

EUI Activity Report 2019



REPORT ON CALENDAR YEAR 2019, PUBLISHED IN SPRING 2020

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Online Resources

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

www.eui.eu

An interactive version of this report is available here:

<https://www.eui.eu/ServicesAndAdmin/CommunicationsService/Publications/CorporatePublications>

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

Research: www.eui.eu/Research

External Relations: www.eui.eu/ServicesAndAdmin/External-Relations

CIVICA: www.civica.eu

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

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

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



Introduction

Professor Renaud Dehousse,
President of the EUI

This is the story of a special place...

Since 1976, the European University Institute (EUI) has been a distinctly international postgraduate teaching and research institute, training social scientists and policy-makers with a keen eye for interactions between disciplines, societies, and national and supranational systems.

The EUI is clear about its role in today's world. In its first ever [strategic plan](#), the Institute aims—among other priorities—at reaffirming its position as a hub for Social Science and Humanities in Europe. This starts with attracting top scholars and early stage researchers to perform excellent research. With a total of 9 European Research Council grants under our roof, a relatively small faculty, and state of the art resources, the EUI is perfectly placed to generate new insights that help our societies move forward.

A concrete and decisive step towards becoming such a hub was taken in 2019, when the EUI and seven other leading European higher education institutions in the social sciences co-founded [CIVICA—The European University of Social Sciences](#). Together we aim to build the European campus of the future: grounded in excellent learning and teaching, offering seamless mobility, promoting an interdisciplinary approach, and bridging education and research across all regions of Europe. CIVICA was selected in 2019 by the European Commission as one of the pilot European Universities, funded under the Erasmus+ Programme. Within this project, the EUI is in charge of creating a European space for doctoral and postdoctoral researchers in the social sciences and humanities. This focus rests on one of the defining features of the EUI, and the first of its three pillars of activities: the training of early stage researchers.



President of the EUI:
Professor Renaud Dehousse

In 2019, 88 researchers obtained their **Ph.D. degree** in economics, history, law and political and social sciences. The EUI Library celebrated the EUI's 3000th thesis in our Cadmus repository (both Ph.D.s and LL.Ms counted). We also trained more than 2800 policy-makers and experts in executive trainings on issues ranging from climate change to cyber diplomacy.

Saying that the world is quickly changing rings like a truism. However, that doesn't make the choices higher education institutions face less real. Job markets and student expectations change. The key policy issues on the international policy agenda evolve. The COVID-19 pandemic has accelerated digitalisation in education and research.

As part of its new strategy, the EUI reorganised its support to excellent and policy-relevant research and created **new interdisciplinary research groups**. These groups look at issues related to democracy in the 21st century; inequality, welfare and social justice; crisis of expert knowledge and authority and technological change and society— all issues which happen to be of great importance to make sense of the COVID-19 crisis.

The second pillar of activity of the EUI is the production of policy-relevant research. In this regard, the Institute's **Robert Schuman Centre for Advanced Studies** has long been a dynamic hub linking academia and the world of practice. The Centre delivers concrete outputs across sectors, from banking to migration and from energy to trade. In 2019, the annual Media Pluralism Monitor produced by the Centre for Media Pluralism and Freedom (CMPF) was identified by the new Commission President Ursula von der Leyen as a major resource in relation to EU media policy and the rule of law. The Florence School of Regulation built its Global Knowledge Hub, and is driving innovation by exploring regulatory issues in new geographical areas: South Asia, Africa, and Latin America.

Looking beyond Europe is an explicit new priority for the EUI, as the Institute has increased efforts to engage more with audiences and partners globally. The EUI's new **School of Transnational Governance (STG)** is a prime example. Created in 2017, the STG has already firmly established itself as a window on the world. The school trains leaders on the concepts, methods and practices of governance beyond the state, which makes it part of the EUI's third pillar of activities: training current and future policy-makers. The last round of applications for the STG Policy Leader Fellowships resulted in 741 applications from 118 countries worldwide. In 2019, Nobel

Peace Prize Laureate and former Liberian President Ellen Johnson Sirleaf delivered the first distinguished Giorgio La Pira lecture in Florence.

Hundreds of lectures, seminars and workshop brought together thousands of experts from all over the world in 2019, another step in our efforts to bridge the worlds of policy-making and research. **The 9th The State of the Union**, the EUI's annual flagship conference, looked at '21st Century Democracy in Europe' and included a debate between the *Spitzenkandidaten* for the European elections. In sum, **2019 was more than ever the year in which key conversations about Europe took place in Florence.**

In 2019, the central steering capacity and the academic governance of the EUI were reinforced with the appointment of two new deans: Professor Federico Romero as the new Dean of Research, and Professor Bernard Hoekman as the new Dean of External Relations. Their first reports are included below, after the reports of the Dean of Graduate Studies and of the Dean of Postdoctoral Studies, the latter being the new title of the Director of the Max Weber Programme.

Professor Renaud Dehousse
President, European University Institute

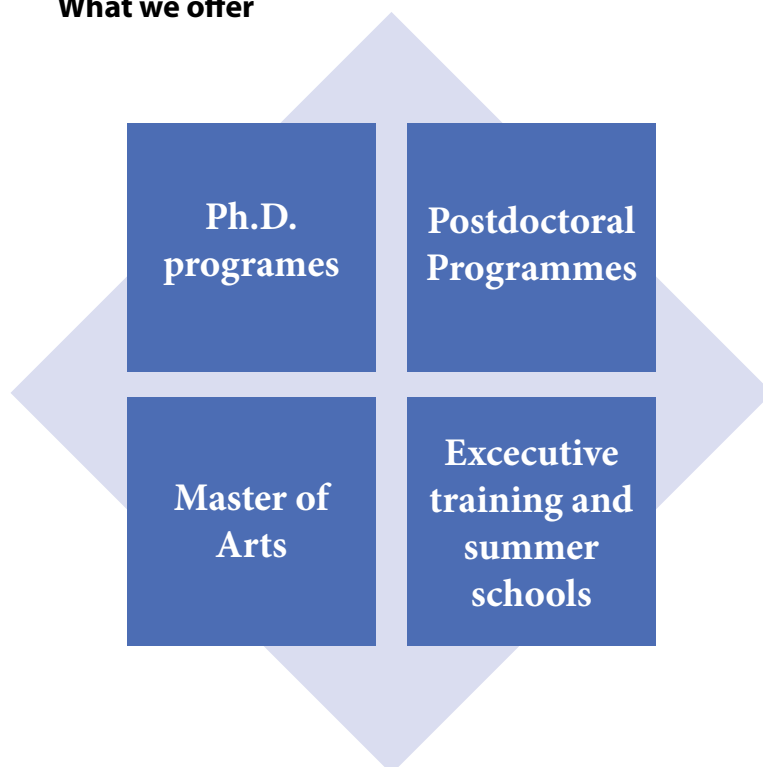
Highlights

Making sense of an ever-changing world

2019 at a glance

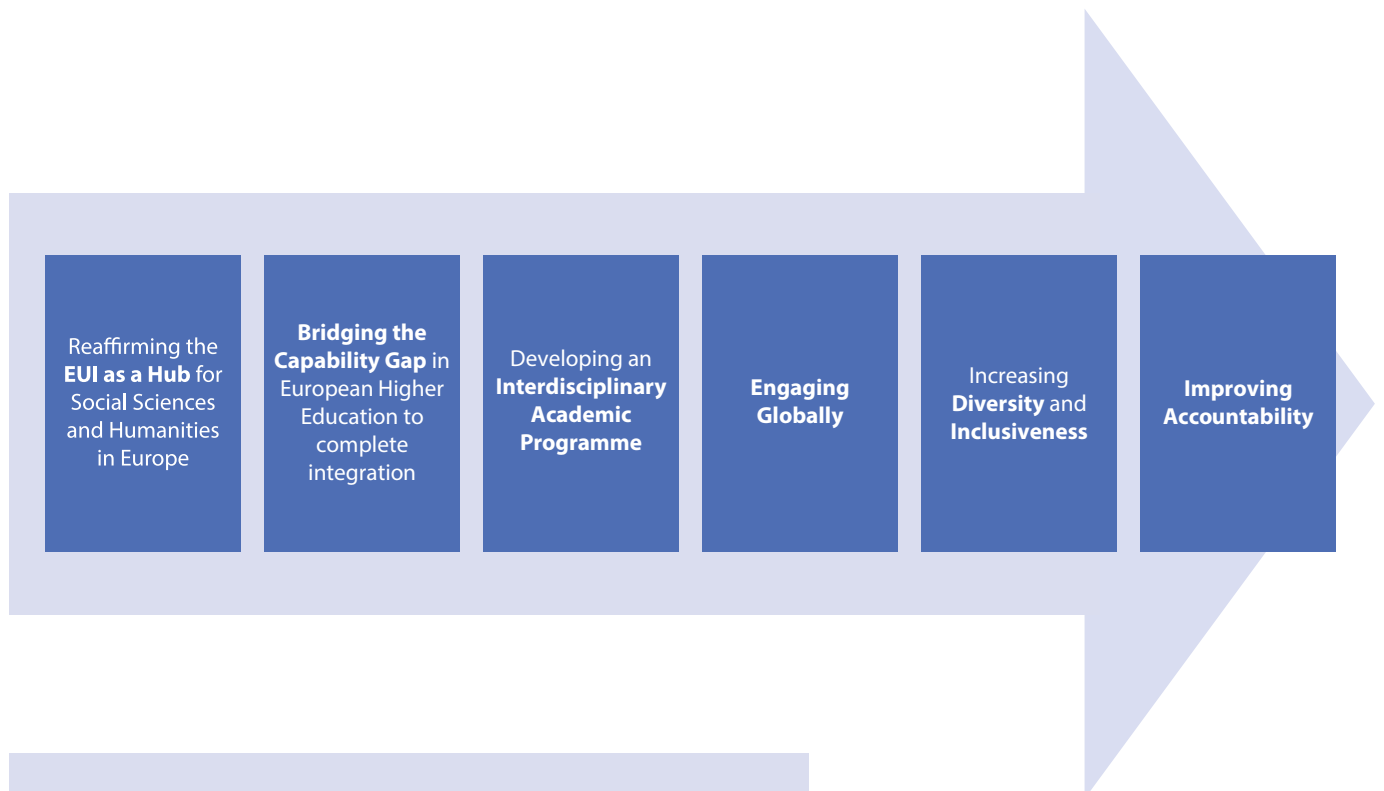
The European University Institute is an international postgraduate teaching and research institute based in Florence, Italy. It was founded in 1972 by the six founding Member States of the European Communities and today is supported by 23 contracting states from the European Union. The EUI offers Ph.D. and Postdoctoral programmes in Economics; Political and Social Sciences; History; and Law, and is home to the Robert Schuman Centre for Advanced Studies and the School of Transnational Governance. www.eui.eu

What we offer



EUI Strategy 2019-2024

2019 was the year when the Institute launched its first comprehensive strategy, defining six key priorities:



Read the EUI Strategy here:





www.eui.eu/About/EUI-Strategy-2019-2024

Research

With a total of 9 active European Research Council grants in 2019 on a total of 50 full-time professors, a renowned social sciences library and the Historical Archives of the European Union, the EUI is perfectly placed to generate new insights that help our societies move forward.

The Institute, within its comprehensive strategy, defined four interdisciplinary research groups that unite academics across the EUI.

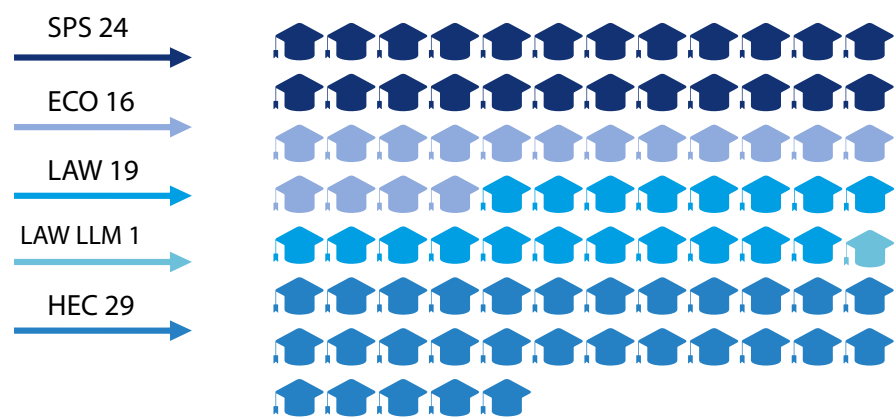
Interdisciplinary research groups

Democracy in the 21st century		Interdisciplinary inquiry on the making and conditions of democracy in the 21st century.
Inequality, welfare and social justice		Engagement with theories of justice and solidarity to foster a wider debate over policy ideas and solutions to contain and overcome the inequality conundrum in rich democracies.
Crisis of expert knowledge and authority		Investigation into why experts are under siege and how to strengthen evidence-based analysis in the public debate.
Technological change and society		Focus on the historical connections between science, technology, and society, and engagement with economic, legal and sociological perspectives to provide insights for the future.

In 2019, more than 1000 academic publications, reports, or policy briefs resulted from research carried out at the EUI.

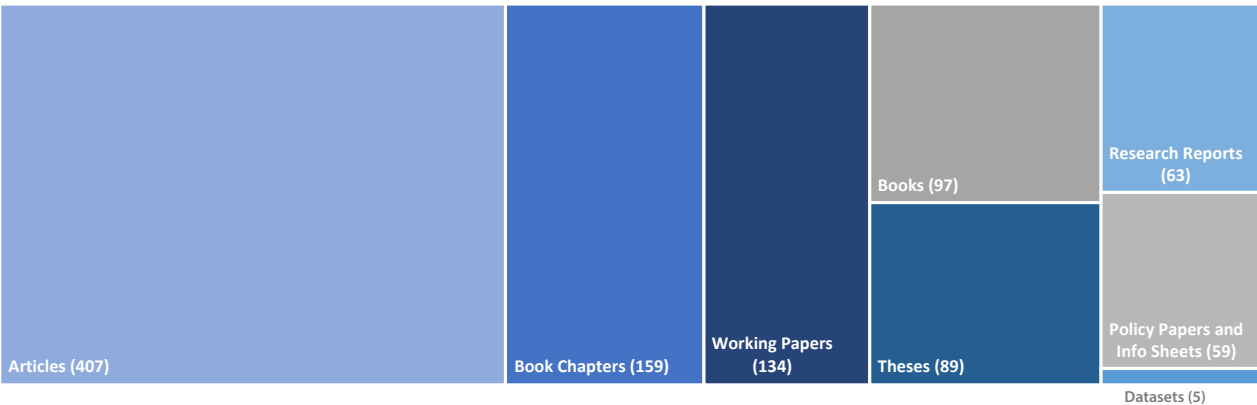
In 2019, 88 researchers obtained their **Ph.D. degrees** in economics, history, law and political and social sciences and one researcher was awarded an LL.M.

Defended Ph.D. and LL.M theses in 2019



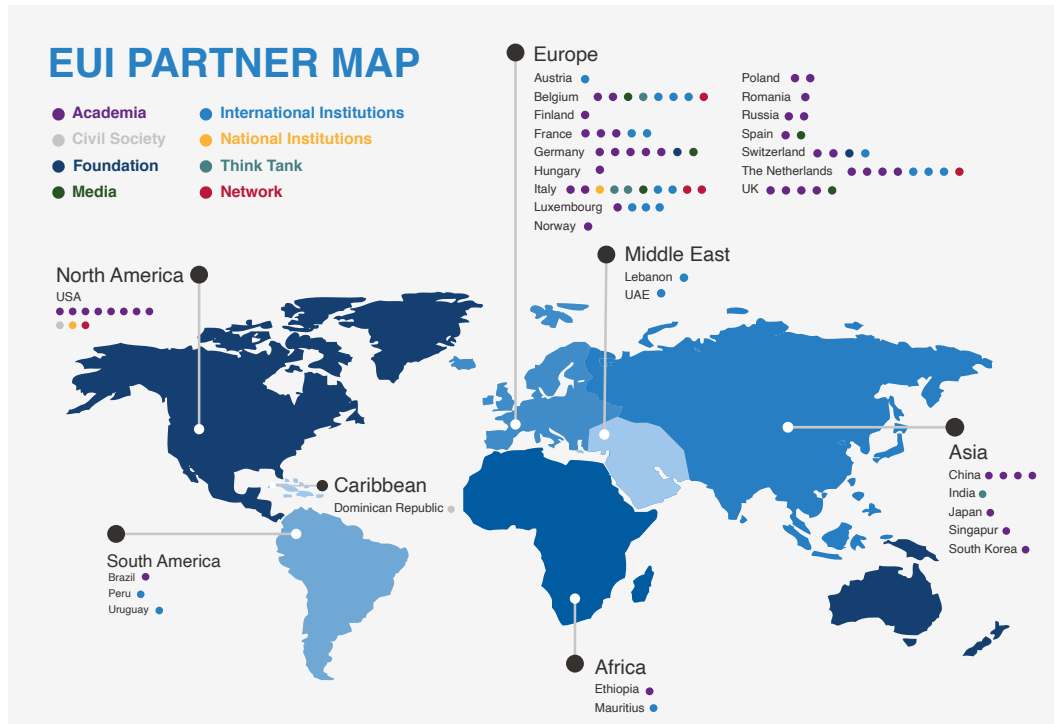
Around 2800 academics, policy-makers and experts followed trainings on issues ranging from climate change to cyber diplomacy, from migration to regulatory reform, offered by the Robert Schuman Centre and the School of Transnational Governance.

2019 research output added to the institutional repository Cadmus



External Relations

The EUI has established nearly 100 External Partnerships around shared research and teaching initiatives with leading institutions worldwide.



