role in developing strategic contacts with external stakeholders.

Internal Control and Risk Management

During 2018 the Institute continued its efforts to improve and update its internal control mechanisms, with a view to simplification, the optimisation of resources, greater flexibility and increased accountability. The Institute operates in a swiftly changing environment, and must react and implement adequate internal control measures for issues such as data protection regulation and cybersecurity. The Institute constantly seeks the right balance between compliance, sound financial management, efficiency and effectiveness in achieving its objectives. Some highlights for 2018 in this area were:

- a large-scale awareness campaign on ethics requirements and professional behaviour, led by the Human Resources Service.
- standardisation of special authorisation procedures for Services, together with close monitoring and reporting mechanisms developed with the support of the Institute's Internal Audit Office,
- moves to formalize existing delegations of signature power in the academic departments and units, with the purpose of aligning it to the use of signature delegations in the administrative area,
- the identification of possible next steps in developing an EUI-wide, integrated risk management process, as a result of comparison of the EUI risk management framework with the relevant ISO 31000 quality standard.

In conclusion, in 2018 no critical risks were identified for the Institute, and management is satisfied that reported risks were monitored and adequately addressed.

Vincenzo Grassi
Secretary General of the EUI

Academic Service

Mission

The Academic Service oversees the recruitment, administration and admission of researchers, postdoctoral fellows and professors; is responsible for the academic administration of researchers enrolled in the doctoral and LL.M. programmes; provides a wide range of services to the EUI scholarly community geared towards their professional development; provides wellbeing services and engages with researchers in a wide range of extracurricular activities.

The Academic Service supports the general objectives identified by the EUI administration, and is specifically involved in the launch of the Learning Management System (LMS), and in some activities of the School of Transnational Governance.



Director of Service:
Veerle Deckmyn

Realisation of Yearly Objectives

Academic and Professional Development

Early career researchers need - in addition to writing a good thesis - to be well prepared to be competitive on the labour market. In 2018 the Academic Service reflected on innovative areas and tools (LMS), explored the development of new competences, and sought closer collaboration with academic and administrative units to respond to the expectations of researchers, post-docs, and STG fellows.

Notwithstanding some changes in the core staff involved in this area, the objectives were achieved.

The Service delivered several courses that were positively evaluated by the members of the scholarly community. The Service was especially attentive to the 'Open Science' agenda in collaboration with the Library.

Particular achievements were the launch of the Summer School in Teaching in Higher Education and the 3-minute Ph.D. competition. In addition, the LMS was tested in some areas of the professional development programme and will be further deployed across the EUI in 2019.

ICT Support

ICT support is key in maintaining and further developing the researchers' database Osiris, and in supporting initiatives on academic and professional development such as online teaching, the e-learning platform and a data repository. A major step was achieved in establishing a link between the researcher's database Osiris and SAP for the payments of grants to researchers. This was a collaborative effort between AS, ICT and Financial Services. The system will be applied to fellowship payments for postdocs, the responsibility for which has now been passed from the Financial Services to Academic Services.

EUI Alumni

EUI Alumni are a valuable resource for our researchers, providing assistance, where possible, on teaching placements, internships and overall career advice for researchers. In 2018 we worked to further streamline alumni contacts and establish proper division between the Alumni Association and the EUI alumni network.

Ph.D., Postdoctoral Programmes, and Fellowships

In 2018, the Academic Service and the Communications Service reviewed the content and specificity of the EUI doctoral and postdoctoral campaigns in order to maximise visibility across applicant pools. The two Services also supported members of the academic departments in promoting the Institute's various programmes. Instruments and activities in these areas included presentations; webinars, videos, social media campaigns and the like.

Internationalisation

The EUI aims to broaden its scholarly perspective and research by attracting more non-EU scholars to its doctoral programme. There were 16 % of non-EU researchers registered in 2018. Efforts to extend this reach included an agreement with Fundacion Carolina to fund Latin American Ph.D.s, and an agreement with Uninorte University (Colombia).

Wellbeing

In 2018 the Social Welfare Fund statute was revisited, and the Academic Service became responsible for the financial management of the fund under the supervision of the EUI accountant, in compliance with the EUI financial

rules. The fund is managed by the Academic Service in collaboration with the researcher representatives.

The Service continued to support the organisation of social, cultural and sport activities. Of particular note was the EUI Choir's recording [of Lilia Nympha Colit](#).

Other developments included the updating of the researcher representatives' charter and the establishment of a policy for the establishment of a maternity grant for Max Weber fellows. Academic Service is responsible for its implementation.

EUI Codex

The service plans to rethink the structure of the EUI Codex and aims at offering a user friendly interactive and updated working document. In 2018, the Codex was updated.

Human Resources

Academic Service encourages its staff to participate in training sessions offered by the EUI and to engage in professional networks, in order to keep abreast of new developments, and to continue providing quality services to an ever-increasing and demanding international mobile academic community. In 2018, staff attended conferences where appropriate and financially feasible. In addition, due to staff turnover in 2018 and 2019, the Service re-examined some functions and responsibilities. One psychologist was recruited to replace a staff member who left the EUI. Three other vacancies were prepared: two to replace staff members leaving the service, and one to recruit a staff member who will work for the STG.

Library



Library Director:
Josep Torn

Mission

The Library of the EUI provides principal resources and services in support of 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

Connecting Research Outputs and Data

In 2018, the EUI Library drew up a detailed description of the workflows, procedures and connections between research entities (databases where relevant research information is managed and preserved) currently active at the EUI. In order to establish the responsibility for the entities connecting the datasets through reliable metadata, the role of the services and department is described in the report.

The Library carried out a benchmarking exercise comparing tools and services in comparable institutions, as well as holding technical meetings with commercial and open software providers.

As a result of these activities, the Library produced the set of technical and administrative criteria for a tender for the selection of a Current Research Information System (CRIS), to be launched by the Library during the first trimester of 2019, with a view to having an operative system, when the budget allows.

Recommendation 6 of the Newby Report states: 'the EUI should explore the scope of benchmarking its performance, using Key Performance Indicators, with a small number of similar organisations which share a similar focus on the social sciences and postgraduate studies'.

The implementation of this CRIS system, in phases, includes the linking of bibliometric and altmetric data from the main scientific citation indexing tools, in EUI scientific output.

Converging towards the European Open Science Cloud

To assist its professors and researchers in their activity as authors, the EUI provides infrastructures and services which facilitate the publication of all scientific outputs: publications and datasets. Both these tools are publicly accessible through the Library webpage: Cadmus, the repository for publications, and EUI ResData, the repository for data.

To support and enhance these tools, the Library has amplified its organisation by creating an Open Science team. Taking advantage of a staff position becoming vacant at the end of 2018, the Library created the position of an Open Science Librarian. The competition to fill the post was launched in June and resulted in a nomination in November. The appointed candidate completes a team of librarians who will strengthen the management and visibility of the open scientific outputs of the Institute.

In 2019, the EUI Library will strengthen its position as a leader in facing challenges such as supporting data-driven research with actions that enable long-term reuse of data and publications, supporting data governance and empowering scholars as with the necessary skills in research data management.

Increase the Visibility of the EUI Library as a European Knowledge Hub and Centre of Expertise on Social Science and Humanities Academic Research

As an academic institution within the European higher education framework, one objective of the EUI Library is to serve as an intellectual nucleus in the field of Social Science and the Humanities for as many research institutions as needed. As a European institution, the commitment of the EUI Library is to serve and collaborate with all libraries of European bodies allowing them to have access to our collections.

The European Documentation Centre (EDC), a unique collection owned by the EUI, is fundamental as a basis for developing projects whose objective is to complete knowledge in the field of European integration and European history.

The EDC collection attracted 492 external users in 2018, representing 35% of the total Library users. Generally, the total number of accesses to the library

by external users represents a lower percentage, around 6%, than internal users, who have the possibility of using the library regularly throughout the year, not limited to specific periods.

Even so, the function of the library as a hub of expertise in Social Science and Humanities research becomes evident with these figures. The development of a unique collection, curated by experts in the five areas related to the Institute: SPS, Law, Economics, History and European Integration is a crucial activity ensuring the continuation of interest in it by a community of experts from all over the world.

Budget And Financial Affairs

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, to its implementation (payments, collection of revenue, preparation/presentation of the accounts, etc.) to the discharge of the President.

It 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 element for 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 Office activities.



Director of Service:
Roberto Nocentini

Realisation of the Objectives

Financial Operations Unit

Support the Pilot Phase of School of Transnational Governance

The Service supported the top management in its funding discussions with the European Commission. It also provided the High Council with specific assistance in preparation of regulations and took an active part in the implementation process of the School of Transnational Governance's establishment at the EUI.

Support the EUI Financial Authorities (BC/HC)

The Unit was actively involved in the preparation of financial tables, using different criteria to help the High Council to define possible scenarios of the 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 with the identification for each area of the administrative and academic support hubs of a small number of contact people in order to improve the linkage between the service and its stakeholders while maintaining the ability of each member of the team to intervene in all areas.

Support to Fund-Raising Activities

The unit continued to strengthen the ongoing collaboration with project managers and teaching staff in the Departments, Centres and other administrative units as well as with the School of Transnational Governance.

Integration of the Financial Area – Training

A series of training sessions in the three main financial areas were organised in 2018 to strengthen staff members' basic knowledge to fine-tune the proper workflows.

Implementation of New Fiscal Policies

The service has concluded its preparations for the implementation of the management's decision aimed at redefining the collaboration with the various local fiscal authorities. The work will be organised in a way which guarantees full collaboration of the EUI with the authorities involved.

Realisation of Yearly Objectives

Accounting Unit

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.

Ensure the Keeping and Presentation of the Annual Accounts in Accordance with Applicable Financial and Accounting Principles, Rules and Procedures

The objective of analyzing to what extent 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 continue to follow a systematic and progressive path over the next years.

The participation in the institutional Boards (Steering Committee and Change Control Board) of the partnership of the Inter-institutional Financial Management System (shared with the European Council, European Court of Auditors and Court of Justice) continues to ensure significant synergies and economies of scale and contributes to an optimal use of financial resources.



Chief Accountant:
Julia Serrano

Ensure the Treasury Management of the Institute

The support to the treasury management of the Institute includes: the proper implementation of payments, recovery of amounts established as being receivable and managing cash and cash equivalents, as well as the decision in investing and in managing funds that exceed the Institute's short-term liquidity needs.

The reconciliation of operations (bank and accounting operations) resulting from the collection of revenues and amounts established as receivable and the execution of payments were implemented in 2018.

Support the Management of the Pension Reserve Fund

In 2018, in parallel with the usual support given to the Supervisory Board of the Pension Reserve Fund two meetings of the Board were held for the purpose of assigning three new contracts: two for the selection of new asset portfolio managers, and the third for the external financial advisor on issues related to the investments of the Pension Reserve Fund.

Design and implementation of operational and control procedures

In order to ensure a proper level of implementation of the operational and control procedures that safeguard the EUI's assets and guarantee the quality of financial and accounting reporting, in 2018 the Accounting Unit continued with its ongoing mapping of processes and the process documentation of some procedures.

Communication Service

Mission

The mission of the Communication Service (CS) is to enhance the EUI's visibility as a centre of excellence, and to boost its capacity to attract talent with regard to faculty, prospective Ph.D. researchers, and Fellows. To achieve these goals, it seeks to give consistency to the Institute's internal and external communications. In addition, its purpose is to maximise the impact of the research conducted at the EUI, and in particular to ensure that the findings of the projects carried out at the Institute feed into the policy-making process at the EU and national levels. Finally, the CS endeavours to strengthen relations with the EUI's 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. Since 2017, the Communication Service also plays a central role in the EUI-wide efforts to promote the work of the School of Transnational Governance.



Director of Service:
Marco Incerti

Realisation of Yearly Objectives

The Service attained virtually all of the specific objectives that it had set for itself in 2018. The most significant achievements occurred in the following areas.

Internal Communications and Coordination

- The CS effectively coordinated the work of the various entities within the EUI through regular fortnightly meetings of the communications professionals of STG, RSCAS, MWP, and HAEU
- The CS successfully launched the internal newsletter 'EUI in Brief', reaching every two weeks more than 1550 members of the EUI community. 18 issues were published throughout the year, receiving inputs and highlighting the work of all the different EUI actors.

School of Transnational Governance

- The CS assisted the School of Transnational Governance in its effort to establish its brand, and to attract candidates for both the Executive Training sessions and the Policy Fellowships
- The CS helped the STG identify its recruitment needs, in particular a marketing officer

Ph.D. Campaign

The Service substantially contributed to the Ph.D. campaign strategy for the recruitment of candidates for the academic year 2019/2020. In close cooperation with the Academic Service, it organised presentations of the Ph.D. programme across Europe, orchestrated the online (web and social media) campaign, and aided with the production of promotional videos.

EUI Blogs Network

The web unit upgraded the technical platform and the graphic design of the EUI Blogs network, and worked to prepare all necessary configurations to upgrade the technical platform and the graphic design of the EUI Blogs network whose results will be live and visible in the first quarter of 2019.

High-profile Visits and Events

- The CS supported high-level, multi-stakeholder events as well as official visits to the Institute, working to raise the EUI's profile in Brussels and key national capitals. In 2018 the CS was involved in more than 30 high-profile institutional visits and events. Inter alia, it coordinated the visits of Italian Undersecretary for Foreign Affairs Guglielmo Picchi, and French Ambassador Christian Masset. It was in charge of events with Emanuela Del Re, José Manuel Barroso, Jean-Claude Trichet, George Papandreou, and Herman Van Rompuy. It also organised three EUI events in Brussels and one in London, attracting a total of nearly 300 participants, including EUI Alumni, policy-makers, and academics from across Europe.
- The CS helped with the promotion of 19 EUI events open to the public by disseminating about 28,000 invitation emails.

Institutional Contacts Database (CRM) Development, Coordination and Training

- The CS continued to develop the database software so as to allow the sending of mailing campaigns, and trained more EUI staff to become active users of it. After conducting a comprehensive market analysis, the CS chose a new Microsoft product with features such as e-mailing and multichannel campaigns, online surveys, and event management. The marketing plug-in has been successfully configured into the CRM database.
- With the support of an external IT consultant, the CS coordinated five training sessions for basic CRM users in 2018. The sessions were attended by staff members from the Historical Archives of the EU, the School of Transnational Governance, the Library and the ICT Service.
- In 2018 the CS started compiling mailing lists of relevant recipients by type of audience. At present, the EUI CRM database contains approximately 36,000 contacts and 8,500 organisations. The CS regularly updated records and organised data by progressively compiling and reviewing about 50 mailing lists of relevant recipients by type of audience and purpose. These distribution lists were used to promote specific EUI initiatives addressed to internal as well as external contacts. Among them, the EUI 2018 Summer Schools and the EUI Doctoral Programme campaign, which reached an approximate total number of 3,000 alumni and about 5,000 external contacts, and events invitations, which reached about 28,000 recipients. The reports drafted after each of these mailing campaigns were used to correct and better organise data in the CRM, leading to more than 250 contacts being updated.

Alumni

- Under the CS, the Institute's separation from the Alumni Association (AA) was carried out. The CS also assisted with the transfer of administrative and financial responsibilities to the AA Executive Committee.
- The CS assisted the Alumni Association in the procedure to acquire legal personality which was completed in early 2018. The Service managed the transition, transferred the funds accrued from membership fees to the AA, and handled all related administrative matters
- In 2018 the Communications Service implemented a new EUI Alumni policy, and established closer contacts with the alumni community. To

these ends, it led a working group involving the Academic Service, the Library, the ICT Service and the Real Estate and Facilities Service. New services for all alumni include a free EUI email account, an EUI card, and the use of on-campus library facilities.

The State of the Union Conference

The CS involved policy-makers, civil society representatives, business and opinion leaders, and academics in the State of the Union 2018. The 2018 edition was a resounding success in terms of its ability to reach a significant number of key stakeholders from the policy-world, civil society, business, the press and academia. The conference saw the participation of four Heads of State, as well as the Presidents of all of the main EU institutions. Nearly 1000 distinguished guests participated over the two days of the conference, with an almost four-fold increase in the representation of diplomatic representations.

Fundraising for the State of the Union 2019

Fundraising for the 2019 edition of the State of the Union began soon after the conclusion of the 2018 conference. The CS already secured an increase in funding of nearly 60% compared to what was raised for the previous event.

Human Resources Service

Mission

The mission of the Human Resources Service (HRS) is to assist and advise the President and the Secretary General in organising and managing the EUI's administrative operations and supporting the EUI's academic branch in the field of human resources.

HRS has a broad set of duties to recruit, administer, train, and advise EUI staff, involving thus personnel policies and procedures, performance management, career development, and staff relations. In 2018 the three core focus groups of the HRS were:

- *as strategic partner*: to propose and implement HR actions to fulfil the overall EUI strategy to ensure that the recruitment and deployment of human resources enable the organisation to achieve its overall objectives.
- *As employee supporter*: to promote sustainable people management leading to staff members' development, obtaining job satisfaction and motivation, while keeping the work force healthy and committed.
- *As administrative expert*: to build the technical credibility by ensuring that the HR team, the rules and processes, as well as systems and tools are designed to meet the needs of the many stakeholders.



Director of Service:
Jette Holding Pedersen

Realisation of Yearly Objectives

If 2017 was the year of transition for the HR Service, 2018 was a year of transformation. The business continuity is always of the utmost importance. HRS thus ensured the continued smooth running of its core transactions. The HR Service administered 585 staff members in eight categories (from permanent staff to academic assistants), each with its own rules and terms of employment. This includes 94 retired staff members. In addition, the Service accommodated 73 trainees.

HRS as Strategic Partner

During 2018, HRS concluded 16 internal and open competitions resulting in 21 appointments. HRS with the IT Service introduced a new user-friendly application system for candidates and the quality of interview and testing methodology continued its improvement. Vacancy notices were more widely advertised on the Linked-In of EUI; the viewers increased 23% from March to December 2018.

HRS successfully implemented a floater programme to fill short-term personnel needs, such as absence due to maternity or long-term sickness leave. As recommended by the Strategic Review Group, HRS made the first analysis for a potential move of the recruitment of Professors from the Academic Service to HRS.