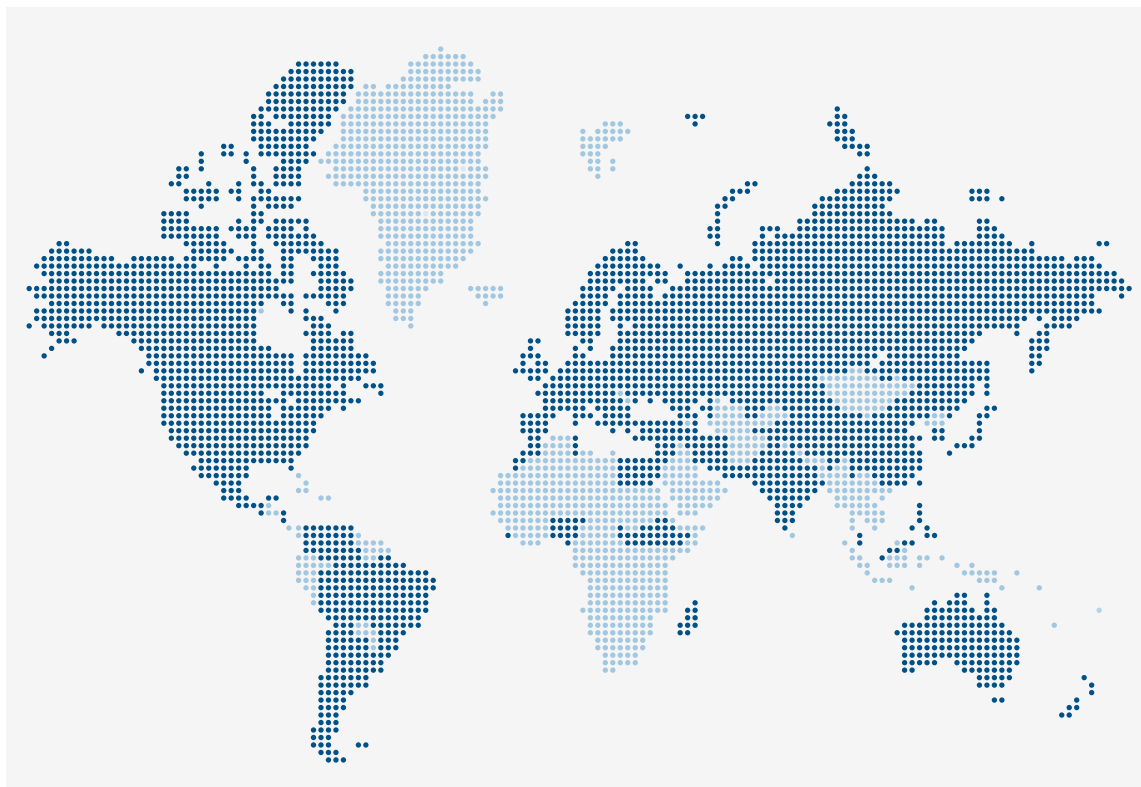
CIVICA

CIVICA was selected in 2019 by the European Commission as one of the pioneering European Universities, funded under the Erasmus+ programme. This is a major step in the direction of fulfilling the first new strategic objective of the EUI: strengthening its position as a hub for social sciences in Europe. Most members of this alliance are long-time partners of the Institute and share a number of characteristics with the EUI, such as a focus on social sciences and humanities, a keen interest for and connections with policy-making, strong research capacities, and the ability to be agile thanks to relatively reduced dimensions.

CIVICA
THE EUROPEAN UNIVERSITY OF
SOCIAL SCIENCES

Our academic community

In 2019 the EUI academic community, which includes researchers, postdoctoral fellows, faculty and research staff, included more than 1050 individuals from 78 countries around the world.



The Institute's fellowship programmes contribute greatly to the EUI's internationalisation. The last round of applications for the STG Policy Leader Fellowships resulted in 741 applications from 118 countries worldwide. 94 nationalities were represented among the applications for the Max Weber Programme.

New members in 2019

8
new
full-time
professors

134
new Ph.D.
and LL.M.
researchers

8
Jean
Monnet
Fellows

60
Max
Weber
Fellows

40
Fernard
Braudel
Fellows

25 STG
Policy
Leader
Fellows



Report from the Dean of Graduate Studies

One of the defining features of the EUI is its doctoral programmes in the Departments of Economics, History and Civilization, Law, and Political and Social Sciences. The Institute is committed to academic excellence in Ph.D. education through supervision, teaching, and training, and it cultivates a general intellectual environment to ensure that each dissertation defended here makes an original contribution to its respective field. The EUI makes every effort to ensure that its 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.

The Dean of Graduate Studies

The doctoral programme is coordinated by the Dean of Graduate Studies. The Dean of Studies is appointed for a three-year term, and the Dean in office as of January 2019 is Professor Claire Kilpatrick, the first female professor to hold this position. The Dean of 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.



Dean of Graduate Studies:
Professor Claire Kilpatrick

The Dean of Studies promotes an academic environment where doctoral studies and postdoctoral 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.

Discussions in 2019 included: integration of ethics and integrity training in doctoral programmes, teaching and placement opportunities, awareness training on gender and diversity, bridging the capability gap in doctoral education in Europe and the impact of Brexit on the doctoral programme.

Applications and admissions

In 2019, 1164 Ph.D. and LL.M. candidates applied to the Institute and in September, 134 new researchers registered for the Doctoral and LL.M. Programmes. This represents an admission rate of about 11.5% compared to 9.2% 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.

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 2019 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. In academic year 2019-20, 13% of our registered researchers were from countries outside of Europe. The very small number of special grants is a major challenge to the Institute's strategic priority of achieving wider internationalisation.

Figure 1

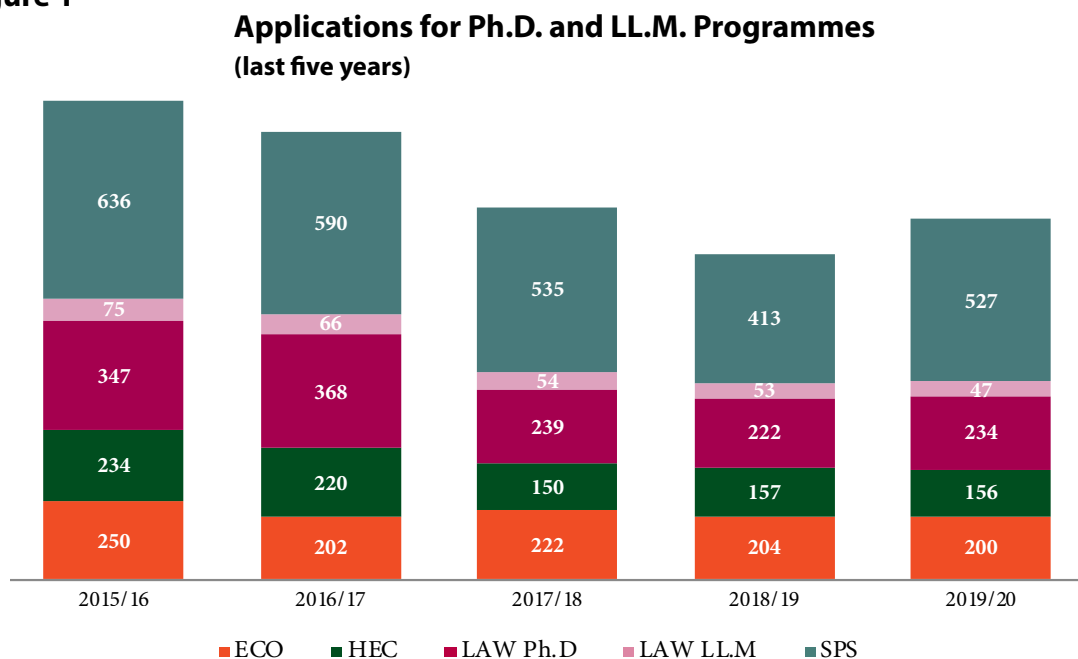
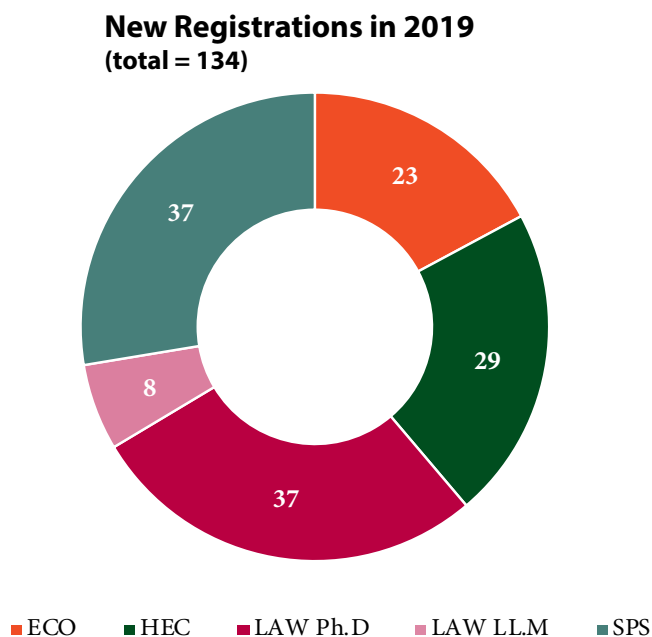
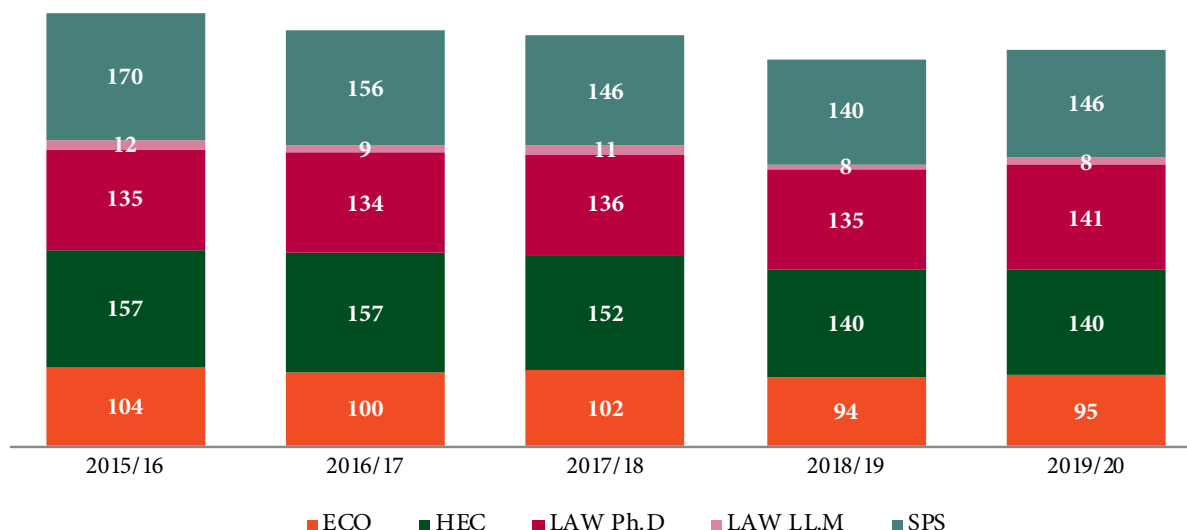


Figure 2



The total number of researchers registered in the doctoral programme (1st to 5th year in the academic year 2019-2020) was 530. Of them 54% were male; 83% were from EUI Contracting States, 1% from EU Member States not adhering to the EUI Convention, 3% from Associate Member States (Norway, Switzerland) and 13% from other non-EU countries.

The number of full-time faculty members in the four academic departments in the academic year 2018-2019 was 48 (29% were females).

Figure 3**Total Number of Registered Researchers
(last five years)****Completion**

In 2019, a total of 88 researchers successfully defended their doctoral thesis (16 in the Department of Economics, 29 in the Department of History and Civilization, 19 in the Department of Law, 24 in the Department of Political and

Social Sciences), compared with 95 and 108 for the previous two years. As for the LL.M. programme, of the eight researchers admitted in September 2018, six transferred to the second year of the Ph.D. programme in Law, one successfully defended and one submitted his thesis for defence.

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 2008 to 2012 (inclusive) is at 85.1%. 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 cohorts 2008 to 2012 (inclusive) is 4.5 years and the

**Table 1: Completion Rates,
Summary of Cohorts 2008-2012**

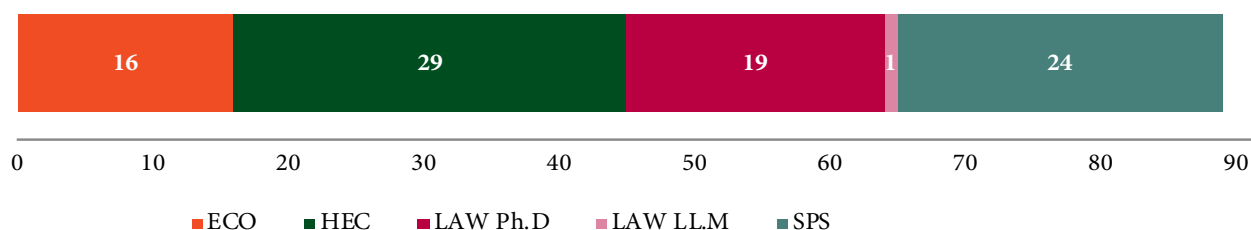
2008	82.2%
2009*	81.9%
2010	89.9%
2011**	88.5%
2012***	83.7%
Overall up to date completion rate for Ph.D. Researchers admitted from 2008 - 2012****	85.1%

**Figures for 2009, 2011 and 2012 and the overall rate are provisional as 9 researchers from these cohorts (2009-1; 2011-3; 2012-5) may still defend their theses but have not yet done so due to intermissions they have taken in their programmes.*

median time to defence 4.7 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.

Figure 4

Defended Ph.D. and LL.M Theses in 2019
(total = 89)



Satisfaction

Under the guidance of the Doctoral Programme Committee and the Dean of Studies, the Academic Service runs a number of surveys to assess the quality of the graduate programme. Every seminar series is evaluated through a questionnaire which is completed online. 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 2019 general supervision survey, 84% 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. The survey addresses also the possible gender dimensions of satisfaction.

with cultural and linguistic
foster intercultural competences and an authentic context
where they can develop
develop international and intercultural
global professionals and citizens.

Leask (2009, p. 209)



Report from the Dean of Postdoctoral Studies

The Max Weber Programme (MWP) for postdoctoral 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 historical sciences. It offers fellows not only the resources to research and publish but also helps them develop the skills needed to become full members of the global academic community through multidisciplinary thematic research groups and disciplinary academic practice groups. 80% of fellows come for a single intensive year, with the remaining 20% benefitting from a second year. 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 93% of fellows securing a temporary or permanent position before leaving the programme. A full list of fellows for [2018-2019](#) and for [2019-2020](#) can be found by clicking the hyperlinks.

Three features stand out with regard to the MWP. First and foremost, the MWP has pioneered the idea of a taught postdoctoral 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 postdoctoral education for the social sciences and humanities that combines support for research in the widest sense with teaching, academic communication and other career development skills – features that make Max Weber fellows highly attractive to future employers, contributing to the Programme's phenomenal success of 93% of fellows finding a position by the end of their time with us.



Dean of Postdoctoral Studies:
Professor Dorothee Bohle

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

Third, the MWP has helped internationalise the EUI through its global reach. Over the past fourteen 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 regarding the numbers of applications for the programme in the year 2019 for 2020-21, along with the gender, nationality and disciplinary balance achieved when just 4% of them were selected to become fellows for these academic years. They reveal the global reach and multidisciplinary character of the programme, and its commitment to gender equality. The phenomenal success of fellows on the job market is also reported.

The 2018-19 and 2019-20 cohorts

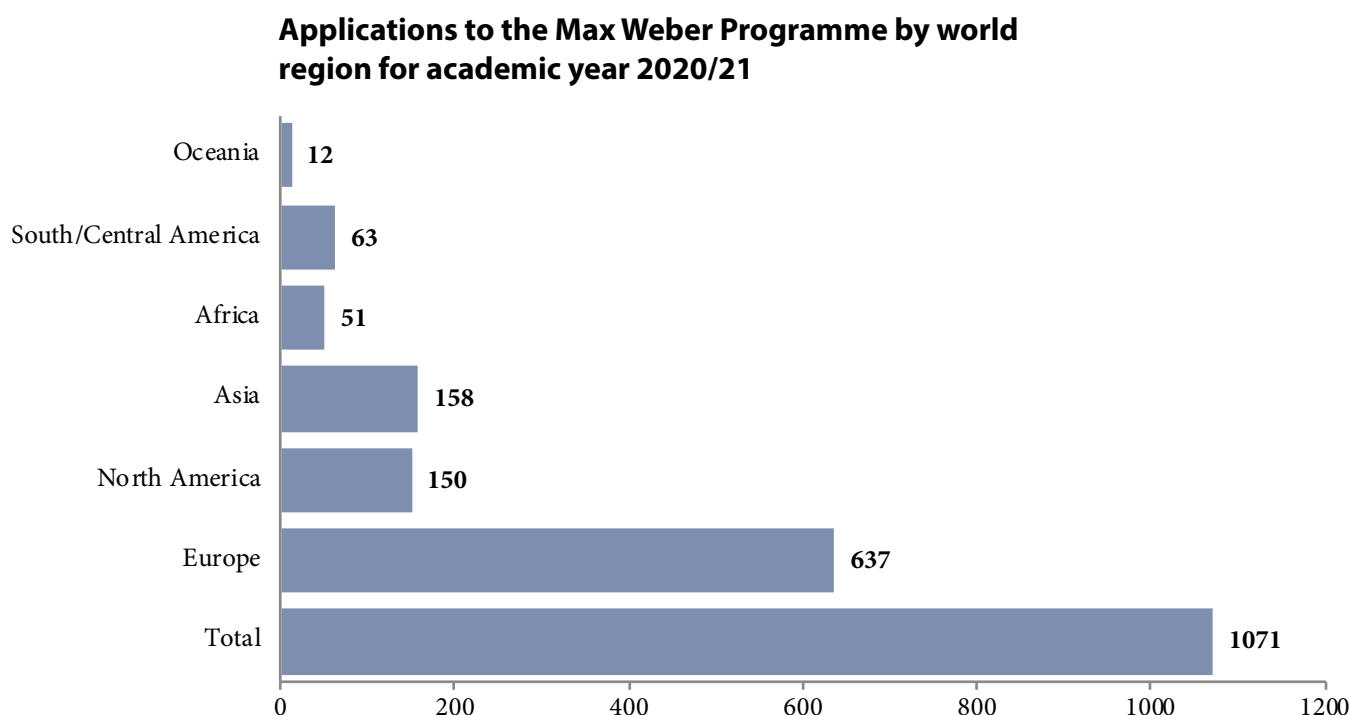
The 2018-19 cohort, whose fellowship ran from September 2018 to August 2019, was composed of 66 fellows, distributed across the departments as follows: 10 in Economics, 13 in History, 12 in Law, 20 in SPS and 11 in the RSC. 47% of the fellows were female and 53% were male.

The 2019-20 cohort, which entered in September 2019, is composed of 60 fellows: 9 are affiliated with the Economics Department; 15 with History; 10 with Law, 17 with SPS and 9 with the Robert Schuman Centre. 54% of the admitted fellows are female, while 46% are male.

Applications and selection for the 2020-2021 intake

The Max Weber Programme released the call for the academic year 2020-21 in July 2019 and received 1071 applications. Applications came mostly from Europe, Asia and North America. The global reach of the Programme was highlighted by applications from 94 different nationalities.

Figure 5



The number of applications received in 2019 (1071) was a bit higher than the previous year (1058). The main decreases in applications were from Germany (-25), Australia (-9), Romania (-8), and Sweden (-8). Among the 94 countries of origin of applicants the lion's share goes to Italy (154) and the United States (121), followed at a distance by the United Kingdom (71) and France and Germany (48). Out of this pool of countries, 46 applicants from 24 different nationalities, equal to a success rate of 4.29%, have been offered a fellowship for the year 2020-21.

Including the 7 awardees selected in 2018 who continue for a second year, the 2020-21 cohort of Max Weber Fellows is expected to total 53 fellows coming from 25 different countries.

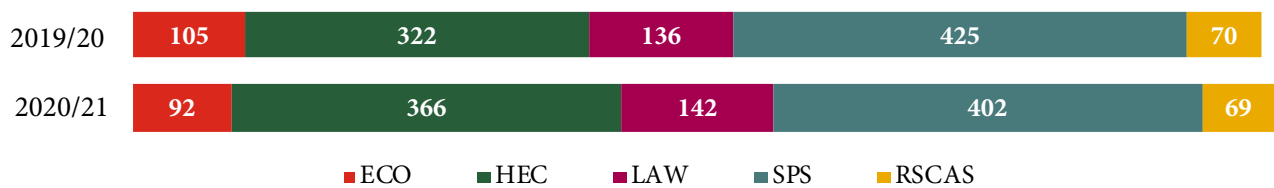
Departments

Fellowships are shared broadly equally across Departments, with the Department of Political and Social Sciences usually admitting slightly more applicants than the others. This is because the SPS Department hosts two distinct disciplines: Political Science and Sociology.

The differences in numbers of applicants mean that success rates differ between Departments. SPS and History remain the most difficult programmes to enter, at 2.5% and 3% of successful applications. Around 6.5% of applicants who desire an affiliation with Economics are successful, while 7.5% of applicants applying for fellowships within Law and 11.5% within the Robert Schuman Centre succeed.

Figure 6

MWP Applications for Academic Year 2019/20 and 2020/21, by department



Gender

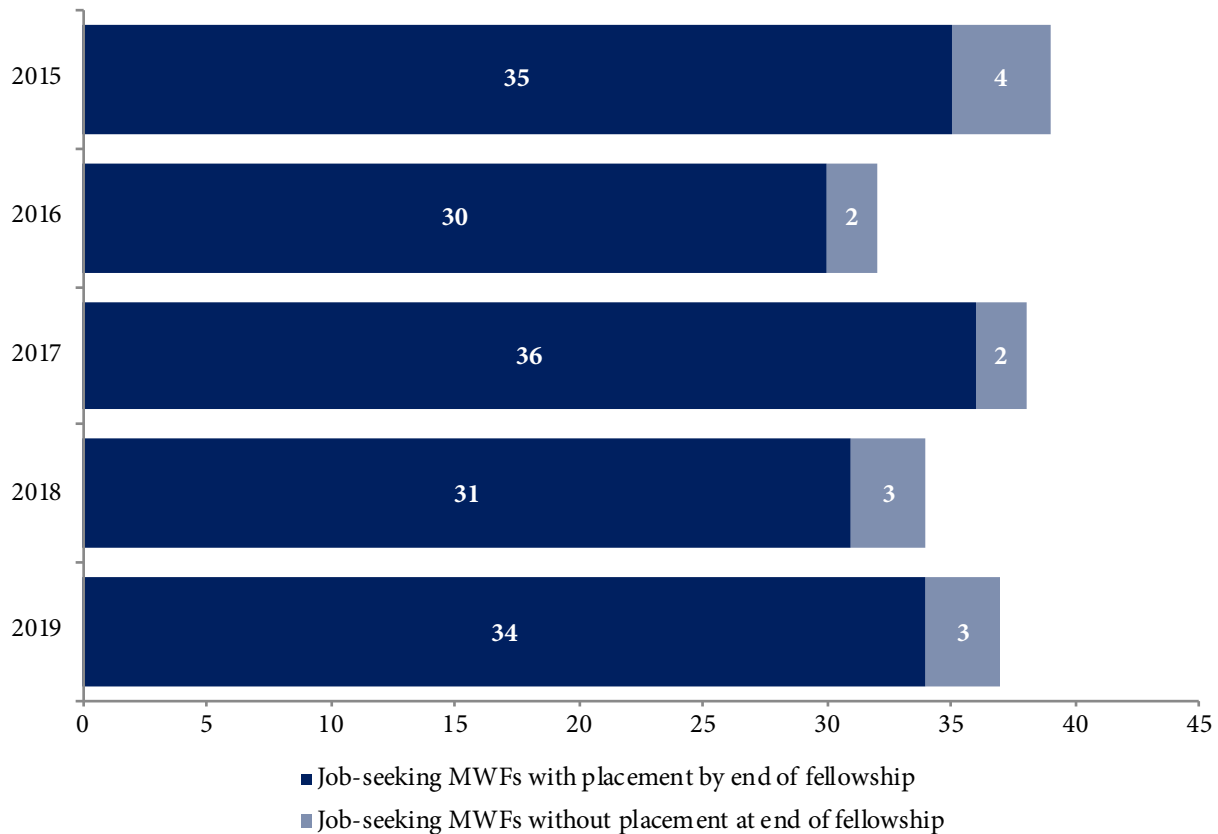
The overall gender balance of men to women among applicants to the MWP tipped towards male applicants, with more men than women (57% to 43%). The gender balance among the applicants selected for a fellowship is better. The total for fellows selected so far for 2020-21, including those continuing for a second year is 25 men and 28 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 37 Max Weber Fellows on the job market in 2019, of whom 34 (91.9%) had obtained a job by the end of their fellowship, leaving just three Max Weber Fellows (8.1%) without a job for the coming year.

Figure 7

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



Developments in 2019 and beyond

Since 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. It is hoped that it will make the fellowships more competitive, especially in ECO. 2019, therefore, sees already the first cohort of Max Weber Fellows/part-time professors (four in total).

2019 also saw a change in the leadership of the MWP with the departure of Professor Richard Bellamy as the last, externally appointed, Director of the MWP and his replacement by Professor Dorothee Bohle from the SPS Department as Dean of Postdoctoral Studies, one of four new, internally appointed, deanship positions.

Activities 2019

As well as having mentors in either a Department or at the Schuman Centre, most fellows were organised into one of the six multidisciplinary [thematic research groups](#), each led by two or three professors, where they presented and commented on each other's work.

Additionally, the 2018/2019 cohort of MW Fellows organised 8 [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 a range of suitable grants, and teaching native and non-native English speakers.

The 2018-19 cohort of MW Fellows could also take the MW Programme's internationally recognised Teaching Certificate, involving sessions on teaching training at the EUI and tailor-made teaching practice weeks at the Humboldt University, Masaryk University, Pompeu Fabra University 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.



Report from the Dean of Research



Dean of Research:
Professor Federico Romero

Implementing one of the recommendations advanced by the 2018 EUI Strategic Review Committee, and in preparation of the 2019 EUI Strategic Plan, the President established the new post of Dean of Research. Upon the President's proposal, the Academic Council appointed Professor Federico Romero, who took up this new responsibility in March 2019. The primary tasks of the Dean, identified in the assessments and discussions that led from the Strategic Review to the EUI Strategic Plan, concerned three areas: 1) initiating and co-ordinating new strands of interdisciplinary research across EUI departments and units; 2) establishing and directing a

Research Task Force to provide multifaceted support to professors' and Early Stage Researchers (ESRS) research management; 3) establishing an internal procedure for funding new research projects run by Early Stage Researchers (particularly but not exclusively experimental and big data research).

Throughout 2019, considerable progress was made on all these three fronts. In particular, the Dean of Research launched and closely followed a bottom-up process of collective reflection among EUI faculty members to identify key topics of interdisciplinary research. Cooperation across the departments and the Robert Schuman Centre for Advanced Studies (RSC) is a long-established practice at the EUI. The intent of this new exercise was to further increase, through a more focused use of its resources on several joint themes, the EUI's strong impact on research conducted in the Social Sciences and Humanities in Europe, and its visibility in Europe and beyond. The aim is to systematise interdisciplinary research and give it a critical mass capable of breaking new ground, with the selection of joint thematic priorities that cut across several disciplines.

At the end of the reflection process, four broad themes were identified and submitted to the Research Council, that approved and endorsed them at its 17 May 2019 meeting. In the following months they were further elaborated with initial work plans that the Research Council decided to fund (for the year 2020) in its meeting of 20-21 November 2019. They were then incorporated in the EUI Strategic Plan.

The four themes are *Democracy in the XXI century; Inequality, welfare and social justice; Crisis of expert knowledge and authority; Technological change and society*. They will be run by interdepartmental research clusters and launched in the autumn of 2020, while others being prepared (for instance, on *Environmental and Climate Change Governance, and on Globalisation and De-globalisation*) might be launched in a staggered way in subsequent years to ensure constant renewal.

Following a decision by the Executive Committee of 23 January 2019, the Dean of Research also worked on the recommendation to establish a Research Task Force to support research activities and their management throughout the EUI. He consulted with the RSC, that has accumulated considerable experience in this area, and with all the EUI officers who individually provide research support to the departments. The Dean identified key tasks to be reinforced and coordinated – particularly consultancy on funding opportunities, project management, dissemination and communication, administrative support – and brought the relevant staff (located in different services throughout EUI) together in a Research Support Unit (RSU) that became operational at the end of 2019. The RSU aims at improving effectiveness in all aspects of research support, actively promoting new venues of external funding, and guaranteeing professional research project management. It will also provide administrative support to the new interdisciplinary clusters and all other activities coordinated by the Dean of Research.

Following a decision by the Executive Committee of 23 January 2019, the Dean of Research also established a selection and co-funding procedure for the financing of ESR research projects that require investments in experiments or the purchase of data sets. A first call was launched in the Autumn of 2019, which received 19 applications. An EUI-wide committee chaired by the Dean assessed projects, and eventually selected seven of them for funding. The new procedure will be repeated at regular intervals in the years to come.

An EUS for large asymmetric negative shocks

Consider the following:

- Member states keep the existing national UB systems
- EUS provides support when large negative shock increases unemployment
- A Member State enters unemployment recession alert
- Two scenarios

Without a EUS: the country facing the unemployment crisis must balance the budget.

EL 07



Report from the Dean of External Relations

Introduction

Engaging globally is one of the priorities of the European University Institute. This goal is pursued through graduate education, fellowship programmes for early-stage researchers and young global policy leaders, professional training courses for practitioners and policymakers, international research projects and high-level policy dialogue initiatives.

In 2019, the EUI created an external relations and support function, through the appointment of a Dean of External Relations and the recruitment of an External Relations Officer.

The overall objective of the EXTS is to create a supportive framework for all EUI members interested in pursuing a collaboration with outside partners, and to strengthen the EUI's international profile as a leading European higher education and research institution in the social sciences. More specifically, external relations is meant to:

- Develop an operational framework to contribute to the realisation of the EUI's broader external strategy;
- Provide strategic advice to EUI Management on issues concerning internationalisation and stakeholder engagement;
- Engage with potential partners on opportunities for international co-operation on research, training and international mobility;
- Maintain institutional contacts with national authorities in Croatia, Czech Republic, Lithuania, Hungary and Slovakia, to encourage them to become EUI Contracting States. Slovakia joined the EUI on 6 December 2019;
- Support staff within academic units and administrative services in



Dean of External Relations:
Professor Bernard Hoekman

identifying, developing and managing partnerships with a variety of relevant stakeholders, while ensuring enhancing quality-assurance and due diligence of potential partners;

- Expand opportunities for EUI staff, master's students, Ph.D. researchers and post-doc and policy fellows to participate in international research projects, to find relevant job placements, through strategic partner engagement;
- Assist in making the EUI's School of Transnational Governance (STG) a success, by increasing the impact of the events and outreach activities offered by the School and strengthening relationships with potential partner institutions outside Europe, including policy-makers, young leaders and practitioners;
- Strengthen the EUI visibility (name recognition) with key audiences (academia, policy-making, civil society) through participation in international policy dialogues.

Four core principles informed the pursuit of these goals:

- *Leverage EUI strengths.* Activities build on the features that distinguish the EUI: its transnational identity, its stature as an inter-governmental academic organisation and its solid linkages with the European policy-making;
- *Partnership-centric.* Engagement with leading academic institutions and international organisations, with an emphasis on actors outside Europe, to develop joint activities of mutual interest;
- *Ownership and coherence.* Alignment of potential partnerships and internationalisation initiatives with the interests of the EUI community (academic units and administrative services);
- *Additionality.* Activities should minimise the burden on the existing human and financial resources.

EUI partnerships

Currently, the EUI has 89 active partnership agreements with different categories of actors in Europe and worldwide.

In 2019, the establishment of ten new partnership agreements were supported with higher education institutions and international organisations in Europe and across the world, including College of Europe, Hertie School, Graduate Institute Geneva, Keio University Kyoto, European Commission, European Investment Bank, Secretariat General of the Andean Community, and UNCTAD.

EXTS also identified and engaged with other potential partners from different international constituencies, which could lead to the establishment of impactful strategic partnerships in 2020, with a focus on partners in the Western Balkans, Africa, India and the Caribbean.

Outreach events

In 2019, the EUI participated in several international events, organised by partners or by the EUI. These spanned all regions of the world. Several of the activities were related to the School of Transnational Governance, which is a major asset in the internationalisation of the EUI's activities, mainly in the areas of graduate and executive education, fellowship programme and policy dialogues.

CIVICA

CIVICA was selected in 2019 by the European Commission as one of the pioneering [European Universities](#), funded under the Erasmus+ programme. This is a major step in the direction of fulfilling the first new strategic objective of the EUI: strengthening its position as a hub for social sciences in Europe.

Most members of this alliance are long-time partners of the Institute and share a number of characteristics with the EUI, such as a focus on social sciences and humanities, a keen interest for and connections with policy-making, strong research capacities, and the ability to be agile thanks to relatively reduced dimensions.

The seven CIVICA partners are Bocconi University (Italy), Central European University (Hungary), the European University Institute (European Intergovernmental Organisation), the Hertie School of Governance (Germany), the National University of Political Studies and Public Administration (Romania), Sciences Po (France), the Stockholm School of Economics (Sweden), and associated member London School of Economics (UK).

Strength in unity

Several factors drove the vision that led to the CIVICA alliance's successful application. First of all, each member of CIVICA accepts the social responsibility they bear as leaders among European institutions of social sciences and humanities. Furthermore, the seven organisations were able to build upon decades of successful partnerships to deliver long-term joint strategic goals and immediate concrete action. The partners also share the goal of effectively training the next generations of Europeans so that they can understand and influence an increasingly complex world. Finally, there is a mutual understanding that, together, CIVICA can create a European critical mass for advising policy-makers on the great challenges faced by societies.



**Università
Bocconi**
MILANO



**CENTRAL
EUROPEAN
UNIVERSITY**



Hertie School



National University of Political Studies and Public Administration

SciencesPo



**THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE**

The research agenda

CIVICA focuses on four domains of research: challenges to democracy in the 21st Century; societies in transition and crises of earth; Europe revisited; and data driven technologies for the social sciences. These topics are in alignment with the EUI's own thematic clusters in particular and its research interests in general.

The three-year pilot phase

CIVICA has planned actions at the level of bachelor's degree programmes, master's degree programmes, and doctoral and postdoctoral programmes. The EUI is directly involved in the latter two areas, responsible for leading the development of an integrated European space for European Early Stage Researchers in the Social Sciences and Humanities based on a hub for mentoring, research, and skills acquisition, and the definition of best practice. The alliance will use a challenge-driven approach to tackle current societal issues such as *Challenges to Democracy in the 21st Century*; *Societies in Transition and Crises of Earth*; *Europe Revisited*; and *Data Driven Technologies*. It is also committed to actions for civic engagement and inclusion with the promotion of access to higher education for all and an initiative for refugees and asylum seekers.

The EUI's action for doctoral and postdoctoral education

The EUI is in charge of a work package (WP5) that aims to create a common European space for doctoral and postdoctoral researchers; to promote mobility of and exchange between them; and to improve the quality of doctoral and postdoctoral training by sharing resources and establishing

best practices. To these aims, the EUI will organise a range of activities for Early Stage Researchers (ESRs): exchanges across the consortium; a virtual Ph.D. clinic to give researchers the possibility to receive advice from faculty at partner universities; a digital platform for researchers to exchange ideas and carry out joint projects; co-taught methods and topical seminars; jointly organised summer schools; and teaching opportunities. WP5 will also carry out surveys among the partners to collect the information necessary to carry out exchanges, to set the stage for the participation of ESRs in courses offered by the partners, and to identify best practices in supervision, mentoring, and training. In 2019, first steps were taken to consult, coordinate and mobilise partners around these objectives.