Following Recommendation 18 of the Strategic Review Report, HRS prepared the HC Decision for the Leave in the Interest of the Service, which calls for a future workforce planning tool; this is now being further developed.

HRS as Employee Supporter

The first concrete results of the Career Working Group were finalised with the adoption of the Responsibility Mapping of the personnel levels and grades.

The first Orientation Day for newly recruited staff members took place with more than 30 participants. An internal training programme for the EUI trainees was realised and a new internal trainers' project kick-started in 2018 with 17 staff members volunteering to offer trainings to the EUI community. Finally, new training initiatives were initiated and the first 7 staff members concluded successful Erasmus+ job shadowing initiatives.

As continuation of the HR Action Plan and to develop a social dialogue, HRS organised regular meetings with EUI managers, the Staff Committee, academic coordinators and individual sessions for staff with the HR Director, strengthening the overall HR presence and image at the EUI.

HRS initiated two new working groups with staff members. One will focus on the revision of the procedures for staff assessments and promotions. The other aims to set up a new reward programme as per recommendation of the Strategic Review Report.

Finally, HRS intensified the relations with the EU Institutions exploring ways to exchange training programmes and establishing networks. HRS participated successfully for the second time in the annual Career Day of the European Commission.

HRS as Administrative Expert

The HR Service finalised the exercise of updating the Conditions of the Employment of the Teaching Staff for the inter-service consultation and tabled to the High Council two new proposals concerning the creation of Deans as per the recommendations of the Strategic Review Report.

All HR work processes were identified and mapped and HRS is now aiming for simplification of the processes, such as Academic Assistants procedures that are being rationalised. A new online tool is under development towards an increased paperless EUI.

At the start of 2018, HRS transferred successfully hundreds of personnel files from the previous human resources management system to the new one, DOLPHIN. The transfer thus made it possible to develop an online tool for salary and pension calculations.

Table 3: EUI Administrative and Teaching Staff, 2018

| Administrative Staff | |
|---|------------|
| Permanent Staff | 91 |
| Temporary Staff | 58 |
| Temporary Staff-Language Assistance | 4 |
| Contract Staff | 56 |
| Contract Staff for Auxiliary Tasks | 21 |
| Local Staff | - |
| Auxiliary Staff | - |
| Special Advisors | - |
| Total Administrative Staff | 230 |
| Teaching Staff | |
| President and Secretary General | 2 |
| Professors-full time | 55 |
| Professors-part-time | 64 |
| Research Staff (including Marie Curie Research Staff) | 140 |
| Marie Curie Research Staff | 8 |
| Total Teaching Staff | 261 |
| Other | |
| Staff in Early Retirement | - |
| Retired Staff | 94 |
| TOTAL EUI STAFF | 585 |



Director of Service:
David Scott

Information and Communication Technology Service

Mission

The EUI Information and Communication Technology (ICT) Service provides the enabling ICT infrastructure and ICT services to facilitate the Academic and Administrative processes of the EUI.

The ICT Service supports the Institute's learning, teaching, research and administrative activities. It seeks to facilitate the creation, preservation and discovery of knowledge and to promote ways of generating, curating, and securing information and data.

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

In partnership with other administrative services such as the Academic Service, Real Estate and Facilities Service, the Library, and Human Resources, etc., the ICT Service has a key role in fostering excellence in 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

This multiannual project continues with the aim of integrating all the Institute's applications and systems into a more consistent, efficient, and secure framework.

Academic Service

The ICT Service supported the Academic Service:

Learning Management System

- The ICT selected and implemented new Learning Management System (LMS).
- ICT offered continued support on Future Learn and Moodle, with a view to phasing them out over a 3 year period.
- ICT collaborated with the School of Transnational Governance on a pilot eLearning programme.
- ICT has provided training to many academic units of the Institute.

Osiris

Monthly Grants Calculation and Payments completed; Study Programmes

Sharepoint

Automate business processes and workflow

SMART

SMART was integrated with MS Active Directory. ICT also streamlined server architecture and implemented new functionality for vacancies and applications replacing four legacy systems.

Library

In conjunction with the Library Service a viable solution and architecture was identified for common research information systems.

Human Resources

ICT supported the HRS with the Dolphin HR System and the monthly salary reporting.

Budget Finance/Accounting

ICT offered support for SAP; monthly grants payments; and new improved financial reporting.

Cyber Security

The ICT Service objectives for cyber security were completed, and some additional functions and checks were implemented

1 – Security monitoring

CERT-EU functionality included, Development of security tools

- Intrusion detection and log management services
- Vulnerability assessment and penetration testing
- Cyber threat intelligence

2 – Email security

Advance Threat Protection

DMARC (Domain Message Authentication Reporting & Conformance) controls.

3 – Identity Access Management

The review of access rights based on the individual's role and unit; the identification of weak processes resulting in accumulated access rights (i.e. movers); the identification of late de-provisioning for leavers and orphan accounts (i.e. user accounts not belonging to any active EUI member).

4 – Endpoint Security

Securing desktops, laptops.

In addition to meeting our stated objectives, the following initiatives were also completed:

Security Incident management

The ICT Service has started collecting security incidents using the new Help desk tool and categorising incidents using security classification.

Email encryption

The ability to encrypt email message and attachment according to three types of classification Confidential, Protected and Restricted.

The significant improvement of LINUX servers and Web services resilience Since September 2018, Linux servers running Internet facing applications (i.e. custom or off-the-shelf) have been running Antimalware, Application firewall, Intrusion prevention and detection.

General User Support

A user satisfaction survey revealed an 88.3% overall user satisfaction rate for local User Support offices. There are numerous achievements to list concerning user support for 2018, including:

- Call for tender and roll-out of 800 desktop PCs
- Upgrading of desktop environment from Windows 7 / Office 2010 to Windows 10 / Office 2016
- Launch of the new Helpdesk tool, training of the Helpdesk operator, presentations to the EUI community, March (see specific paragraph)
- Staff training through 16 weekly workshops, etc.), from June to October
- Mobile tender awarded and signed, September, and activities related to the implementation of the new contract, October and ongoing

Internal Audit Office



Internal Auditor:
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 view of promoting a sound financial management, it issues independent opinions and recommendations. In addition to the assurance, IAO provides consulting services seeking to bring direct improvements to the Institute's operations and stakeholders in general. While carrying out its tasks, 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.

Realisation of Yearly Objectives

The year was characterised by an increased attention to accountability and regulatory practices at the EUI. Rather than limiting its services to conformity checks, IAO directed its efforts into identifying areas where regulatory framework had to be updated or reinforced. The original working program has been delivered as scheduled, with some of the achievements listed below.

SAR (Special Authorisation Request)

Following a recommendation defined in the 2017 Internal Control System Review, IAO took on the task of creating and maintaining a centralised registry of requests for special authorisations. To ensure completeness of the registry, IAO worked with the Office of the Secretary General to further streamline this process. A template was introduced so that requests are made in a coherent way across the Institute, but also in order to capture the information needed for the proper classification of the requests. Besides constantly monitoring the trends during the year, the Office prepared this year the first annual report, in which it defined some indicators and identified some possibilities for further improvement.

IAO Charter

In 2018 the Internal Auditor proposed a new Charter defining the Office's purpose, activity, and responsibilities, including its reporting relationships. As the previous version, this new Charter was prepared in line with the code of ethics and relevant professional standards defined by the Institute of Internal Auditors.

Committees and Boards

In 2018, the Internal Audit Office was asked by the Secretary General to review the information available concerning EUI Committees and Boards. In consequence, IAO produced a report, where an analysis of the current situation was performed which resulted in an up-date of the status mode of each such body, together with several recommendations concerning their management.

Monitoring of the Internal Control System (ICS)

The last review of the internal control system was carried out in a directive manner, guiding services through what was perceived by the Office as necessary improvements with regards to different internal control arrangements and helping them to identify adequate manners to fill-in any gaps determined in the course of the evaluation. External Auditor's recommendations were also taken into account, with a special emphasis on risk management and the use of (key) performance indicators. Concepts were further reinforced through workshops and presentations given by the IAO.

A simplified reporting framework for the level of implementation of the EUI Internal Control Standards (ICS) was introduced to be used by Services in their 2019 Annual Activity Report. A consolidated EUI Internal Control questionnaire will be prepared by the Office.

Through a series of bilateral meetings with management, IAO facilitated the identification of key risks at the level of the Institute.

In the context of the ICS review, IAO further examined the level of maturity of the Institute's risk management process, in order to identify necessary and possible improvements. For this purpose, the Office prepared a gap analysis, comparing the current risk management framework implemented in the Institute with the recognised risk management quality standard ISO 31000. Several actions for improvement were identified, which need to be further analyzed in terms of implementing timeframes and necessary resources.

Delegations

IAO was requested to analyse the application of the 'delegation of signing authority' arrangements currently in use within the Academic departments, units, centres and programmes. IAO's analysis was used to further formalise and standardise, through a President decision, these arrangements for the entire Academic sphere.

Advisory Services

Over 2018, the procurement responsible/authorising officers have requested the Internal Auditor to express her formal advice on the compliance of the procedures followed by the Services. As part of the before mentioned advisory services, IAO has issued eight (8) opinions during 2018.