Department of Economics

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



Head of Department:
Professor Andrea Mattozzi

Major research directions

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

In *microeconomics*, Professor Philipp Kircher started his ERC consolidator grant on technological change and is involved in an EUI interdisciplinary thematic cluster on this topic (see the Dean of Research's contribution

Technological Change

Technological change in information technology changes the way organisations are run and it has the potential of transforming the production process of firms. Some processes such as automation affect workers directly, while others such as the introduction of automated workflow and control tools simply allow firms to grow to bigger sizes. This latter type of technological change directly affects the size of firms, but indirectly it affects the wages that workers obtain at these various firms. In his ERC Consolidator grant, Professor Philipp Kircher studies this type of technological change, its effects on which jobs will disappear due to automation and suggests how industrial policy could be used to mitigate the negative effects.

above). He gave the Frisch-Tinbergen lecture at the annual conference of the European Association of Labour Economists and continued his chairmanship of the *Review of Economic Studies*, the leading journal in economics in Europe. He co-organised a conference in Princeton on the 'Theory of Frictional Markets' and one group at the National Bureau of Economic Research Summer Institute. He published his work on economic

epidemiology in the context of HIV/AIDS in *Econometrica*. The results of Professors David Levine and Andrea Mattozzi's three-year Research Council project on the formation and nature of political groups are published or under requested revision in top international economic journals. This project led to new research questions which have been the focus of an interdisciplinary team group on the role of experts; it will start in 2020. Professor Giacomo Calzolari has been working on his research agenda on industrial organisation, competition and artificial intelligence. He has given keynote speeches on these topics at the BRICS Competition Conference, the European Competition Policy Forum, the British Institute of International and Comparative Law, the Berlin and the Swiss Industrial Organisation days. In *macroeconomics*, Professor Ramon Marimon, the Pierre Werner Chair (PWC) holder, organised the workshop 'A Dynamic Economic and Monetary Union', in the context of the Barcelona GSE Summer Forum (co-sponsored with the ESM), with invited speakers from Princeton and the University of Minnesota and selected speakers from different U.S. and European universi-

ties and central banks. In May 2019, a two-year Contract for the Provision of Services was signed by the European Stability Mechanism and the EUI for a research project to be developed within the Pierre Werner Chair programme. The project aims to fill a knowledge gap in the optimal design of the contracts between Euro area countries and a European Stability Fund (ESF) that can discourage procyclical fiscal policies and promote greater risk sharing.

Professor Russell Cooper published papers on the role of monetary policy in stabilizing debt markets; the interaction between debt fragility and financial markets; and the role of interbank trades as a source of financial fragility. Building on these papers, he is now studying whether banking union in the EU area would stabilize financial and debt markets.

In *econometrics and applied economics*, Professor Andrea Ichino has developed his research projects on the connections between civicness and migration movements in Italy, and on gender identity norms and economic incentives. The second of these projects has received substantial press coverage on the LSE Business Review, Austaxpolicy.com and on Vox.eu. His paper on the cognitive costs of daycare, which was financed by the EUI Research Council, has been published in 2019 in the prestigious *Journal of Political Economy*.

Newly-hired Professor Thomas Crossley's research agenda focuses on designing and collecting survey data. He received and began work on several large grants including a grant for Waves 13-15 of Understanding Society (the UK Household Longitudinal Survey)

Ever Failed, Try Again, Succeed Better

In this study Professor Sule Alan and co-authors show that 'grit', a skill that has been shown to be highly predictive of achievement, is malleable in childhood and can be fostered in the classroom environment. They evaluate a randomised educational intervention implemented in two independent elementary school samples. Outcomes are measured via a novel incentivised real effort task and performance in standardised tests. They find that treated students are more likely to exert effort to accumulate task-specific ability, and hence, more likely to succeed. From a policy perspective, the article contributes to the ongoing debate about the malleability of noncognitive skills and the role of educational programs in enhancing individual achievement through interventions specifically targeting those skills.

and grants for methodological work. He ran experiments around collecting consent to administrative data linkage in surveys, and produced new work on the strengths and challenges of integrated survey and administrative data, methods for imputation of missing data, assessing the representativeness of longitudinal studies, and understanding and eliminating reporting error in income data.

Newly hired Professor Sule Alan launched a new field study aiming to understand the ways to achieve the integration of refugee children in schools. In collaboration with UNICEF, J-PAL Europe and J-PAL MENA, she gave high-level lectures to the Ministry of Education of Turkey and the Ministry of Education of Egypt. She has become the co-chair of a new J-PAL granting initiative called Humanitarian Initiative (HI). The initiative secured 5 million pounds from UK DFID, and she will be responsible for the distribution of these funds over the next 5 years for research that addresses humanitarian issues.

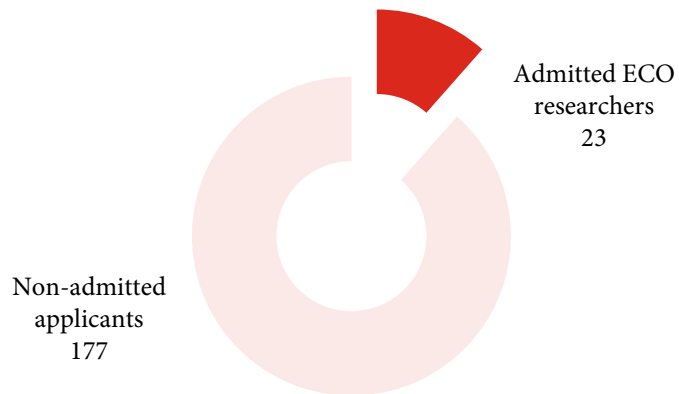
The Department also has a very dynamic set of research events. It organizes three regular weekly workshop series in Microeconomics, Macroeconomics and Econometrics/Applied Economics (see the full list [here](#)) and a monthly [Departmental seminar](#) of general interest for all the three fields. These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

The Ph.D. programme

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

Figure 8

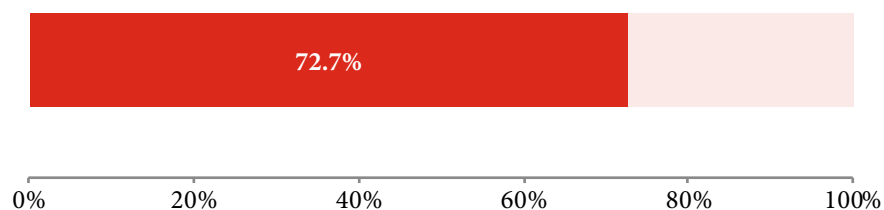
**Department of Economics Admission Rates
(200 applications)**



*This figure refers to the 2019/20 recruitment procedure.
Non-admitted applicants include not-selected applicants, withdrawals, reserve candidates for admission.

Figure 9

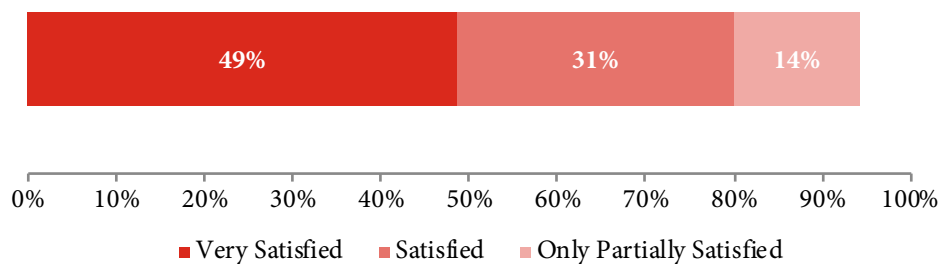
ECO Ph.D. Completion Rates, 2012 cohort



*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 2012).

Figure 10

ECO Ph.D. Supervision Satisfaction Assessment 2018/19



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

Economic Incentives, Home Production and Gender Identity Norms

A natural test of the importance of gender norms is observing changes in individual behaviour after a change in the market penalty for adopting those norms. Professor Andrea Ichino and co-authors infer the role of gender identity norms from the reallocation of childcare across parents, following changes in their relative wages. By exploiting variation from a Swedish tax reform, they find that immigrant, married and male breadwinner couples, as well as couples with a male first-born, react more strongly to tax changes that induce a more traditional allocation of spouses' time, while the respective counterpart couples react more strongly to tax changes that induce a more egalitarian division of labour.

The faculty together with the doctoral researchers work in equal parts on improving the quality of the teaching material, 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 the doctoral researchers to obtain in-depth

knowledge in a challenging environment but with a keen attention to minimize the unnecessary pressure on them.

One of the important activities of the graduate programme is to prepare and support junior researchers who are entering the job market. These activities pay off as shown in the Department's success in terms of excellent final placement of its students. One important point to mention here is that Economics is not only successful in placing students and fellows in leading academic departments, but also in the most important policy institutions in Europe and in the world. For example, currently, there are 20 doctoral graduates of the EUI that are working at the ECB and this constitutes the biggest share of any university. The placement record of those students and fellows who entered the academic job market in 2019 can be found [here](#).

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

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





Department of History and Civilization

The Department of History and Civilization (HEC) is distinctive among its European peers in its commitment to studying Europe's past in a global context from the Renaissance to our days. The Department's 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, we prioritise comparative, transnational, and global approaches. We also foreground Europe's complex relations with the rest of the world, and especially its place in global networks of commerce, political organization, and social thought.



Head of Department:
Professor Regina Grafe

The History Ph.D. programme at the EUI is one of the largest and most structured 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 11 professors, who mentor about 130 projects that link many parts of Europe and the world over six centuries. The innovative nature of the research [topics that 28 researchers admitted in 2019](#) have taken on is testimony to this. The Department is proud on the cohort who successfully [defended their Ph.D. theses in the past year](#), and on the outstanding record of its [graduates in job placements](#).

PanEur1970s

The ERC Advanced project PanEur1970s run by Professor Federico Romero investigated European Socialist regimes' expectations and predicaments vis-à-vis the opening of a space of pan-European cooperation in the 1970s. Socialist elites had to negotiate complex ideological, economic, and political issues when trying to integrate in the world economy and with the commercial giant next door, the European Community. The project analysed the key elements of seven countries' national economic strategies. A volume from the project will be published in 2020: *Engaging with the West: Socialism's fateful strategy in the long 1970s*, edited by Angela Romano and Federico Romero.

We approach 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 wider world since 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 trans-national and global networks we study, the global history of science and the circulation of ideas, the history of international organisations, the legacy of European empires, and the history of capitalism.

HEC's specialisation in global history and its special focus on Central and Eastern Europe align the Department particularly well with EUI strategic objectives in these areas, including the training of a large number of early career researchers at Ph.D. and post-doc levels from countries that traditionally find it harder to place young potentials in top rated universities. As the first department at the EUI to achieve a 50/50 gender balance among its professors (as of January 2020) and through its deliberate development of relevant Chairs HEC has also embraced the strategic goal of improving diversity enthusiastically.

HEC and interdisciplinary research at EUI

HEC professors and early career researchers develop their work in ever closer collaboration with the other EUI departments and academic units. Existing collaboration between HEC and other academic departments has been formalised in the past year through the strong involvement of HEC professors in the new interdisciplinary clusters. They are now coordinating several of the new research projects on topics from the future of democracy to the welfare state.

At the same time collaboration across other units of the EUI continues. 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 a regular seminar series. It also co-organises a number of research projects that aim at bringing the richness of the materials of the HAEU to a wider public. In 2020 HEC, the HAEU and the University of Luxembourg are due to deliver the first summer school in digital history.

HEC has from the start also taken an active part in planning for the new Master in Transnational Governance committing faculty resources to the programme building under way. As the first cohort of students will start their master's degree in the autumn of 2020 HEC professors will add to their training by offering them the long term perspective on 'The Emergence of Transnational Governance', which they will need to understand the here and now.

Who Cares in Europe?

In this project, Professor Laura Lee Downs, with Clarisse Berthezène (Université de Paris) focuses on the question of how state welfare emerged from the social welfare provided by non-profit, non-state institutions and individuals; how it has developed and changed over time; and how, in recent years, it has entered into crisis in many countries. The approach emphasises the welfare state's deep historical roots, and uses local case studies to recover the 'voices' and contributions of individuals, families and voluntary associations. It adopts a triadic optic that examines the circle of interactions among families, voluntary welfare associations and states in the creation of social welfare.

Figure 11

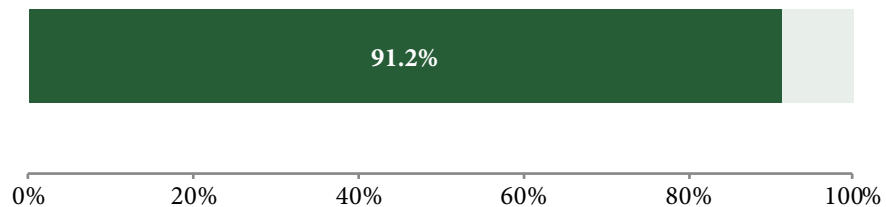
**Department of History Admission Rates
(156 applications)**



*This figure refers to the 2019-20 recruitment procedure.
Non-admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

Figure 12

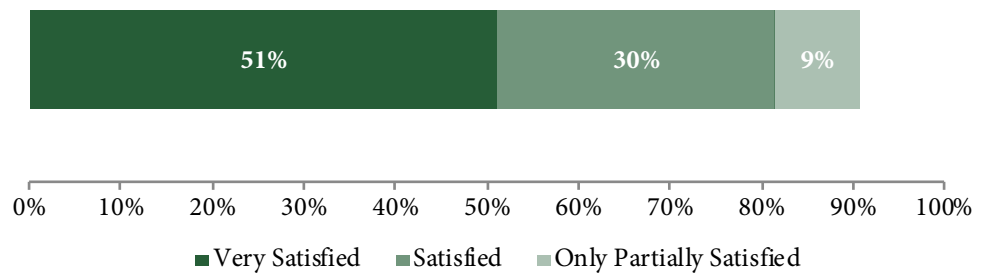
HEC Ph.D. Completion Rates, 2012 cohort



*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 2012).

Figure 13

HEC Ph.D. Supervision Satisfaction Assessment 2018/19



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

New professors

In the autumn of 2019 HEC also appointed Professor Benno Gammerl to the Chair in the History of Gender and Sexuality. The Department has played a distinguished part in the field of gender history since the early rise of the field in Europe in the 1980s. Yet it has also always moved to update its Chairs in line with new trends in historiography and current debates. In this spirit the former Chair in Gender History was redrafted as a modern Chair dedicated to the study of the role of gender and sexuality in European history. For this Chair HEC is extremely pleased to have been able to hire Gammerl, currently Lecturer in Queer History at Goldsmiths, University of London, a prize-winning younger scholar who studies issues of cultural, gender, and sexual difference in 19th- and 20th- century Europe. His current work on queer history and on the history of emotions in Europe places him at the cutting edge of several interdisciplinary fields within history and gender studies and promises to take the Chair in new directions and cover an important demand in supervision. Gammerl has previously worked at the Centre for the History of Emotions at the Max Planck Institute for Human Development in Berlin, where he remains an associate researcher. His 2008 dissertation won the Friedrich Meinecke Prize of the Freie Universität Berlin and the Wolfgang Mommsen Prize of the German Historical Institute in London. He is the author of the book *Staatsbürger, Untertanen, und Andere. Der Umgang mit ethnischer Heterogenität im britischen Weltreich und im Habsburgerreich, 1867-1918* and *Anders fühlen. Homosexualität und Gefühlsleben zwischen Stadt und Land in der Bundesrepublik* (forthcoming) and co-editor of a number of special volumes. Gammerl's many articles and chapters on gender, sexuality, feminist theory, citizenship, and the imperial administration of ethnic differences have appeared in a range of international journals and volumes published in Britain, Germany, Hungary, Italy, Russia, and the United States.

Ph.D. training programme

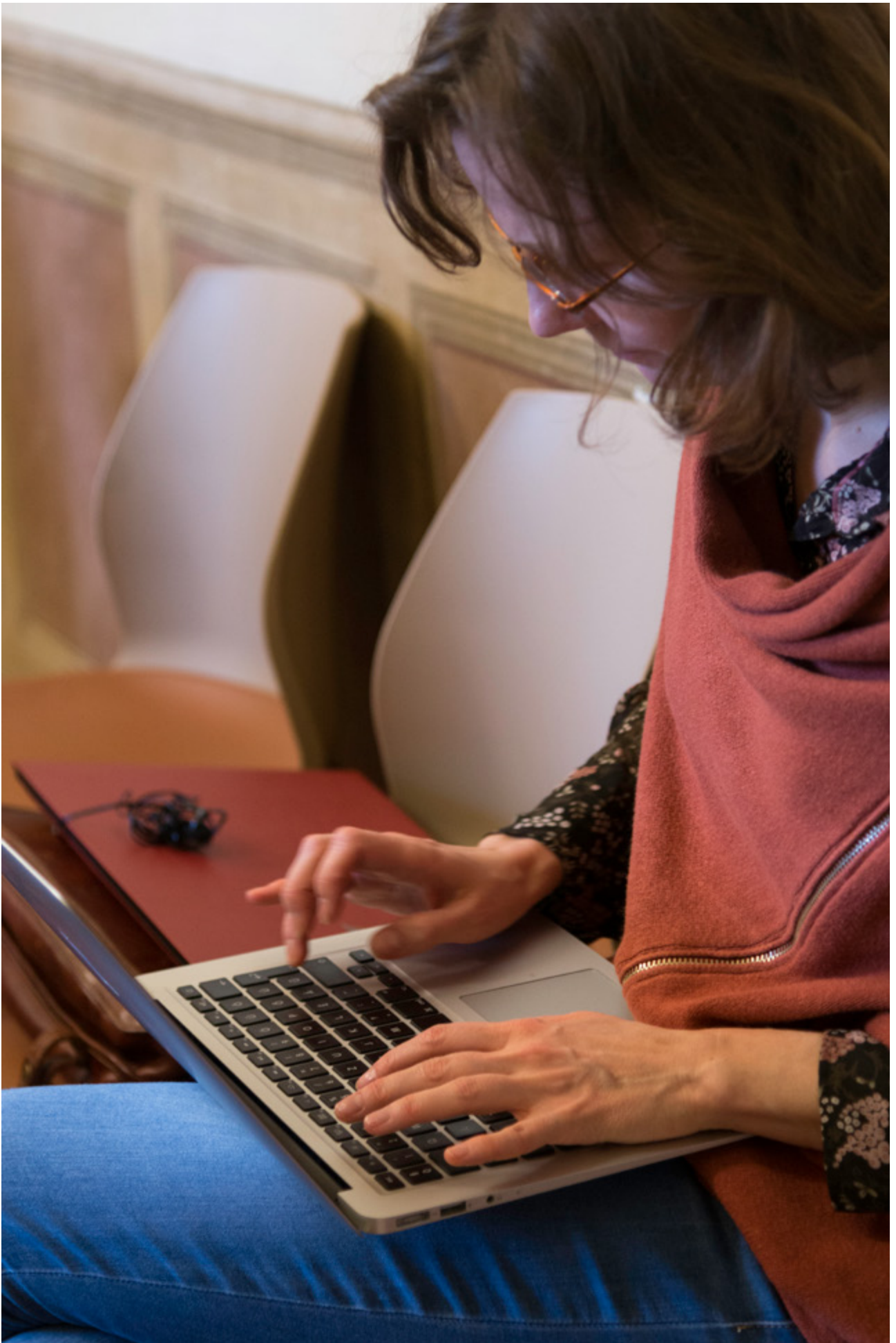
The Department's [training programme](#) involves two years of taught courses, in which researchers participate in three types of seminars. 1) Training seminars enable students to subject their written work to the critiques of their colleagues in an intense workshop environment. They are obligatory for first and second years and optional for finishing students. 2) Departmental seminars deepen students' knowledge of core methodologies and approaches pre-

Science in Europe – European Science?