Additionally, IAO has delivered three supplementary studies on the field of Procurement: a summary of the 10 most Frequently Asked Questions (FAQs), an analysis of the potential centralisation and decentralisation of the different activities/tasks regarding procurement services.

Independent Reports on Factual Findings for Externally Funded Projects

In 2018, IAO prepared three independent reports on factual findings for research projects funded by the European Commission and the European Research Council. The total value of certified expenses was € 1,486,709.39.

Contacts with External Auditors

During 2018, IAO continued to assist the External Auditors with the preparation of their annual report. In addition, IAO assisted the audit firm responsible for preparing a yearly report of Factual Findings demonstrating if funds provided under the European Commission's Grant Agreement are spent in accordance with the agreed upon terms and conditions.

Joint Campaign on Ethics together with HR

While maintaining its independence, IAO worked together with HRS on a campaign to raise awareness, promote and defend an ethical approach to work at the EUI. In this sense, IAO distributed, mainly among the Administrative Services, a leaflet clarifying the appropriate channels to seek advice and report instances of possible fraudulent activities at the workplace.

Support to the Organ of First Instance (OFI)/Appeals Board, and Data Protection Committee Involvement

In 2018, the OFI received a complaint from a member of the EUI which was handled with due diligence and with the prompt support of IAO.

The Internal Auditor has been also actively involved in the revision of the EUI Data Protection Policy, in light of the new EU data protection regulations.

Details for all key activities performed by IAO in 2018 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 Welcome & Housing services; organisation of events; management and distribution of furniture and office materials; document reproduction; translations, mail service, central filing and protocol office; the EUI 'crèche'; the EUI shuttle bus.

Realisation of Yearly Objectives

Beyond providing the usual day-to-day services mentioned above, the REFS 2018 general objectives were identified in specific and operational aspects of the following areas of competence: safety and security; buildings; user support; environmental policy; procurement management.

Safety and Security

Safety

In 2018 the training and safety information campaign continued for all members and visitors of the Institute as required by current regulations.

Evacuation drills of all the Institute's buildings (unknown to the whole community except for the Emergency teams involved) were carried out by testing and developing all the actions envisaged in the updated evacuation plan. Each evacuation drill was followed by a detailed report filled in by the RSPP highlighting any difficulties/obstacles/problems and also the time needed to complete the entire evacuation of the building, which registered a significant improvement compared with 2017 results.

Automated External Defibrillators (AED) were installed in all EUI buildings and first aid team members successfully completed specific training on their use.

Security

As a result of the risk assessment exercise carried out in 2017-2018, the EUI decided to launch a pilot project on access control systems at Villa Schifanoia, to be implemented in 2019. Starting on 4 February 2019 for a period of 12

months the Villa Schifanoia Campus will be only accessible by badging-in with an EUI card or by prior registration on a dedicated web portal.

In close relationship with the risk assessment exercise, the Safety and Security Committee began to draft a comprehensive EUI Physical Security policy with relevant implementing rules, to be completed not earlier than the termination of the Villa Schifanoia pilot project in early 2020.

Buildings

Seat for the STG

In October 2018 Italy and the Institute signed the addendum to their Site Agreement, officially adding Palazzo Buontalenti to the EUI's campus. Palazzo Buontalenti, following renovation, will be the home of the School of Transnational Governance (STG), now located in the Badia Fiesolana.

All steps propaedeutic to the implementation of the executive project for works referred to Lotto 0 (= 1600 sqm, first area planned to be restored and made available for the deployment of STG activities) were completed in due time.

Works

In the framework of the implementation of the 2016-2017 overall extraordinary maintenance program and the activities for the beginning of the works related to the 'Sblocca Italia' and 'Rivalorizzazione patrimonio culturale' extraordinary funds, the following works were carried out:

- Villa Salviati car park (to be completed in 2019);
- Villa Salviati footpath from Ponte alla Badia;
- HAEU glasshouse new roof;
- Green areas maintenance;
- Badia Fiesolana windows and shutters renovation (to be completed in 2019);
- Villa Salviati windows and shutters renovation

User Support

EUI Service Desk

A key step for the creation of an all-inclusive EUI Service desk was represented by the merging of the Welcome Unit and the Housing Office into a comprehensive unit at the Badia Fiesolana, to provide a wider level of assistance to newcomers regardless of their status at the EUI.

The reorganisation of welcome services, entailing the rationalisation of activities previously carried out simultaneously by various services (REFS – HR – Academic Service) proved to be a win-win, leading to avoid the dispersion of information formerly owned by different stakeholders and offering a consistent knowledge-based assistance.

Helpdesk & other IT tools

The new Xperience helpdesk portal was launched to the entire EUI community in spring 2018, after a trial period of 3 months (test phase) with all fine-tuned workflows that followed the scheduled go-live of 8 January 2018. The Service demonstrated the potentialities of the related Power BI desktop dashboard to the EUI management, focusing mainly on the provision of a better quality control and reporting (data collection).

In 2018 the REFS completed the negotiated procedure for the selection of an external supplier to provide a new portal and tool for Events booking: customisation and configuration activities started in the last trimester of 2018 and the new platform, up and running by the end of first semester 2019, will provide for new functionalities to enhance effectiveness and efficiency of room management features, including catering options.

In July 2018 the REFS configured and launched the new tool for the management of the real estate database. This tool, restricted to EUI users, proved to be flexible, effective and user friendly. The platform has the added advantage of ensuring the protection of inserted data.

Environmental Policy

New Green EUI strategy

The REFS heavily committed to an awareness-raising campaign within the EUI community, both through the creation of a working group (including members from the academic community) and the launch of a workplace environmental survey. In June 2018 REFS requested to an external provider to perform a preliminary gap analysis to assess the level of internal procedures with respect to the possible implementation of an Environmental management system according to UNI EN ISO 14001:2015.

Greening network

On 8-9 October 2018 the REFS organised the 12th edition of the EU Greening network meeting at the EUI, hosting more than 30 facility man-

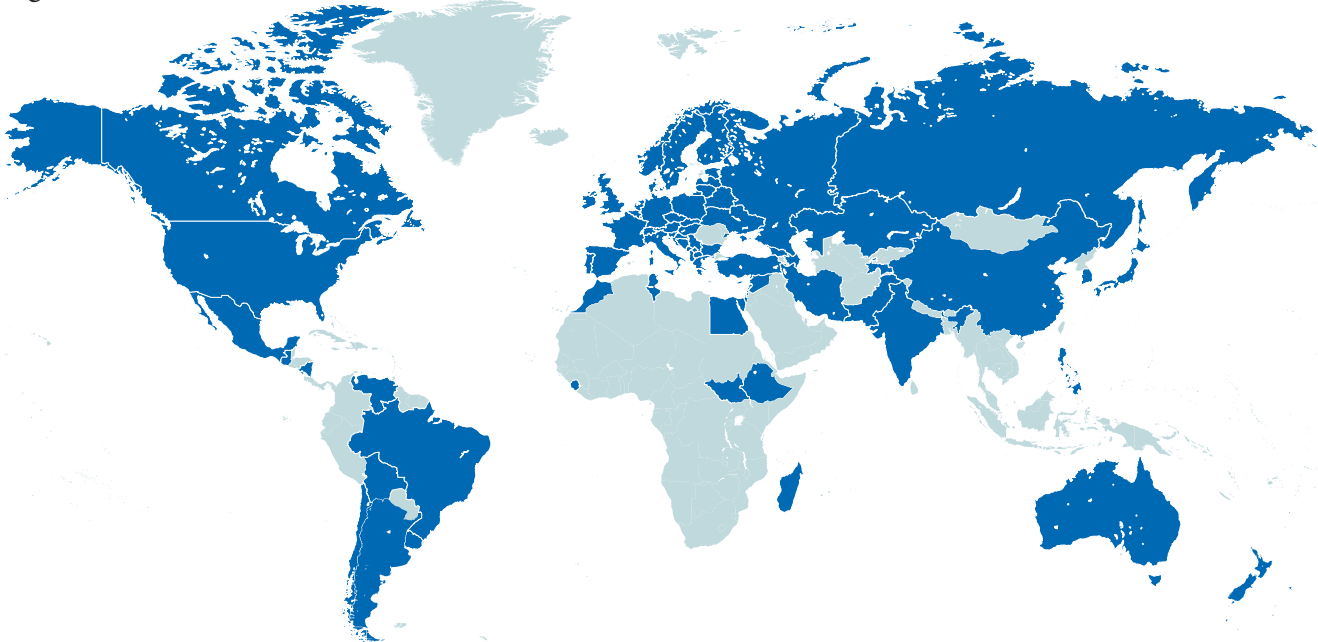
agers from various EU agencies (including the Commission) to discuss the implementation of Environmental Management Systems within European organisations. REFS was responsible for the logistic organisation and the drafting of the scientific programme, which it did in cooperation with the RSCAS FSR on Climate and Energy.

Procurement Management

In 2018 the REFS successfully launched and awarded all scheduled tenders and negotiated procedures.