The 2014 report of the European Commission's Science and Technology Advisory Council stated programmatically that 'The Future of Europe is Science'. But what factors encourage, promote, or impede scholarly cooperation on an international level? To understand this, Professor Corinna Unger investigates the emergence of scientific cooperation mechanisms on the European level, and the ways in which they have, or have not, produced new forms of knowledge and knowledge production that can be considered an expression of European integration and/or Europeanisation processes focusing especially on the European Science Foundation (ESF).

paring them for their own research but also for a possible career in teaching on sub-fields, e.g. History and the Social Sciences. 3) Research seminars are offered as in-depth explorations of the most up to date research in specific themes. Wherever possible, [post-docs](#) are also integrated into 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 2019. An integral part of training in this Department is the funding of research missions that enable all doctoral researchers to carry out historical research at the necessary archives throughout Europe and often elsewhere in the world.





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. We do 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. Their 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. We offer 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 2019 and their research topics can be found at the following [link](#).



Head of Department:
Professor Deirdre Curtin

Major research fields and impact

Despite the small size of the Department, research is foregrounded 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 re-

search through books and peer-reviewed articles with leading international publishers and journals, a range of the findings are available on open access working papers or dedicated websites, some of which are indicated below. The Department traditionally hosts large scale and smaller scale projects that zoom 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.

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, we reach out and engage with relevant policy initiatives as they are being developed, host and deliberate with stakeholders and civil society and publish in an accessible open access man-

ner in working papers and policy papers, and on specific and targeted websites.

At the same time we host a variety of different scientific and other activities that contribute to further understanding of the role of law more generally as well as more general educational activities in line with the Department's core mission. In February 2019, the Department hosted one of four regional finals of the 2019 European Law Moot Court (ELMC) competition. The ELMC is a simulation of the Court of Justice of the European Union in

Regulating Cross-Border Corporate Mobility

Professor Mathias Siems explores this topic in new publications ([e.g. this book](#)). They are based on [Study for the European Commission on the Law Applicable to Companies](#). The main recommendation is that there should be EU harmonisation of conflict of law rules as they apply to companies in order to provide legal certainty for both companies and their stakeholders. In addition, Siems has contributed to a new study on 'letterbox companies', which turned its attention to the corresponding risk of corporate mobility, namely that it can circumvent domestic regulations.

which student teams compete by submitting written and oral pleadings concerning a fictitious case in the field of European Union (EU) law. The aim of the competition is to raise awareness of the subject of European Union law and to promote contacts between law students throughout Europe and beyond. The first edition of the summer school on AI and Law was launched in July 2019, with great success. The Summer School on AI and Law is jointly hosted by the European University Institute and the University of Pittsburgh School of

Law (U.S.A.). It is also sponsored by Cirsfid-University of Bologna (Italy), The University of Groningen (the Netherlands), The University of Konstanz, the University of Swansea and the European Academy of Legal Theory.

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 faculty 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). It is a successful recipient of prestigious awards and research grants. Professor Giovanni Sartor was awarded a

CJEU Database Project

For the first time in the history of European integration, legal scholars and political scientists join forces to create a multidisciplinary public database of the Court of Justice of the European Union (CJEU). The project seeks to establish a unique platform for empirical research on law and politics in Europe, akin to the US Supreme Court database. The database, central to the project, collects and stores information on legal issues and outcomes of cases, metadata on all judgments and decisions, as well as biographical data on the members. EU law professor Urška Šadl is one of the project coordinators, along with Daniel Naurin (Oslo and Gothenburg – PI), Johan Lindholm (Umeå) and Anna Wallerman (Gothenburg). The project is financed by the Swedish Research Council.

5-year ERC Advanced Grant for his research proposal 'Computable Law', or CompuLaw. Professor Joanne Scott was conferred with the award of Fellow of the Academy of Social Sciences in 2019, in recognition of excellent scientific work and impact.

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. Professor Mathias Siems, Professor of European Private Law and Market Regulation, joined the Department on 1 January 2019, while two new professors joined the Department in September 2019: Martijn Hesselink, Professor of Transnational Law and Theory and Neha Jain, Professor of Public International Law.

In 2019, 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.

In addition, Professor Richard Briffault who joined the Department of Law as US Exchange Professor from Columbia University, visited last year in the framework of the exchange programme and cooperation the Department established years ago.

Ph.D. and LL.M. programmes

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 postdoctoral fellows in its research activities and teaching programmes.

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 the 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 2019, Professor Mathias Siems ran a very interactive and well-attended intensive Comparative Law and Methodology course offering an overview of different approaches to the principal features of a range of domestic and transnational legal orders. The seminar also offered them the opportunity to study topics such as the functional approach to comparative law, the major groupings of the world's legal systems, and the use of legal transplants. Another addition to the programme has been a seminar on Normative Approaches to Law, taught by Professor Martijn Hesselink. This course asks questions with regard to the law as it ought to be, as opposed to the law as it is. There exists a broad variety of normative theories of law, both of the law in general and of specific fields, such as tort law, public international law, or tax law.

Professor Scheinin hosted a Ph.D. School in research methodologies in human rights law. The course included lectures on various methodological issues in legal human rights research, and participant presentations related to methodological questions in their respective Ph.D. thesis projects. It brought together EUI Ph.D. researchers and professors and Ph.D. candidates from other universities, based on a networking approach and allowing for expert and peer commentary on the projects by EUI researchers.

LAW doctoral candidates are integrated into the academic life of the Department. They are encouraged to initiate working groups, which

CompuLaw

'Computable Law', or CompuLaw, coordinated by Professor Giovanni Sartor, was selected for funding by the ERC in the 2019. Motivation for CompuLaw lies in the need for the law to govern intelligent computational entities, and the human-artificial social ecology in which they participate. These entities are so many, so fast, and so ubiquitous that it is impossible for humans to monitor them and anticipate illegal behaviour. The solution envisaged by CompuLaw is to make law computation-oriented. That is, to integrate, map and partially translate legal and ethical requirements into computable representations of legal knowledge and reasoning. The EUI and the University of Bologna provide the main expertise for the five-year multi-disciplinary project.

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 February 2019, EJLS has published a special issue in cooperation with the Network of Legal Empirical Scholars (NoLesLaw), which comprises papers presented at the first NoLesLaw workshop held in March 2017 in Umeå, Sweden. The Network is managed by Urška Šadl (European University Institute), Johan Lindholm (University of Umeå) as well as Suvi Sankari (University of Helsinki), and it is funded by the Nordic Research Council. In 2019, 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 its 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 2019 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.

Figure 14

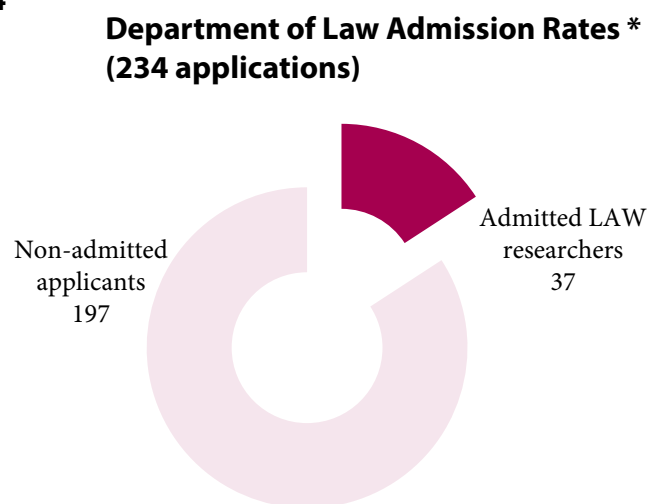


Figure 15

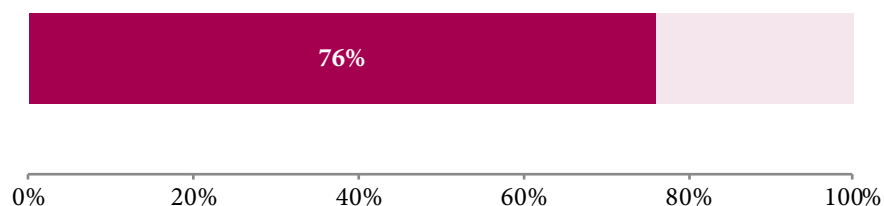
**Department of Law LLM Admission Rates
(47 applications)**



*These figures refer to the 2019-20 recruitment procedure.
Non-admitted applicants include not selected applicants, withdrawals, reserve candidates for admission.

Figure 16

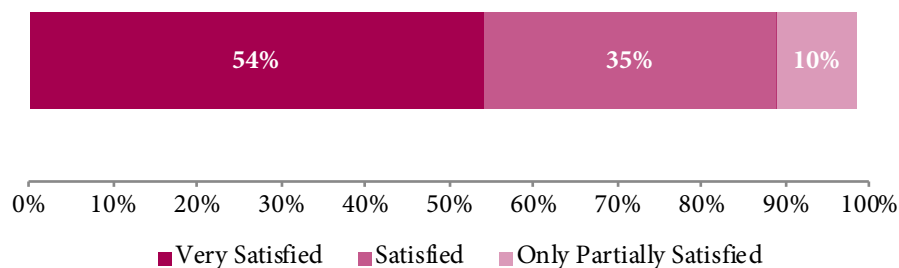
LAW Ph.D. Completion Rates, 2012 cohort



*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 2012). Four researchers from the 2012 cohort may still defend their theses; they have not yet done so due to intermissions they have taken in their programmes.

Figure 17

LAW Ph.D. Supervision Satisfaction Assessment 2018/19



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

Academy of European Law

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

Summer courses

In June and July 2019, the annual [Human Rights Law](#) and [The Law of the European Union](#) summer courses (30th edition) were attended by advanced students of law or related fields, including early-career researchers, lawyers, specialists, practitioners, professors and students. The HR Law course focused on human rights in the digital age and legal mobilisation for human rights. The EU Law course looked at contract law in the EU and data security in the EU. The HR Law course was attended by 54 participants of 18 different nationalities, the EU Law course by 40 participants of 21 nationalities. Participants were from European countries, plus Guatemala, Israel, Kazakhstan, Thailand, Singapore, and Ukraine. Participants often return to the EUI as researchers or to take other courses.

Publications

Two new volumes were published in the Academy's [Collected Courses series](#), based on previous summer courses: EU Law Beyond EU Borders: *The Extraterritorial Reach of EU Law* (eds. Marise Cremona & Joanne Scott) and *Freedom of Religion, Secularism, and Human Rights* (ed. Nehal Bhuta). The series is published by Oxford University Press, and several more volumes are expected in 2020. Speakers from the 2018 EU Law course returned in spring 2019 for a workshop to discuss draft chapters for the forthcoming volume on contemporary challenges to EU legality.

In the future, the Academy will be involved in the preparation of a 5-volume series on the [history of rights](#) to be published by Cambridge University Press.

Projects

In collaboration with the Historical Archives of the EU, the '[Court of Justice in the Archives](#)' project examines the *dossiers de procédure* for selected cases to demonstrate how the archives of the Court are worthy of the attention of scholars from many disciplines. The [Equality Law in Europe](#) project involved the construction of comprehensive open access database of CJEU discrimi-

nation cases from 1970 – 2018. A workshop on Asia and the Global Reach of EU Environmental Law was held on 11-12 June 2019, bringing together scholars from the EU and Asia.

The Academy houses the Secretariat of the [European Society of International Law](#); tasks include membership management, communications, and administrative assistance. In 2019, the Secretariat assisted in the organisation of the Research Forum in Göttingen and the Annual Conference in Athens.





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 and the future of welfare states, the rise in populism, tax reforms and party transformations, normative debates on citizenship and human rights, religious conflicts and international security (browse the SPS research themes [here](#)). 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

The best indicator of distinction and academic excellence of the SPS Department is the very high number of faculty members who have received European Research Council (ERC) grants. In 2019, two professors led ERC projects: Hanspeter Kriesi (POLCON - Political Conflict in Europe in the Shadow of the Great Recession) and Andrea Sangiovanni, (EUSOL - Solidarity in the European Union). In addition, Hanspeter Kriesi was awarded a new ERC Grant in the 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 programme

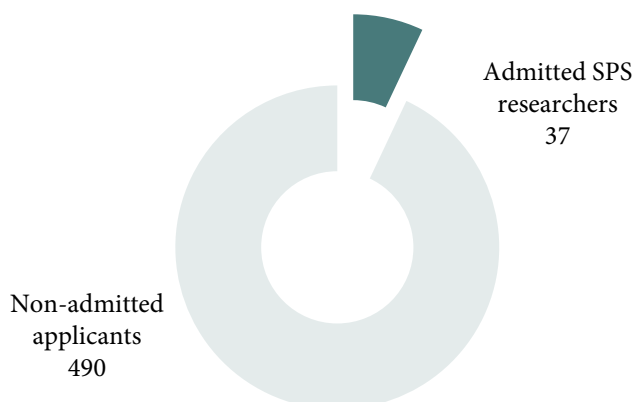
First of all, the application rate for the Ph.D. in the SPS Department is exceptionally high. In 2019 the Department had 527 applications (114 more than the previous year) and [39 new Ph.D. researchers were admitted in the Department](#), from 20 different countries. The ratio of selected candidates to applicants is about one in 13 – a strong indicator of the attractiveness of the Department for young academics in Europe and beyond. The highly competitive selection process also ensures that the quality of the intake of researchers is very high, enabling SPS to build a community of strongly motivated, open-minded, creative and academically excellent researchers from different countries.

Second, the completion rate (92.1% for the cohort that started the Ph.D. in 2011) and the overall satisfaction rate with supervision in 2019 (about 83% considering those very satisfied or satisfied) are extremely high and suggest that the doctoral programme is making excellent progress. A list of theses defended in 2019 can be found [here](#).

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 54 SPS researchers who in 2018 and 2019 defended their theses are now working as post-docs, researchers or assistant professors in top academic institutions or international organisation in 14 different countries. Details about job placement for each graduate is available [here](#).

Figure 18

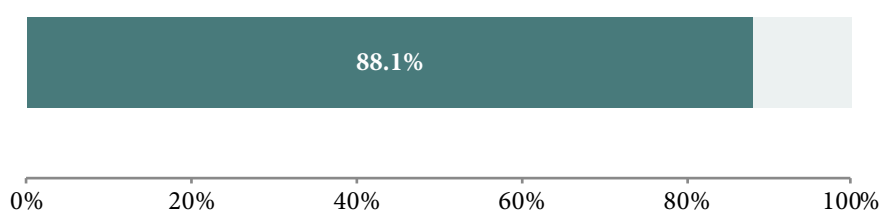
**Department of SPS Admission Rates
(527 applications)**



*This figure refers to the 2019-20 recruitment procedure.
Non-admitted applicants include not-selected applicants, withdrawals, reserve candidates for admission.

Figure 19

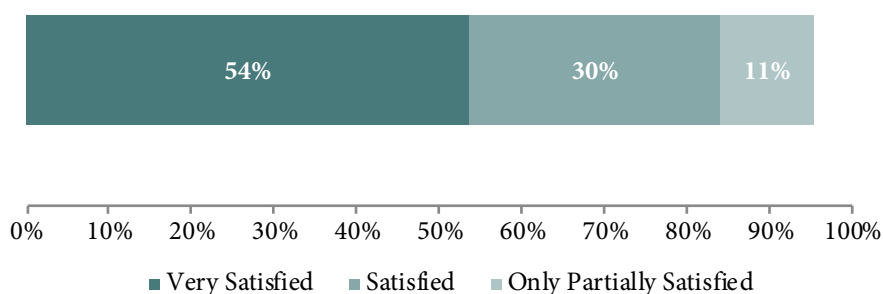
SPS Ph.D. Completion Rates, 2012 cohort



*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 2012). One researcher from the 2012 cohort may still defend their theses; they have not yet done so due to intermissions they have taken in their programmes.

Figure 20

SPS Ph.D. Supervision Satisfaction Assessment 2018/19



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

Developments and challenges

Over the past years, the Department has worked to consolidate a reform of its doctoral programme, to secure the integration of post-doc fellows and of senior and junior visiting fellows and provide greater visibility to the Department. In 2019 the Department faced four 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 elevation of our interdisciplinary research profile; the recruitment of new doctoral researchers from underrepresented areas; and taking up the role as a cooperation partner for the new Hertie School of Governance and Humboldt Universität Berlin Research Training Group, DYNAMICS.

The first major challenge has been to secure outstanding replacements for professors who left the Department. In 2019 three additional professorial recruitments were completed. Professor Arnout van de Rijt (former Professor at Utrecht) joined the Department to replace Professor Diego Gambetta, Professor Miriam Golden (former Professor at UCLA) replaced

Professor Stefano Bartolini and Professor Jeff Checkel (former Professor at 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 over the years the Department has constructed its international reputation. These strategic areas cover the study of comparative political behaviour (Golden), analytical sociology (Van de Rijt) and international relations (Checkel).

Policy crisis and crisis politics, sovereignty, solidarity and identity in the EU post 2008 (SOLID)

What made shocks escalate into foundational crises of sovereignty, solidarity and identity? How did political coalitions evolve and change in each crisis? Which were key decisions that contributed to the EU's resilience? What is the outlook for the EU's deep political crisis? This ERC Synergy Programme project, led by Hanspeter Kriesi together with Waltraud Schelkle (LSE) and Maurizio Ferrera (University of Milano), assesses the resilience of the EU polity in adapting to crises.

Second, we have incorporated a number of the Department's core thematic areas into the new EUI interdisciplinary research clusters. *Inequality and social demography* and the *Welfare state and political economy* are represented in the 'Inequality and Social Justice' cluster, and 'Comparative politics and political behaviour' and 'Political and social theory' in the 'Democracy in the 21st Century' cluster. SPS Professor Anton Hemerijck serves as the Inequality cluster coordinator together with Laura Lee Downs (HEC) and Andrea Ichino (ECO), while SPS/RSC Professor

Elias Dinas coordinates the Democracy in the 21st Century cluster with Lucy Riall (HEC). This clustering of research areas highlights those areas of research in which expertise is strongest, and supports interdisciplinary cooperation across the different EUI departments. It also illustrates 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.

Third, the department organised an SPS Summer Academy on 'Inequality, Welfare States and Solidarity' (24-28 June). This served to introduce master's degree students to theories and methods in the social sciences, to high-level academic discussions, and to the requirements for formulating a research proposal for a Ph.D. programme application. This summer school was open to M.A. students from a diversity of EU countries, but the focus was reaching out to those that might most benefit most from a summer school, in line with the EUI strategic priority to bridge the capacity gap in Europe. To this end, each student was given a grant so that they might attend unimpeded by financial considerations. The summer school was very well received, and it will be repeated in the future.

The Paradox of Healthcare Futures (HEALTHDOX)

This NORFACE Welfare State Futures Project, led by Ellen Immergut, investigates the politics of change in 37 European healthcare systems since 1989, an era during which most post-socialist transition countries attempted to privatize their state-run health systems, and many Western and Southern European health systems experimented with new public management and other market-oriented health reforms. The results are being published in *Health Politics in Europe: A Handbook* (Oxford University Press), and the data will be available open access in the EUI data repository.

Fifth, the SPS Department participates in the new CIVICA network, with particularly high networking amongst faculty from Hertie and Sciences Po, as we started a Ph.D. cooperation in 2019 with the Research Training Group of the Hertie School of Governance and Humboldt-Universität zu Berlin (DYNAMICS: Democracy, Demography and Policy Change), and are part of the European Network for Doctoral Students, which includes Sciences Po, as well as the Central European University (CEU), the London School of Economics (LSE), and Universitat Pompeu Fabra (UPF). Thus, we are contributing to the EU's role as a

hub for training of early stage researchers.

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.

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 (Principle Investigator) and Raffaele Grotti, Research Fellow.





Robert Schuman Centre for Advanced Studies

In 2019 the Robert Schuman Centre built on its track record of research excellence, competitive external funding and engagement with the world of practice. Several major research projects started during the year, among which the RSC-coordinated H2020 projects InDivEU (led by Brigid Laffan and Frank Schimmelfennig) and euandi2019 – Voting Advice Application for the European Parliamentary Elections 2019 (led by Alexander Trechsel & Diego Garcia, Swiss National Science Foundation). The Robert Schuman Centre contributed to the EU's strategic plan, particularly the commitment to engaging globally by strengthening the international dimension of its programmes and playing an active role in the creation of the EU's Africa Platform. Throughout 2019 we continued engagement with the world of practice through policy dialogues, webinars, workshops and involvement with EP parliamentary committees. We also welcomed 121 fellows who form an integral part of the Schuman scholarly community.



Director: Professor
Brigid Laffan

Research themes

Research at the Schuman Centre is grouped under three main themes that shape and configure the Centre's research output and activity. Under each theme there are programmes and units 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. The core Schuman themes are Integration, Governance and Democracy; Integrating Markets and Managing Money; and 21st Century World Politics and Europe.

Integration, governance and democracy

The European Parliament elections held in May 2019 were a major focus of the activities of the Centre, especially its European Governance and Politics Programme (EGPP). In March 2019, the Schuman Centre held a policy seminar in Brussels on ‘What Agenda for the Next European Parliament?’ based on Policy Papers prepared by a group of European scholars. The Centre launched a two-fold project aimed at helping EU citizens participate in the political and electoral process. The first pillar, Spaceu2019, was an online tool for the 2019 EP Elections, specifically tailored for mobile EU citizens voting either in their country of citizenship or residence. The second pillar, euandi2019, was a Voting Advice Application (VAA) built to help citizens make an informed choice in the 2019 EP elections, by showing which parties stood closest to citizens’ preferences, both in their country and all across Europe. This was the third time the Schuman Centre provided this service to European citizens and this time euandi2019 reached a record number of 1.28 million users. In the immediate aftermath of the elections, the EGPP organised a read out seminar to discuss the elections results (29 May). Furthermore, the EGPP turned its attention to the Future of Europe with a series of dialogues called ‘Conversation for the Future of Europe 2019’. A major EGPP event was held in March on ‘Recasting the Welfare State 20 Years Later’. This conference revisited the theme of the 1998-1999 European Forum organised at the Schuman Centre by Maurizio Ferrera and Martin Rhodes and many of the same scholars came back to Florence for the occasion. Other significant events were the Annual Conference on ‘The Effects of Multilevel Governance’ (23 and 24 May, organised by Schuman scholars Liesbet Hooghe and Gary Marks) and a workshop on ‘Bordering Europe’ (30-31 May organised by Schuman scholar Frank Schimmelfennig). In June, the Schuman Centre was pleased to co-sponsor a Workshop with the European Consortium for Political Research (ECPR) on ‘European Political Science at 50’, which reviewed chapters for the ECPR’s anniversary volume. This underlined the EUI’s strategic commitment to being a hub for the social sciences in Europe.

In 2019, the Centre for Judicial Cooperation (CJC) concluded its main project ‘e-learning National Active Charter Training’ (e-NACT), funded by the European Commission’s DG Justice. Through the e-NACT collaboration, the Centre and its partners organised five transnational and ten national training workshops around topics such as freedom of expression and coun-

tering hate speech, social rights and child protection, data protection, and migration and asylum law. Across those events, the Centre involved more than 450 legal practitioners in knowledge exchange activities with colleagues and academics on the most relevant case law applying the EU Charter of Fundamental Rights in the selected areas. As part of the project, the CJC team also co-created seven Massive Open Online Courses (MOOCs), which are freely available on the CJC website.

InDivEU – Integrating Diversity in the European Union

InDivEU was launched in January 2019 as a major cross-national study of differentiated integration, an important and contested feature of European Integration. Differentiated integration is back on the EU agenda as it strives to respond to Brexit and reach out to European citizens. The aim of InDivEU is to create *comprehensive knowledge* base on differentiated integration of direct relevance to Europe's policy makers. InDivEU has built a consortium of some of Europe's premier research universities and outstanding scholars of to address the challenges facing the EU.

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 of Regulation (FSR), the Pierre Werner Chair and the Tommaso Padoa-Schioppa Chair. FSR had an intense year building its Global Knowledge Hub at the vanguard of research, policy dialogue and training in energy and climate regulation. It drove innovation by exploring regulatory issues in new geographical areas: South Asia, Africa, and Latin America. The creation of a knowledge hub with national and international partners in India was particularly noteworthy. New institutional partnerships were signed including a memorandum of understanding with the International Renewable Energy Agency (IRENA) and with the Supervisory Agency of Investment of Energy and Mining - OSINERGMIN of the Republic of Peru. FSR is working closely with the European Commission to build the EU-Africa Platform and the EU-China Platform.

2019 was the year in which the Florence School of Banking and Finance (FBF) became larger, more diverse and more international, ultimately consolidating its position as a point of reference for policy debate and training in the field of banking and finance, both in Europe and beyond. The School increased the scope and extent of its training activities, organising during the year 20 executive training courses at its premises in Florence (+53% with respect to 2018). With this increase, the School responded to the training needs of banking and finance professionals, covering more diverse and novel topics including anti-money laundering, climate risks, securitisation, insurance risks, and FinTech. To increase the global footprint and in line with the EU's strategic priority, five scholarships were granted to course participants from lower and lower middle-income countries. During 2019, FBF improved greatly its online presence with an increase of 87% in the number of live-streamed online events, which featured over 70 expert speakers, and by a two-fold increase in website visits and social media followers with respect to 2018, thereby increasing its visibility in the world of banking and financial experts

21st century world politics and Europe

This research theme is the Schuman Centre's main contribution to the EU's strategic commitment to engaging globally. The key programmes, Migration Policy Centre (MPC), Global Governance Programme (GGP) and Middle East Directions (MED) focus on the world beyond Europe and on Europe's relations with the wider global system. 2019 was a crucial year for The Transformation of Global Governance, a major project on the state of multilateralism and global governance launched by the Tommaso Padoa-Schioppa Chair together with the School of Transnational Governance (STG) in 2018. It concentrated on the organisation of the five final high-level policy dialogues on the governance of specific policy fields dealt with in the project: namely, taxation, global financial safety nets, migration, climate change, and digital networks. Each of these events promoted interaction between academics, policy-makers and practitioners, drawn from national or international administrations, business, and civil society, and it fostered the establishment of a community of leading actors in global governance, centred around the Chair. In September 2019, the first results of the project were published as an eBook: *Global Governance: demise or transformation?* edited by Professors Jean Pisani-Ferry and George Papaconstantinou and

will be updated in 2020 to add the insights of the most recent seminars.

The Global Governance Programme (GGP) was extremely active during 2019. Members of the research area 'Europe in the World' released four books on counterterrorism, regional economic development, relations between the EU and the Middle East and North Africa, and Europe's external relations during the Cold War, respectively. They also published more than 40 articles in peer-reviewed journals and edited volumes. Ulrich Krotz, Robin Markwica and Corinna Unger coordinate a seminar series, which gave scholars the opportunity to present current research projects. In 2019, this included a total of 14 sessions on topics as diverse as the governance of European security industries, private-sector involvement in agriculture in Europe and Africa, business elites in the European Single Market, European counterterrorism, among others. In May 2019, the research area carried out an Executive Training Seminar entitled 'Does Europe Need a Grand Strategy? Exploring Competing Visions for the EU's Role in the World'. The seminar brought together 42 academic specialists, policymakers and think tank experts to develop potential grand strategies for the EU. The participants defined Europe's core security and economic interests as well as visions for its role in the world. They also devised alternative grand strategies detailing their respective costs, benefits and risks.

GGP's Global Citizenship Observatory (GLOBALCIT) successfully implemented two EU-funded projects. Between January 2018 and June 2019, GLOBALCIT participated in the FAIR EU project on the inclusion of mobile EU citizens in their host country's civic and political life. The Observatory's contribution to FAIR EU includes 28 reports on political participation, a synthesis report, and policy recommendations. As a member of the EU-CITZEN network, GLOBALCIT provided expertise to the European Commission on trends in acquisition and loss of EU citizenship. In 2019, this research area published country reports on citizenship laws of Angola, Azerbaijan, Estonia, Mozambique, South Korea, Uganda, and Zimbabwe, as well as a thematic Working Paper entitled "Let me vote in your country, and I'll let you vote in mine: a proposal for transnational democracy", based on a GLOBALCIT forum debate. In concert with the Global Citizenship Governance project (GCG), GLOBALCIT moderated the forum debate 'Cities vs States: Should Urban Citizenship be Emancipated from Nationality?' subsequently re-posted on Verfassungsblog.

In 2019 GGP's Cultural Pluralism pillar dedicated much of its work to exploring issues related to secularism, religion and different forms of extremism through two EU funded projects: the GREASE project on Radicalisation, Secularism and the Governance of Religion: Bringing together European and Asian Perspectives, and the BRaVE project on Building Resilience against Violent Extremism. Through comparative analytical and empirical research across Europe, Asia, North Africa and the Middle East, and with a large network of academic and stakeholder partners the teams explored the legal, institutional and political arrangements adopted to manage religious diversity and build resilience against violent extremisms. They created online educational tools, films, a blog space and academic papers to foster a constructive debate among experts and policy makers on how best to address these challenges today and in the future.

In 2019 the Global Economics pillar, led by Professor Bernard Hoekman continued its work on RESPECT (Realising Europe's Soft Power in External Cooperation and Trade), a HORIZON 2020 funded project spanning the period 2018-2021. One output of the project in 2019 was a co-published

CEPR and EUI ebook, *Perspectives on the Soft Power of EU Trade Policy*, featuring more than 20 contributions from academics, practitioners, and policymakers. Other publications included *Behind-the-Border Policies: Assessing and Addressing Nontariff Measures* (Cambridge University Press), bringing together many papers presented at the 2017 World Trade Forum held at the EUI and another e-book, co-published with CEPR and the International Trade Centre, *Women Shaping Global Economic Governance*. Major meetings included the annual 'WTO Case Law

Syria Initiative

MEDirections' Syria Initiative aims to analyse key local trends and dynamics of the country's multi-layered conflict, to generate a better understanding of the challenges and opportunities for post-conflict stabilisation and peace-building. Research focuses on three main topics: transformations in local governance and networks of power in a changing national context; the war economy and its impact on future reconstruction; social and religious transformations in times of revolution and armed conflict. The Syria Initiative aims to inform policymakers and practitioners in Europe and the Middle East and to promote knowledge sharing between Syrian and European analysts.

Conference', a long-standing project led by Chad Bown (Peterson Institute) and Petros Mavroidis (Columbia Law School) that teams up lawyers and economists who analyse disputes brought to the WTO; the 'Asia-EU Trade Workshop and Roundtable', which brought scholars from the Asia-Pacific region to discuss the EU-Asia trade developments and 'China's Belt & Road Initiative'. Finally yet importantly, the 'World Trade Forum', a joint venture with the World Trade Institute (University of Bern) that brought together officials from the European Commission, national governments, and international organizations and trade practitioners and scholars. The theme of the 2019 conference was multilateralism and the WTO crisis.

The Middle East Directions Programme (MED), directed by Luigi Narbone and launched in 2016 continued its focus on radicalisation, Jihadism, transformations of the religious field; the Libyan and Syrian conflicts' dynamics, roots and consequences; the new regional political economy, the stabilisation and reconstruction efforts. The Programme's training activities in conjunction with the School of Transnational Governance (STG) included the Autumn School on 'Natural

Resources and Geopolitics in the MENA: Disruptions, Transformations and Pathways' and the 'Economy in War-torn Countries: Pathways to Recovery and Reconstruction'. The 'Wartime and Post-Conflict in Syria' project, directed by Agnes Favier and funded by the EU, focuses on policy-relevant themes, including: key actors and dynamics of local governance; war economy and its impact on the future reconstruction; fragmentation of the military and security landscape;

Respect – Realising Europe's Soft Power in External Cooperation and Trade

An ongoing multidisciplinary Horizon 2020 research project, 'Realising Europe's Soft Power in External Cooperation and Trade' (RESPECT), coordinated by the RSC, centres on empirical analyses of the effectiveness of trade-related policy instruments in realizing EU nontrade policy objectives. Research undertaken by the ten consortium members in Europe, China and the United States focuses on better understanding the inter-relationships between common EU external policies and EU member state activities, factors influencing the effectiveness of external policies, and developing practical recommendations to enhance policy coherence.

and regional interventions. The ‘Libya Initiative’, led by Virginie Collombier, has two main focuses: the dialogue support and the fieldwork research, based on the mentorship of local analysts, aimed to inform policymakers through analysis of the key dynamics and ongoing transformations. During 2019, the Migration Policy Centre (MPC) continued to expand its collaboration with partners in Africa. Together with the International Organisation for Migration (IOM), the Centre has established the ‘Enhancing Research, Analysis and Policy’, E-RAP Network, which is an initiative to enhance analysis and policy on African migration by supporting early career African researchers. The ‘MPC Annual Conference 2019’ focused on the relationships between knowledge production, attitudes and governance on migration between Africa and Europe. Together with [the School of Transnational Governance](#), the MPC awarded scholarships to participants from Uganda, South Africa, Egypt and Ethiopia to join its [15th Migration Summer School](#). The MPC’s Observatory of Public Attitudes to Migration ([OPAM](#)) published a series of [reports](#) on public attitudes to migration in the Mediterranean area. The new [OPAM Scientific Hub](#) synthesises and makes available findings from a large number studies on the determinants of public attitudes to immigration. In the area of migration governance, the MPC published two major international comparative volumes: *The Dynamics of Regional Migration Governance*, based on [Prospects for International Migration Governance \(MIGPROSP\)](#), a five-year European Research Council-funded research project; and [Bridging the Gaps: Linking Research to Public Debates and Policy Making on Migration and Integration](#), a book providing analyses of the gaps between migration debates and migration realities, and how can they be reduced. The MPC hosted several policy dialogue events including on [the impact migration would have on the 2019 European Parliament elections](#) in Brussels, on [how the European centre-right is handling immigration in the wake of the migration crisis](#), and on [the ‘Italian Decree on Security and Immigration’](#).