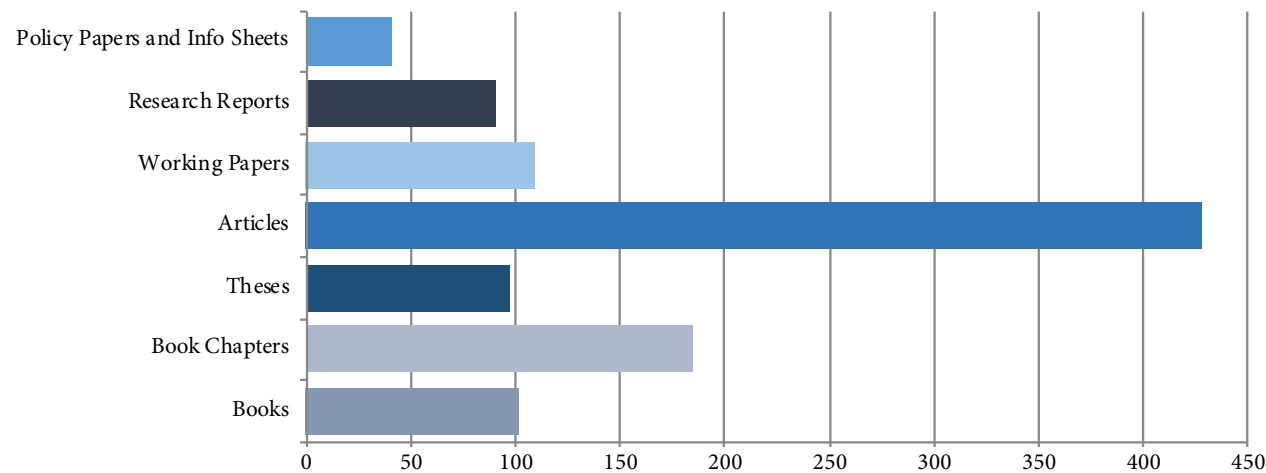
Selected Figures 2018

Figure 22



In 2018 the EUI academic community, which includes researchers, post-doctoral fellows, faculty and research staff, included more than 1100 individuals from 75 countries around the world.

Figure 23 Research Publications Output, 2018



In 2018, the EUI academic community published its research in more than 1050 publications

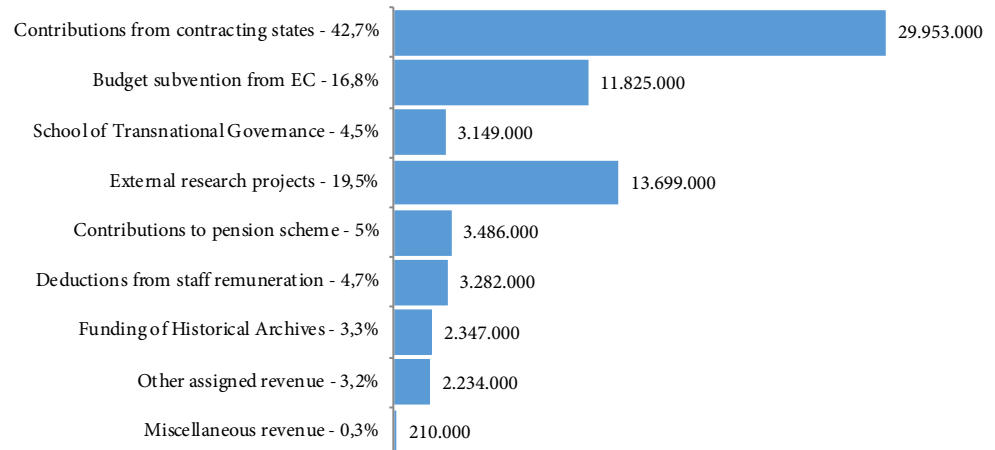
EUI Budget 2018

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 2018 increase is linked to the creation of the EUI School of Transnational Governance.

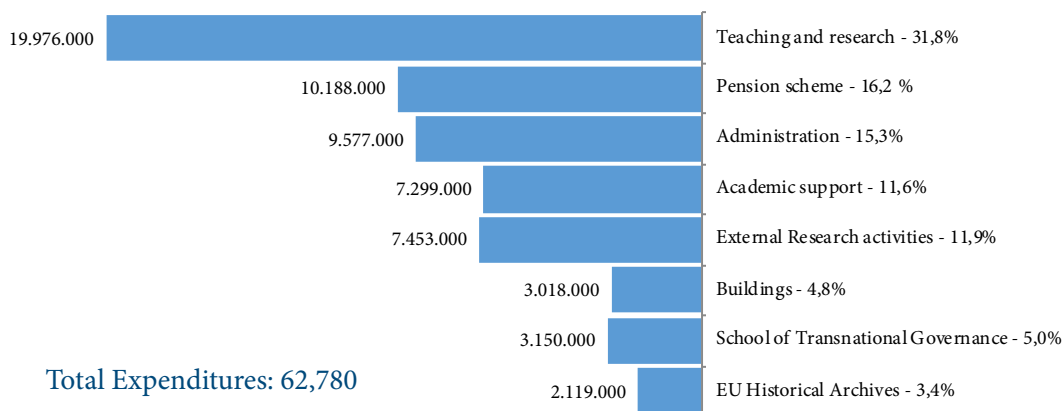
Figure 24 The Funding of the Institute
Revenue and Expenditure for the 2018 Financial Year
(in thousands of euros)

Total Revenue: 70,185

Where the money comes from...



... and how it is used.



Total Expenditures: 62,780

* 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 25 Breakdown of the Usage of Appropriations by Sector for the 2018 Financial Year and Those Carried over from the Previous Year

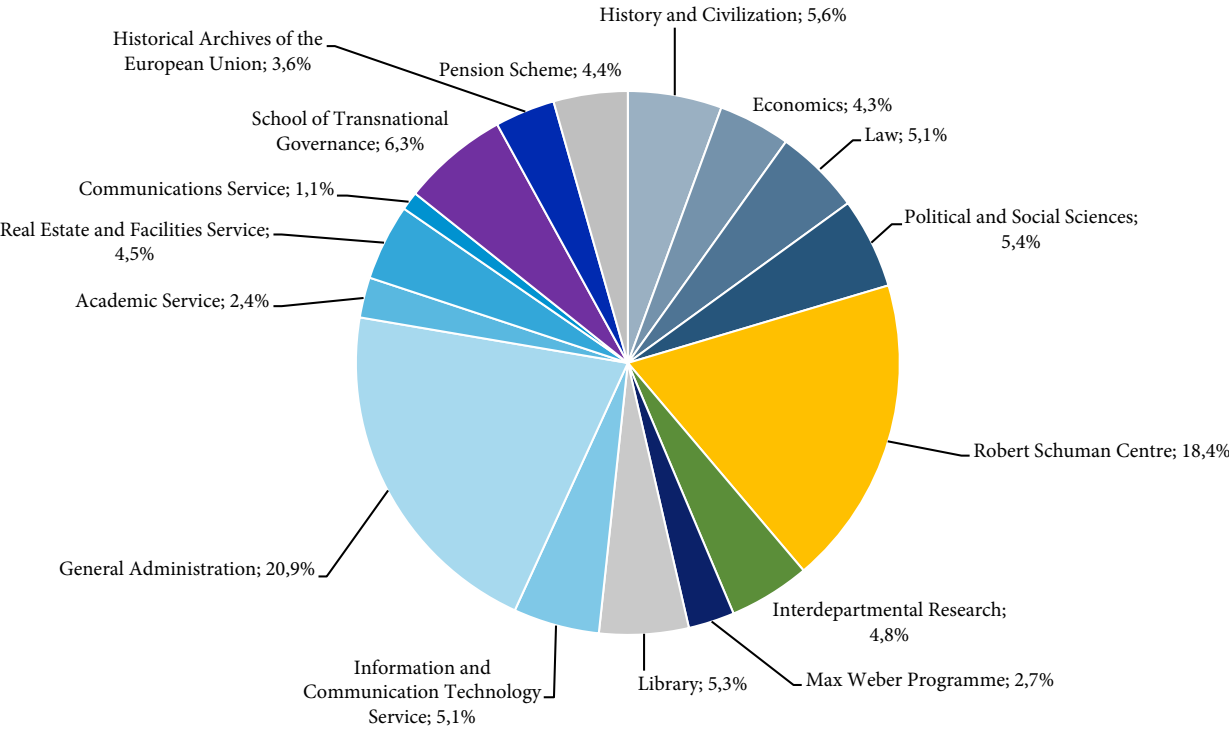
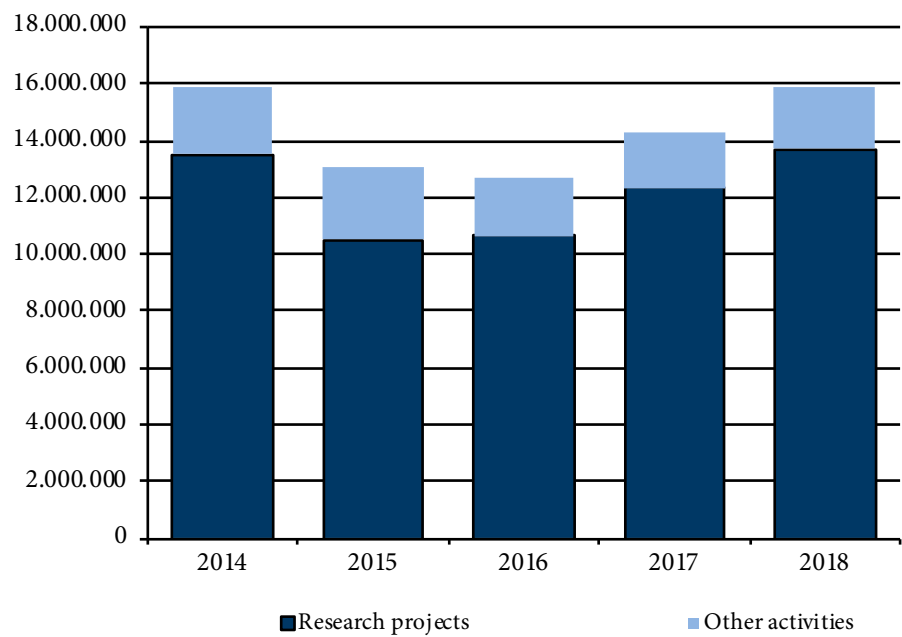
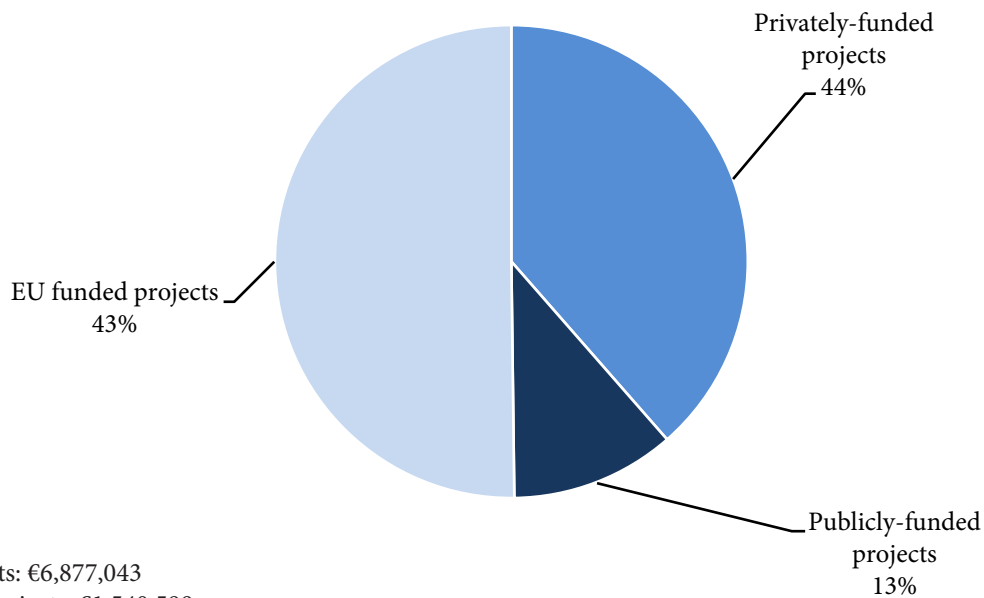


Figure 26 External Resources 2014 - 2018



Externally-funded research projects 2018: €13,699,340
Resources from other activities 2018: €2,233,528
Total External Resources in 2018: € 15,932,868

Figure 27 Breakdown of Externally-funded Research Projects 2018



EU-funded projects: €6,877,043
Publicly-funded projects: €1,540,599
Privately-funded projects: €5,281,696
Total externally-funded projects in 2018: €13,699,340

Figure 28 Evolution of Contributions to the EUI Budget, 1975 - 2018

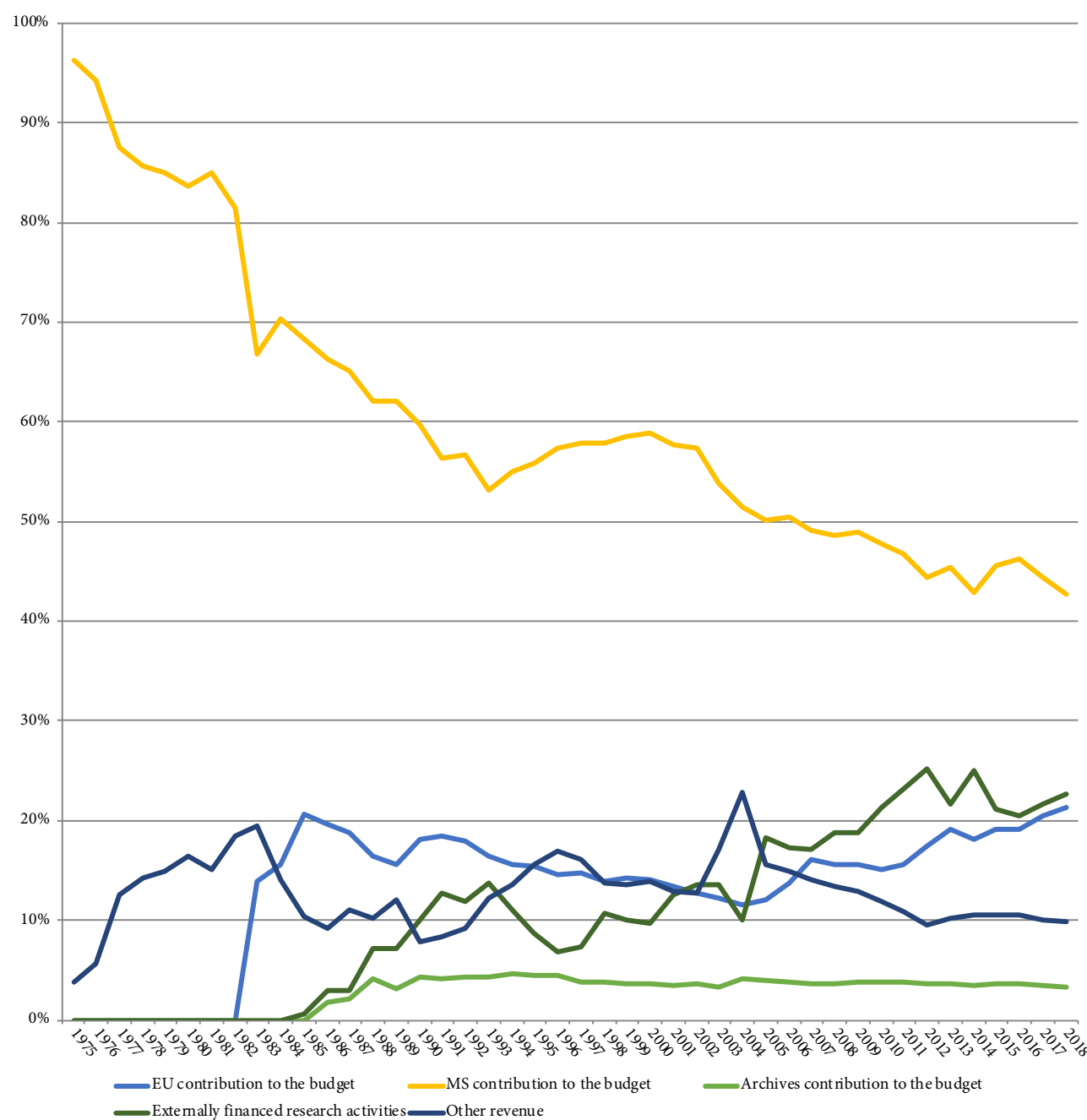


Figure 29 Evolution of Member States' Contributions to the Budget

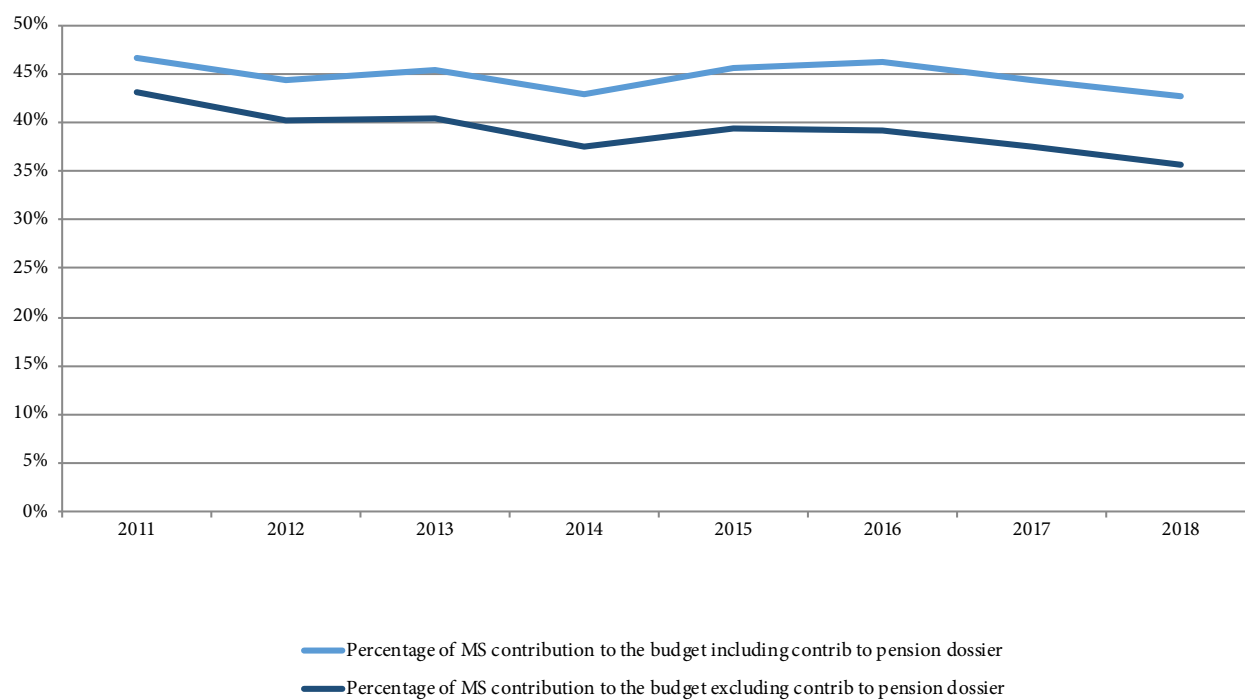
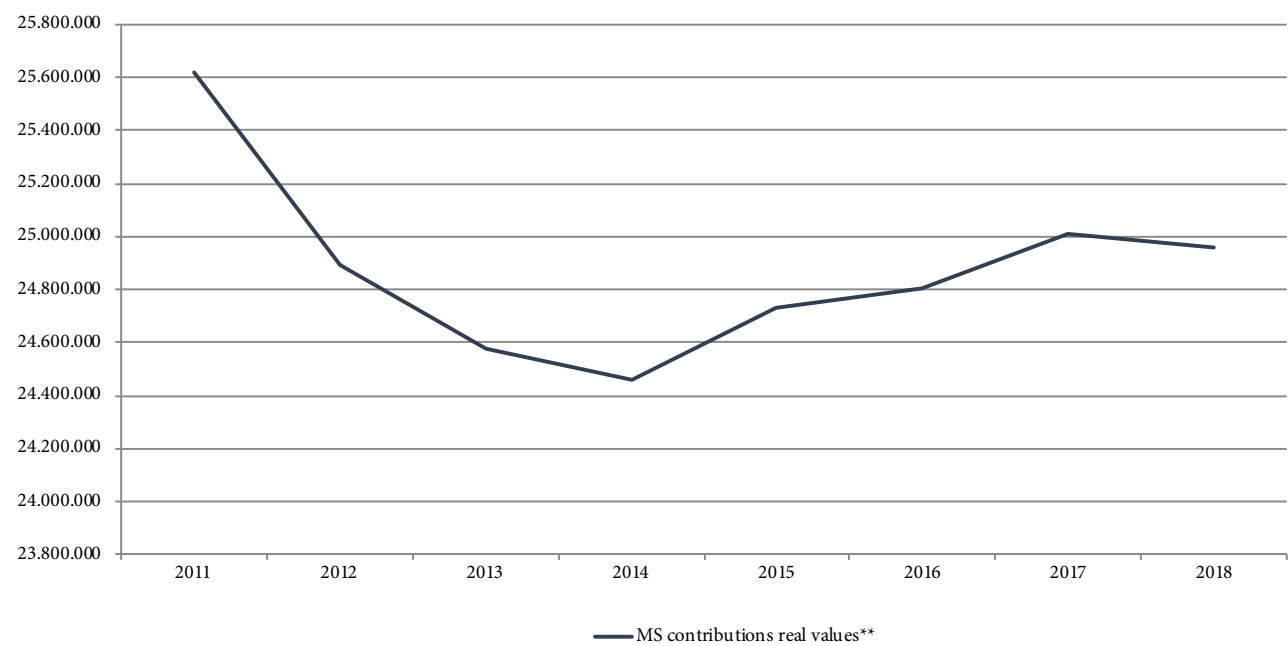


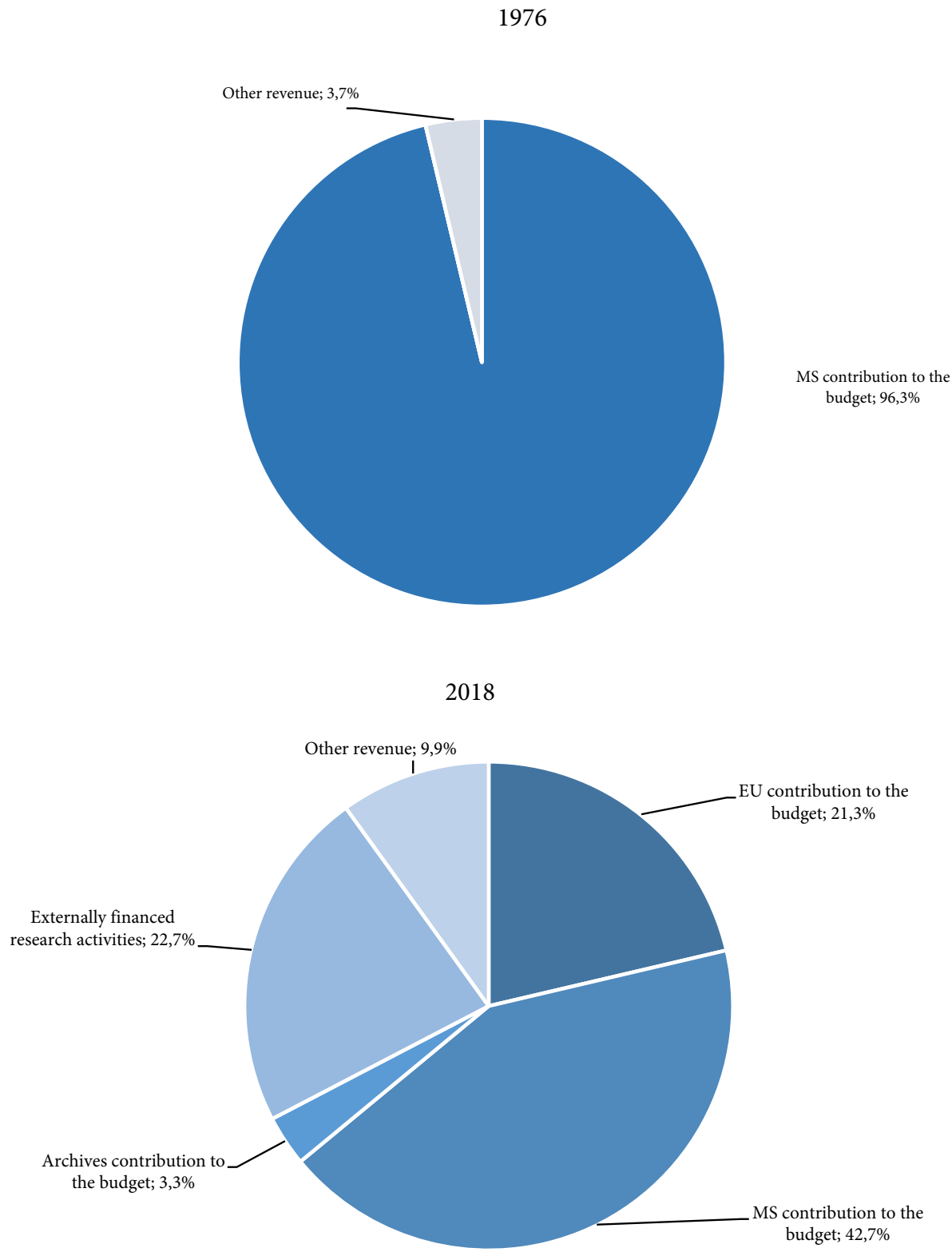
Figure 30 Member States' Contributions to the Budget, real values*



*2018 prices

** MS contributions excluding pension dossier

Figure 31 EUI Sources of Funding, 1976 and 2018



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 2018 are listed in the following pages.