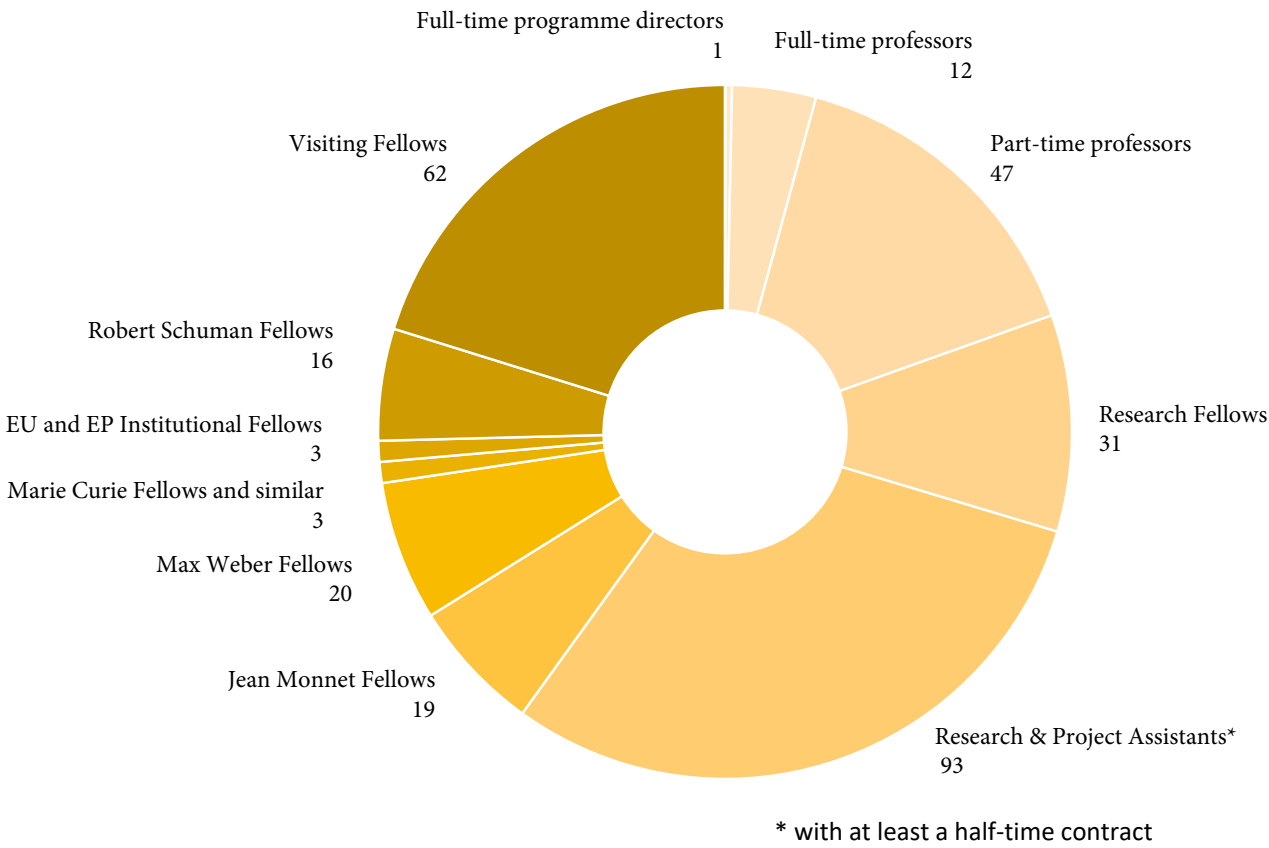
Joint chairs

Links between the Schuman Centre and the disciplinary departments are maintained by the joint appointments that we share with the departments. Joint chairs contribute enormously to the intellectual community of the Schuman Centre. Professors Philipp 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 and leads the GGP Europe in the World pillar. 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 directs the activities associated with the Chair.

Figure 21

Affiliated Members of the Robert Schuman Centre in 2019*







Ellen Johnson Sirleaf
Former President of Liberia (2006-2018) and
Nobel Peace Prize Laureate (2011)

 Co-funded by the
European Programme
of the European Union

Panel discussion with Ellen Johnson Sirleaf and other experts on the role of women in peacebuilding.

EUROPEAN COMMISSION
EUROPEAN PARLIAMENT
EUROPEAN EXTERNAL ACTION SERVICE

EUROPEAN UNION
EUROPEAN COMMISSION
EUROPEAN PARLIAMENT
EUROPEAN EXTERNAL ACTION SERVICE

School of Transnational Governance

In its third year of existence, the STG has already developed a wide and cohesive range of teaching and training activities, all focused on elaborating the theory, methods and practices of transnational governance. Indeed, the School has set out to define transnational governance as a new area of knowledge, effectively carving a new niche, which is distinct from, while being contiguous to, the study of international relations, public administration and public policy. The School's innovative and bold proposition is to train a new generation of professionals, and indeed of future global leaders, to tackle the complex challenges of the 21st century with different analytical lenses and to offer new perspectives for effective policy-making.



Director: Professor
Miguel Poiãres Maduro

Master in Transnational Governance

The full-time two-year Master in Transnational Governance will be the flagship of the School of Transnational Governance when launched in 2020 and has been the object of multiple efforts over the course of 2019. This interdisciplinary and multidisciplinary degree will provide students with the intellectual abilities, analytical instruments and professional skills necessary for understanding and operating successfully in environments that are increasingly shaped by the new reality of transnational complexity. Methodologically, it includes teaching and learning about the self-governance across nation-states, but also institutions or public and private authorities at national, international, or sub-national levels.

The programme, with its modular structure, will allow for the study of transnational governance across the globe providing perspectives from various

study fields such as political and social sciences, history, economics, and law. In terms of the curriculum, the specialisations that will be offered during the second year were revisited and defined in eight different areas: (i) Trade and Finance, (ii) Gender Governance, (iii) Peace and Security, (iv) Transnational Democracy, (v) Climate, (vi) Migration, (vii) Comparative Regional Governance, and (viii) Digital Politics, Economy and Society.

In order to complement the methodological rigour and the practical relevance essential for current policymakers, a new study unit related to Innovative Leadership was introduced. Globally-recognised leaders, politicians and representatives from relevant European and non-European organisations such as Navanethem (Navi) Pillay, José Manuel Durão Barroso and Herman Van Rompuy, among others, will be the instructors of these workshops and masterclasses.

Some actions for recruitment purposes were implemented as the attendance to fairs and dissemination through EUI and STG social media channels.

In October 2019, the School launched the application process, with a preliminary phase from October 2019 until mid-January 2020 followed by the second phase from mid-January 2020 until mid-February 2020. The STG's master degree works in partnerships with other academic institutions, for joint curriculum development and student mobility, please refer to the paragraph below.

Executive education programme

The STG Executive Education Programme aims at high-level professionals in policy, diplomacy, NGOs, international organisations, media and the private sector. It combines scientific expertise with hands-on learning in seminars lasting between two and five days. Trainers come from academia and areas of applied research, the public sector, NGOs, and beyond, and the School applies a formal evaluation process for learning outcomes (Reaction, Learning, Behaviour, and Results).

The trainings offered thus far have aimed at providing a distinctive approach and foci with transnational governance as the lens through which a variety of policy issues and case studies are analysed, whenever applicable in a comparative perspective. In 2019 the programme ran 15 executive training seminars with 390 participants. The broad scope of the trainings offered is aimed at creating an executive education catalogue for the STG. This income-generating activity has been complemented by the establishment

of an e-learning component, which started with 'Climate Governance – Sharing the European Experience', a six-week-long online course in climate governance in the autumn of 2019. The executive education programme, which has spanned all of the School's thematic areas, is currently running at capacity.

High-Level Policy Dialogues

One of the key formats of the School of Transnational Governance is its High-Level Policy Dialogues. In this series, extremely high-level actors from academia, politics, policy-making and the corporate and social sectors exchange views on key policy issues, behind closed

doors. With the dialogues, the School intends to facilitate knowledge transfer between the academic and policy worlds and to foster frank and in-depth discussions on key areas of policy among senior representatives, without the constraints and limitations imposed by on-the-record discussions. In addition to providing a platform for exchange between different sectors, the dialogues are also an excellent means of encouraging collaboration with other institutions through co-organised events. Following most dialogues, the STG produces and publishes a policy brief, in line with Chatham House rules, summarising the key views expressed during the dialogue and recommendations that may be drawn from the discussion.

An example from 2019 is the High-Level Policy Dialogue on 'Climate Change Policy for the EU and the World', which ran over 20-21 November. Here, a prominent group of policy makers, academics and representatives from NGOs and the media came together to discuss the climate policy challenges that lie ahead and propose possible policy solutions. The discussion provided a highly relevant lead-up to the forthcoming Communication by the European Commission on a 'European Green Deal' (published on 11 December 2019) and the 2019 UN Climate Change Conference (COP 25),

Climate governance - sharing the European experience

This online training course provided policy-makers and practitioners working on implementation of the Nationally Determined Contributions of the Paris Agreement with an introduction to the instruments and policies that have been developed within the European Union. By sharing the experience of creating a common climate policy amongst 28 EU Member States and overcoming their social, economic and political differences, the course provided useful insights and reflections for transnational cooperation and negotiations at the international level. Focusing on the European approach to climate change policies, the course aimed to share and compare experiences and discuss possible paths for the future.

which took place on 2-13 December 2019. Following the Policy Dialogue, the STG published a Policy Brief detailing the participants' inputs, perspectives and recommendations regarding the policy issues that were to be addressed as part of the European Commission's Communication and future policy initiatives.

Policy Leaders Fellowship Programme

The programme attracts early-to mid-career high-potential practitioners from all over the world to spend a period lasting between three and nine months at the EUI to work on their own policy related topic and participate in courses and skills development seminar and networking opportunities. The fellowship is fully funded. While similar schemes exist elsewhere, for example in the United States, this is the first programme of its kind in Europe, supporting young policy leaders and high-potential practitioners. Fellows are ac-

corded the freedom to pursue a policy project of their choice. Moreover, they benefit from a programme of bespoke professional development trainings on issues such as advocacy, policy writing or negotiations and are allowed to attend selected executive trainings offered by the STG. Fellows have produced several policy relevant outputs for the local as well as global contexts on a variety of themes, using the EUI as a venue and

2019 Policy Leaders Fellow Akhilesh Magal

Akhilesh Magal has been instrumental in drafting the solar policy, solar-wind hybrid policy, and electric vehicle policy for the state of Gujarat, India. As a policy leader fellow at the STG he examined how the global market has been shaped by policies and considered the reasons as to why India has some of the lowest prices for renewables across the world and where there is room for collaboration for improvement among different stakeholders globally. After an active and successful three months fellowship, Akhilesh, as head of the Renewable Advisory team at Gujarat Energy Research and Management Institute (GERMI) in Gandhinagar, India (where he leads the advisory and consulting group acting as a think tank and a technical back-stopper to the Government of Gujarat) has proposed a new collaborative project between his think tank, the STG, the FSR and several policy leader fellows in the area of renewables.

more often addressing external fora. These include monographs, journal articles, podcasts, webinars, interviews and opinion editorials. In the first year, the STG selected 18 fellows while in the second year it selected 22. A similar number is to be admitted in the following academic year. This programme has been extremely successful both in terms of the numbers and of the quality of applications and feedback received from participants and the broader policy community. It continues to receive a large number of applicants (600+) and welcomed fellows from as far afield as South Sudan, Sierra Leone, Nigeria, Indonesia, Russia, Venezuela, Brazil, and Canada. This programme is now running at capacity.

Partnerships, networks and outreach

In the framework of the EUI's External Relations Strategy (2019), the School of Transnational Governance has engaged to establish international partnerships. The STG believes that international partnership can make significant contributions to its institutional objectives and activities, as mentioned above. Indeed, partnerships provide multiple benefits – spanning from learning from other academic and non-academic institutions, to sharing and creating knowledge, as well attracting a more diverse student body for its Master of Arts in Transnational Governance, as well as collaborative teaching programmes and research networks for executive education and policy dialogues, promoting greater mobility of scholars, staff, fellows and students.

Building on existing international partnerships of the EUI, in 2019, the STG established or initiated several frameworks for partnerships and collaboration with renowned higher education institutions and international organisations in Europe and across the world.

For example, the STG aims to define student mobility programmes, in some cases to enhance cooperation in curriculum development, like the Joint Master's Programme in European and Transnational Affairs (ETNA) under the partnership with the College of Europe (October 2019). Other partnerships are intended to establish dual degrees as from academic year 2021-2022.

The partnerships the STG established with international organisations in 2019 aim at building joint executive education programmes, organising policy dialogues, and creating internship opportunities for STG's master's degree students. New partners include the European Investment Bank, the Andean

EU Cyber Direct

The EU Cyber Direct project supported EU cyber diplomacy efforts and consequently contributed to the development of a secure, stable and rights-based international order in cyberspace through extensive dialogues with strategic partners from Brazil, China, India, Japan, South Korea, the United States, as well as regions of Latin America and the Asia-Pacific. The project brought together governments and non-governmental actors to explore the main issues surrounding international law in cyberspace, norms of responsible state behaviour and Confidence Building Measures. Workshops, conferences and meetings organised in the framework of EU Cyber Direct contributed to a better understanding of EU cyber diplomacy and cyber resilience policies worldwide.

Community and UNCTAD.

In March 2019, the STG together with Central European University in Budapest/Vienna, College of Europe in Bruges, the College of Europe in Natolin, Ecole Nationale d'Administration in Strasbourg, Hertie School in Berlin, Sciences Po in Paris and SDA - Bocconi University in Milan established the European and Transnational Governance Network (ETGN)

The ETGN aims to provide mid-career and senior professionals from public and private policy-making with a unique training opportunity, in order to unlock their knowledge and competences in the area of public policy innovation in relation to European and

Transnational Governance, leveraging the comparative advantages of the academic curricula of the partner institutions, while promoting the internationalisation of executive education.

The ETGN looks at deepening its relationships with national, European and international institutions, in coordination with CIVICA 'The European Universities of Social Sciences', which includes most of partner institutions in the ETGN.

In 2019, the STG took part in a series of international outreach events. In March 2019, the STG was in Brussels at the CEPS Idea Lab in Brussels, to contribute to exchange and innovation regarding the future of Europe. In May 2019, the STG participated in the Shanghai Forum, a major policy dialogue initiative on global governance and Asia, co-hosted by the Fudan University and Korea Foundation for Advanced Studies. In October 2019, through its Policy fellows, the School contributed to the Cortona Policy Dialogues on digital governance, organised by the Italian Foundation Feltrinelli in Tuscany. In 2019, the School started attending study abroad fairs in Brussels and in Tirana, to present its Master in Transnational Governance to students in Europe and in the Western Balkans.

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.

At the end of 2019, the STG embarked on new project related to sharing EU experience on emission trading systems and international carbon markets with selected countries. In 2020, executive trainings on international carbon markets will be carried out in South Africa and India with a view to putting a price on carbon, either through taxes, through cap-and trade systems, or through offsets. Within this project, the wider policy context of the implementation of the countries' nationally determined contributions will be examined with regards to the energy market, encouragement of low-carbon investments and sustainable finance.

In 2019 the STG developed 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.

After a near-unanimous ratification by the Italian parliament of an addendum to the EUI Site Agreement, renovation is under way in Palazzo Buontalenti in the heart of Florence, that will host the STG team and its first cohort of Master students in 2020.

Historical Archives of the European Union

The Mission of the Historical Archives of the European Union is to preserve and make accessible for research the archives deposited by EU institutions according to the thirty-year rule governing access to archival material, collect and preserve private papers of individuals, movements and international organizations involved in European integration, facilitate research on the history of the European Union, promote public interest in European integration and enhance transparency in the functioning of EU Institutions.

In 2019, 378 linear meters of archival material were deposited by EU Institutions, bodies and agencies and from non-EU organisations or individuals at the HAEU, of which 80% (308 linear meters) came from EU institutions and 20% (70 linear meters) from private archives. HAEU archivists treated, processed and published in the archival database a total 60,448 files, 90% of which belong to EU institutional holdings. With the 2019 reception and publication of archival material, the HAEU database now contains 449,965 files in 258 archival fonds, 861 authority files (ISAAR notes) and 686 oral history interviews.

The HAEU activities on common guidelines on archival treatment and description continued in 2019 with focus on providing the EU Agencies network with a forum for discussion, through the coordination of an Agencies working group that prepares agenda items, presentations and guidelines for the regular EU Agencies workshop.

At the same time, HAEU archivists collaborated with the Commission on preparing authority notes for various fonds in the new structure.

A similar project was launched in late 2018 for the Council of the EU and a work plan jointly developed by the HAEU and the Council Archives ServiceWork started on a first pilot project for the fonds CM1 CECA 1952-



Director: Dieter Schlenker

1967, for which a new archival scheme was drafted by the Council and then inserted in the test platform. This work continued in 2019 and the structure for the pilot was completed with the insertion of 4 fonds, 12 sub-fonds, 39 sub-sub-fonds, 125 series, 163 sub-series, 131 sub-sub-series and 1508 files. Moreover, the links to the digitised consultation copies, which are hosted on a web platform of the Council, were added to the online descriptions. Once validated, the structure will be ready for publication in the online database of the HAEU.

Following an EU-wide initiative on implementing enhanced access security measures, the HAEU reviewed and upgraded its security and access control installations in the preservation area and in the reading room.

Digital access to archival holdings

Digital access to the EU institutional archives is a top priority. The digitisation of selected HAEU archival improves preservation conditions of the original paper files and facilitates remote access to digitised consultation copies of paper files. As complementary action to the digitisation activities of EU Institutions, it enables the online consultation of historical archives deposited at the HAEU. Digitisation continued to be operated : 10,645 items were digitised in 2019, uploaded, and made available in the HAEU archival database.

The HAEU web presence, which comprises the archival database on the one hand and the content management system with the news and user information section on the other side, received 297,460 visits in 2019. As in previous years, the majority of visits, 179,839, referred to consultations of the HAEU database with the archival descriptions. Users from 198 countries around the world accessed the HAEU archival platform. The HAEU website, along with the website for the associated Alcide De Gasperi Research Centre on the History of European Integration received a total of 78,810 visits.

Reading room and user services

In response to its mission, the HAEU promotes the consultation of EU institutional archives online and in its reading room at Villa Salviati. The numbers of consultation in the reading room have indeed continued to grow through the past years and reached a new record in 2019 with 9 per cent growth compared to 2018. 1044 research sessions were counted, compared to 974 in 2018. Also the number of new researchers registered in the reading room grew – after a drop of 26% in 2018 – from 114 to 147 in 2019.

Archival and academic cooperation and communication

In order to raise the visibility, consultation and knowledge of the EU institutional archives in Florence amongst the research and archival communities and the general public, the Archives communicates and cooperates with internal and external partners, seeks membership in specialised networks, organises academic conferences, educational workshops and cultural events. Partnerships are sought in particular with EU Institutions, EU Member States' representations, European, national and local associations, universities and research institutes, and finally with schools and other educational institutions. The Open Day of the HAEU has evolved over the past years to become the main public event for the Archives and the European University Institute. The open day is organised to mark Europe Day and is the conclusive day of the EU's State of the Union Conference. In 2019, the Open Day was organised on Saturday 4 May and received 5000 visitors.