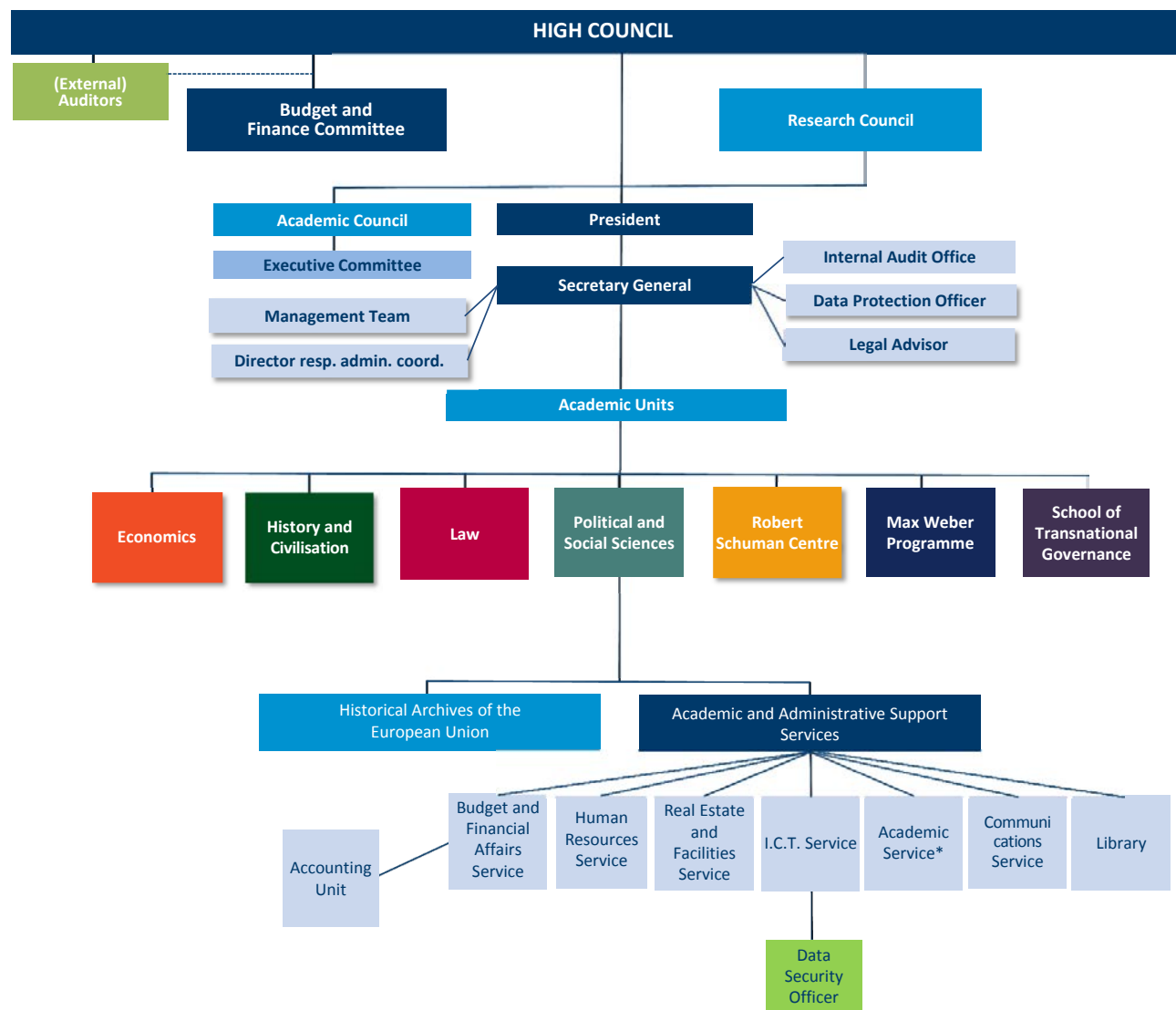
The **Principal** of the EUI is Professor Renaud Dehousse.

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).

The lists of the members of the Institute's governing bodies, administration and faculty reported in this section reflect the composition of the Institute as of December 2018.

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 Insitute's Convention.

Austria

Stefan Griller
Florian Pecenka

Universitat Salzburg
Permanent Representation of Austria to the EU, Brussels

Belgium

Vincent Rémy
Theodora Gentzis

Federal Public Service Foreign Affairs
Federal Public Service Foreign Affairs

Bulgaria

Rumyana Kolarova

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

Allan Padar
Ursula Tubli

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-Émile Gombert
Juliëtt Plutus-Plateau

Ministry of Higher Education and Research
Conference of University Presidents
Ministry of Higher Education and Research

Germany

Susanne Burger
Stefan Kern
Stefan Konetzko
Heike Mark

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

Elke Weyer

Greece

Leonidas Papastergiou
Christos Spanos

Greek State Scholarship Foundation
Greek State Scholarship Foundation

Ireland

Richard Dolan
Sióbhán Mullally

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 |

Malta

| | |
|----------------------|--|
| Tanya Sammut Bonnici | Ministry for Foreign Affairs and Trade Promotion |
| Godfrey Baldacchino | Ministry for Education and Employment |

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 |
| Juliusz Szymczak-Galkowski | Ministry of Science and Higher Education |

Portugal

| | |
|--------------------------|---------------------------|
| Ana Marua Guerra Martins | University of Lisbon |
| Nuno Severiano Teixeira | NOVA University of Lisbon |

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 |
| Margarita De Lezcano-Mújica Nuñez | Ministry of Education, Culture and Sport |

Sweden

| | |
|---------------|------------------------------------|
| 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

| | |
|----------------------|---------------------|
| Themis Christophidou | European Commission |
| Stefaan Hermans | European Commission |

European Parliament

| | |
|--------------------------|---------------------|
| Riccardo Ribera d'Alcala | European Parliament |
| Emanuela Ilario | European Parliament |

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.

| | |
|--------------------------------|---|
| Laurence Boisson de Chazournes | University of Geneva, Faculty of Law |
| Nadia Calviño | Director General, Directorate General Budget, European Commission |
| Yolanda Gómez Sánchez | Universidad Nacionalde Educación a Distancia (UNED) |
| Pierre-Cyrille Hautcoeur | EHESS, Paris |
| Colin Hay | Sciences Po, Centre d'études européennes, Paris |
| Oddbjørn Knutsen | University of Oslo |
| Mària Kovács | Central European University |
| Paola Manzini | University of Sussex |
| Jörg Monar | College of Europe, Bruges |
| Bogdan Murgescu | University of Bucharest |
| Franck Portier | University College London |
| Anita J. Prazmowska | London School of Economics and Political Science |
| Hélène Ruiz Fabri | Max Planck Institute Luxembourg for International European and Regulatory Procedural Law |
| Heike Solga | WZB and Freie Univesitaet Berlin |
| Otto Toivanen | Aalto University School of Business |
| Anne Van Aaken | University of Hamburg |

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

Florian Pecenka
Siegfried Stangl

Permanent Representation of Austria to the EU, Brussels
Federal Ministry of Science, Research and Economy

Belgium

Vincent Remy

Federal Public Service Foreign Affairs

Bulgaria

Sonia Krastanova-Bogdanova
Zornitsa Todorova

Ministry of Education and Science
Ministry of Education and Science

Cyprus

Stavros Michael

Ministry of Finance

Denmark

Gunvor Faber-Madsen
Mark Neumann

Agency for Higher Education
Ministry of Higher Education and Science

Estonia

Allan Padar

Ministry of Education and Research

Finland

Peter Salo

Academy of Finland

France

Guy Durand
Juliette Plutus-Plateau

Ministry of Higher Education and Research
Ministry of National Education, Higher Education and Research

Germany

Stefan Kern
Stefan Konetzko
Ulrike Tramer

Federal Ministry of Education and Research
Federal Ministry of Education and Research
Federal Ministry of Finance

Greek Republic

Panagiotis Karagiannis

Ministry of Education, Research and Religious Affairs

Ireland

Kathryn Coleman
Veronica Dalton

Department of Education and Skills
Department of Education and Skills

Italy

Vincenzo De Luca
Alessandra Lanari
Francesco Tafuri
Salvatore Vizzini

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

Latvia

Anita Vahere-Abrazune

Ministry of Education and Science

Luxembourg

Léon Diederich
Jean-Marie Heansel

Ministry of Higher Education and Research
Inspectorate of Finance

Netherlands

Daan Stipdonk
R.C.G. Van der Meer

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

Malta

Tanya Sammut-Bonnici

Ministry of Foreign Affairs

Poland

Magdalena Bem-Andrzejewska
Jaroslaw Oliwa

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

Portugal

Luisa Igreja
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

European Commission

Attila Marjan

European Commission

Administration and Departments

Renaud Dehousse, President

Vincenzo Grassi, Secretary General

EUI Support Services

Academic Service: Veerle Deckmyn (Director)

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: Andrea Mattozzi (Head of Department)

Department of History and Civilization: Regina Grafe (Head of Department)

Department of Law: Deirdre Curtin (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)

Dean of Graduate Studies: Martin Scheinin (Dean)

Full-time Faculty*

Economics

Árpád Ábrahám
Michèle Belot
Nina Bobkova
Jesus Bueren
Giacomo Calzolari
Russell Cooper
Juan Dolado
Andrea Ichino
Philipp Kircher
David Levine (Joint Chair RSCAS)
Ramon Marimon (Joint Chair RSCAS)
Andrea Mattozzi

History and Civilization

Giancarlo Casale
Youssef Cassis (Joint Chair RSCAS)
Laura Lee Downs
Alexander Etkind
Jorge Flores
Regina Grafe
Pieter Judson
Lucy Riall
Federico Romero
Corinna Unger
Stéphane Van Damme

Law

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

Political and Social Sciences

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Fabrizio Bernardi
Dorothee Bohle
Diego Gambetta
Philipp Genschel (Joint Chair RSCAS)
Klarita Gërxhani
Juho Härkönen
Anton Hemerijck
Ellen Immergut
Hans Peter Kriesi
Ulrich Krotz (Joint Chair RSCAS)
Ilias Ntinas (Joint Chair RSCAS)
Andrea Sangiovanni Vincentelli
Jennifer Welsh

Max Weber Programme

Richard Bellamy

Robert Schuman Centre

Andrew Geddes
Bernard Hoekman
Brigid Laffan
Luigi Narbone, (Joint Chair with STG)
Martin Ruhs
Anna Triandafyllidou

School of Transnational Governance

Miguel Maduro

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