The mission of the Archives is to raise scholarly research of the primary sources deposited therein. Through the Alcide De Gasperi Research Centre which was created with the History Department, the HAEU played an active role in the editorial consortium of the multi-annual project on the history of the European Commission 1986-2000, which was finalised in 2019 with the publication of a book. A presentation of the book was organised in June and presided by Commission President Jean-Claude Juncker, and an academic conference followed, again at the European Commission, in October. Prior to these events in Brussels, the HAEU arranged for a workshop to be held on the oral history aspect of the project at the EUI in June.

Another research project of the De Gasperi Centre, on the contribution and impact of the European People's Party Group in the European Parliament on the European integration process, was completed in 2019 and presented to the public during an academic conference at the EUI in November.

Further to these major academic conferences organised at the EUI in 2019, the Archives was involved in hosting the 3rd Annual Graduate Conference on the History of European Integration on 9-10 September at the EUI. The conference was organised in collaboration with the EUI Robert Schuman Centre and the two scholarly networks RICHIE (Réseau International de Jeunes Chercheurs en Histoire de l'Intégration Européenne) and HEIRS (History of European Integration Research Society).

Finally, the network of European Documentation Centres, which is coordinated by the European Commission, held its first ever conference for delegates of all EDCs in Florence thanks to the presence of the Historical Archives of the European Union.

In the school year 2018/19, around 960 pupils from primary, lower and higher secondary schools from the city of Florence and surrounding towns participated in the education programme of the HAEU. The activities focused on the history and institutions of the European Union and current questions related to the elections to the European parliament in May 2019. In addition to the schools from the Florence area, two large groups from other Italian regions and one class from France visited the HAEU and participated in educational activities.

Table 2: HAEU activities	
Activity 1: Site maintenance and preservation	
Total growth in linear meters	378
Activity 2: Reception and processing of EU institutional and private archives	
Accruals of EU-institutional archives (files)	14,098
Processing of EU-institutional archives (files)	53,558
Accruals of private archives (linear meters)	70
Processing of private archives (files)	6163
Activity 3: Digital access to archival holdings (incl. use of EUI ICT infrastructure)	
Number of files digitised	10,645
Number of web site hits	297,46
Number of file downloads	7014
Activity 4: Reading room and user services	
Number of files consulted	7501
Number of research sessions	1044
New users registered	145
Activity 5: Archival and academic cooperation and communication	
Conferences, workshops, events and visits	35
Vibeke Sorensen research grants assigned	9
Visitors, Open Day	5000





Reports by Services

Introduction by Vincenzo Grassi,
Secretary General

Introduction

This Report represents a useful tool for the administration to reaffirm its commitments to implement the guidelines defined by the EUI Governing Bodies, to comprehensively communicate the results achieved; and to rationalise and to harmonise the impressive set of documents produced for institutional stakeholders.

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

In 2019, the High Council (HC) adopted the *EUI Strategy for 2019-2024*, the result of an extended debate launched in 2017 with the establishment of a Strategic Review Committee, chaired by Professor Howard Newby.

In this context, the 2019 Action Plan included an account of the progress made in relation to the principal multiannual objectives, including the administrative review, the School of Transnational Governance, communications, database integration and eLearning, our links with external stakeholders, security and safety, and a revision of the EUI's accounting and report framework). Furthermore, the report includes a section on internal control and risk management.

Some recommendations found in the Strategy have already been implemented, such as the creation of a Strategic Standing Committee, which will act as a preparatory body of the High Council and permanent link between the EUI, member states and EU institutions.



Secretary General:
Vincenzo Grassi

During 2019, the EUI has also faced the Brexit issue, exploring all the legally sound solutions that respect the general framework of EU-UK negotiations, while keeping the closest possible ties with the British partners in scientific and budgetary terms. In the meantime, the EUI membership grew with the accession of the Slovak Republic in December 2019.

Administrative review

Pending the finalisation of the *EUI Strategy for 2019-2024*, the Institute started a comprehensive review of the EUI administrative structure, systems and practices, taking into account some recommendations of the *Newby Report* (inter alia recs. no. 12-17-18). This preliminary work will be adapted to make it consistent with the overall EUI Strategy. In 2019, some key areas were identified:

- Administrative support for research
- Fundraising
- Procurement
- Risk management
- Modernisation of working methods (paperless system, teleworking)

The Institute intends to implement a number of specific measures in early 2020.

School of Transnational Governance (STG)

On the basis of the High Council's guidelines, the EUI proceeded with the financial and administrative preparation for the establishment of the School of Transnational Governance, ensuring the shift from the pilot phase to the full implementation of the project.

After the signature and the ratification of an Additional Protocol to the Headquarters Agreement between Italy and the EUI, the renovation of the new building (Palazzo Buontalenti) to house the School started on time. The first lot of the STG's new seat is scheduled to be ready in September 2020.

The scientific preparation of a Master of Transnational Governance as the flagship programme of the STG has been pursued. The composition of the external advisory board, chaired by Mario Monti, has been enlarged to include outstanding figures with greater diversity in terms gender and scientific and geographical representation.

The procedure for the selection of the new Director of the School was launched at the end of 2019 and the High Council was duly informed about the composition of the Selection Committee as well as the timetable for the selection decision to be adopted at the beginning of 2020.

Communication

In the current competitive international academic environment, communications policy has become crucial for maintaining scientific prestige and recruiting new Ph.D. candidates. Promoting flagship programmes and activities to EU institutions, EUI contracting states, external stakeholders and the academic community not only in Europe but also worldwide remained a key priority in 2019. The EUI has started a strategy for the external communications of the EUI's academic activities, findings, and success stories. The effort will adapt according to the *EUI Strategy 2019-2024* in close collaboration with the academic departments and the Max Weber Programme, the Robert Schuman Centre, the School of Transnational Governance and the administrative services.

In 2019 the Institute concentrated efforts on fostering relations with academia, in particular through the EUI Ph.D. and postdoctoral campaigns; further developing the attractiveness and accessibility of the EUI website and social media through personal websites, blogs and project sites; fostering alumni relations and bringing them closer as a resource for the EUI community; extending public relations from local levels up to European and international levels; improving press and media contacts, particularly in relation to major EUI events such as The State of the Union in Florence and a series of thematic initiatives in Brussels organised together with EU Institutions (particularly the European Parliament on the basis of the new agreement signed in Florence in May 2018); and enhancing the role of the EUI within the CIVICA consortium, financed by the European Commission in the framework of the pilot European universities programme.

In addition to its role in the above external relations, the Communications Service also has supported the EUI community activities and the involvement of researchers in social and cultural initiatives.

Database integration and e-learning

In 2019, the EUI continued working towards its goal of fully integrating databases into a more consistent, effective, secure and meaningful framework. In particular, the Institute concentrated on:

- exploiting the existing functionality of SAP (Financial Area), Dolphin (HR Area), OSIRIS (researcher administration) Microsoft Dynamics 365 Customer Relationship Management/CRM (public relations areas), and other applications, to meet the urgent operational needs of the Institute,

- fully documenting all business processes of the Institute;
- supporting the initial eLearning requirements of the School of Transnational Governance;
- launching a pilot project for a centralised eLearning service to support the pedagogical use of eLearning tools;
- defining the technical specifications for the installation of a CRIS (Current Information Research System), to preserve and exploit data related to the research activity carried out at the EUI, starting from publications and other scientific literature;
- setting up a project to provide support to the academic implementation and coordination of the EUI Learning Management System, and the running of a learning environment for the School of Transnational Governance's educational programme; and
- implementing a pilot Research Information System to define the Institute's requirements and exploit and integrate the existing current research information using new reporting and analysis tools.

Relations with external stakeholders

The EUI is committed to systematically communicating its programmes, activities, research agenda and output to numerous stakeholders. These include EU institutions, EUI contracting states, EU countries that have not yet acceded to the EUI, actors across the academic and scientific communities in Europe and worldwide, NGOs and civil society organisations.

The Institute established a Dean for External Relations, supported by a dedicated officer, to better achieve these goals. During 2019, the Slovak Republic acceded to the EUI while institutional contacts with the Czech Republic, Lithuania, Croatia and Hungary were intensified in order to start accession processes for these countries. The outreach policy has also been pursued by communicating information to specific target groups on items of their interest. The consolidation of the STG increasingly connects the EUI with non-EU countries: these could be interested in associate member status at the EUI.

The EUI furthermore aims to create stable relationships with NGOs or other civil society bodies in order to make information on its programmes more accessible beyond the academic world. The activities of the RSC and the STG have been key in shaping the new policy towards external stakeholders, and the faculty is playing an increased role in this strategy.

Security

Risk management is an essential element of a composite institution like the EUI, which combines aspects of an international organisation with activities typical of an academic institution. As a result, risk assessment at the EUI is a particularly complex exercise: it needs to combine full respect for organisational standards with the expected freedom and spontaneity of research institutions and university life. In terms of risk assessment, the relationship between the likelihood and gravity of impact defines the level of the risk, as well as the need to implement mitigating measures.

Security is one of the Institute's priorities, and the EUI administration has assessed the situation and evaluated whether the current policies are adequate to prevent or respond adequately, or if other measures should be proposed. To this regard, the activities of the Safety & Security Committee established by President's decision no. 24/2017 have included all components of the EUI community in order to produce a consistent overview of safety and security at the Institute.

Foundations of an enhanced security policy have been assessed with special emphasis on the following areas:

- **Benchmarking.** The EUI carried out an overview of access policies implemented by universities and international and European organisations both locally and elsewhere in Europe to assess which measures and practices can be introduced at the Institute. The assessment took into account the special security requirements of the Historical Archives of the European Union, housed at Villa Salviati.
- **Risk assessment for events such as theft, assault or terrorism** based on the access/security policies currently in place, which include security guards, access control system, and CCTV.
- **Identifying and describing alternative policies or infrastructural interventions** that could result in the highest-possible level of security with the lowest impact on the community. In this regard, work was done to improve the control room system, which monitors the EUI premises 24/7.
- **Massive investment in the field of cyber security** to protect the EUI system from the increasing numbers and sophistication of attacks. A service-level agreement was signed and implemented with CERT-EU (DG DIGIT, European Commission) in order to exchange information, best practises and analyses of suspect cases. The EUI also rein-

forced the informal cooperation with Italian competent authorities (*Polizia Postale*). The role of the data security officer within ICT was reinforced.

- Raising awareness through campaigns aimed at reconciling the principle of intellectual freedom with the needs of respecting legal obligations, ensuring the duty of care vis-à-vis the EUI community, guests and visitors and providing soundly organised procedures and behaviours. In the next few years, the EUI should design a security culture fully compatible with a vibrant academic life.

Safety

In 2019 the Safety and Security Committee, together with a specific working group, dedicated substantial efforts to improve the safety conditions for all users on the campus, paying particular attention to the situation of EUI members with disabilities and special needs.

Specific actions in 2019 included:

- Emergency evacuation exercises in every building of the EUI.
- Facilitating the awareness of safety and health concerns during induction, online courses, and awareness campaigns.
- Reorganising the structure of the emergency and medical first aid teams.
- Periodic training sessions for the members of the emergency and medical first aid team.
- An update of the existing DVR (Documents of Risk Ratings) for all EUI buildings.
- Reviews, where necessary, of emergency procedures.
- The location of defibrillators in all campus buildings.
- Systematic assessment of critical areas for EUI members and visitors with special needs.

A senior Health, Safety and Security Officer was recruited in 2019 in order to coordinate all aspects of EUI policy in this field.

Revision of the EUI's accounting and reporting framework

The governing bodies of the European University Institute endorsed the administration's project regarding the adoption of an accrual-based accounting system. The implementation of such a relevant project has been conceived as a two-phase process. 2014 was the first year where the annual accounts were

prepared and presented under an accrual-based reporting framework. In the first phase, some of the components of financial statements were managed directly by the supporting accounting system. In the second phase of the project (2016), the financial statements fully reflected the use of the accounting system regarding the fixed assets.

The accounting framework of the Institute was approved but no concrete calendar or transitional period was formally established for the adoption of the full set of accounting and reporting rules. After two years of full use of the accounting system's functionalities for the preparation of the annual accounts, in 2019 it was considered appropriate and advisable to begin a reassessment exercise of the accounting and reporting framework adopted, with the aim to establish a progressive path and to achieve the highest financial reporting standards.

This appraisal exercise was performed on the basis of the guidance given by an *ad hoc* working group set up by the High Council in its meeting of 7 December 2018.

Risk management

Following steps and initiatives already launched, the EUI administration established in 2019 a formal approach to rank different categories of risks and to identify timely mitigating actions. To this purpose, the SG decision n. 3/2019 of 18 December set up a central risk register. This allows for structured monitoring in order to better tackle the horizontal risks and improve accountability. The most important horizontal risks for the EUI identified at the time are Brexit, cyber-security and the accounting framework.

Vincenzo Grassi
Secretary General of the EUI

Academic Service



Director of Service:
Veerle Deckmyn

Mission

The Academic Service (AS) oversees the recruitment 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.

Even before the formal adoption by the High Council of the *EUI Strategy 2019-2021*, the Academic Service collaborated on priority areas related to the Ph.D. programme with the Dean of Graduate Studies and supported the general objectives identified by the EUI management, more specifically in activities of the School of Transnational Governance and in implementing some of the Newby report recommendations. The Service was involved in the preparation of the 'European Universities' call, and continued to seek alliances with EUI alumni. The courses and workshops offered on academic and professional development were further developed and strengthened in some areas following the feedback of the Doctoral Programme Committee members. Account was taken of best practices in higher education and of the emerging needs and expectations of the international scholarly community. Some changes in human resources took place due to the departure of some staff members. The specific objectives below describe which actions were taken in order to achieve the general objectives.

Realisation of yearly objectives

Ph.D. programme

The Academic Service is deeply involved in ensuring the smooth running and administration of the doctoral programme and in supporting the work of the Dean of Graduate Studies. Members of the AS actively participated in and contributed to many internal discussions aiming at its improvement, es-

pecially within the Doctoral Programme Committee. In 2019 some priority areas were identified (i.e. gender and diversity issues, supervision practices). These have been discussed in various settings and inserted in various teaching and training courses. The quality assurance in various parts of the doctoral programme was monitored and measured and provided very good results.

Academic and Professional Development

Early career researchers need, in addition to writing a good thesis, to be well prepared for entering a competitive labour market, both in and outside academia. The Academic Service consolidated successful courses and workshops, including specific workshops and training sessions offered by the Library. The learning management system Brightspace was used to support the training sessions and closer collaboration was sought with academic and administrative units thus responding to the expectations of the community of scholars (researchers, postdocs, STG fellows). The Institute has taken into account EU recommendations on 'Open Science', the cultural diversity in Europe's research, the teaching and professional environment and best practices in doctoral programmes. A Summer School on Teaching in Higher Education was organised for external participants for the second time at the end of June and was very successful in bringing together Ph.D. candidates from all over the world. The Language Centre reviewed its web-pages in order to increase the visibility of the various services offered to different groups of users (i.e. docs, postdocs and staff) and to make these more user-friendly. Last, the EUI was successful in the 'European Universities' call CIVICA in which the Academic Service will be involved. All objectives have been reached notwithstanding some major changes in the core staff working in this cluster.

Communication strategy

An annual comprehensive communication strategy highlighting the content and specificity of the EUI doctoral and postdoctoral programmes and fellowships was reviewed in collaboration with the Communications Service with the aim to increase the visibility of the EUI programmes in all contracting states. Especially successful were live presentations, webinars, testimonials, videos, and social media activities. Some of these initiatives were carried out in close collaboration with EUI alumni.

Internationalisation and mobility

In 2019 16% of researchers enrolled in the Ph.D. programme and 20% of Max Weber Fellows were from outside of the EU. It is however the institutional aim to further expand its scholarly perspective and research by attracting more non-EU scholars to its programmes and by identifying funding options for these fast growing groups of scholars. To these ends the Institute signed an agreement with Fundacion Carolina to fund Latin American Ph.D.s, and with Uninorte University (Colombia). In addition a number of agreements were renewed with non-EU universities.

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 link was established between the researchers' database Osiris and SAP to monitor closely scholarship payments to researchers and post-doctoral fellows.

EUI Alumni

The Academic Service sought enhanced collaboration with EUI alumni both employed in academia and elsewhere in order to ensure, where possible, teaching placements, internships, and the provision of career advice for researchers. Maintaining contacts with alumni and ensuring a proper division between the Alumni Association and the EUI alumni network has led to a good basis for work to be continued in 2020.

Wellbeing

Various thematic workshops were offered to different user groups (for academics and for administrative staff where feasible) in addition to individual support provided by the psychologists. The organisation of social, cultural and sport activities were maintained as they prove to be an excellent way for EUI members and their families to integrate, meet and relax. The Statute of the Social Welfare Fund, since 2018 managed by the AS in collaboration with the Researcher Reps, was revised. Due to the close collaboration with the EUI accountant outstanding debts were recovered. The policy for the establishment of a maternity grant for Max Weber Fellows was implemented and managed successfully by the Academic Service.

EUI Codex

The AS updated the CODEX, but did not have time to rethink its structure in order to provide a user friendly and interactive working document.

Library



Director of Service:
Josep Torn

Mission

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 broader international approach. The Library of the EUI provides principal resources and services in support of the research and the academic activities of the Institute, and it is committed to opening the scientific outputs of the Institute to the widest research community possible. The EUI Library, like all academic and research libraries

around the world, continues to transform due to the changes in the scientific information framework.

Realisation of yearly objectives

Connecting research outputs and data

The Library of the EUI merged its two scientific repositories: Cadmus, for publications and ResData, for research datasets. This resulted in an improvement not only in terms of user experience, but also in the optimisation of EUI resources. With the merge, installations and administration of the DSpace tools (the technology that run the EUI repositories) is no longer duplicated. Furthermore, the merging of ResData and Cadmus into a single front end (Cadmus), demonstrates the EUI's commitment to treat datasets as scientific assets on par with publications.

The new Cadmus, that includes publications and datasets by EUI authors, grew by more than 1000 final outputs in 2019.

Converging towards the European Open Science Cloud

In 2019 the EUI Library has strengthened its commitment to data-driven research on two fronts, specifically by the addition of more datasets and by the training of early stage researchers in the field of open science. Five new datasets were included in Cadmus in 2019, bringing the total to 23, with all being available in open access. More than 150 users attended Library training sessions related to research data collections and tools in 2019.

Promote the EUI Library as a triple global reference in its area

The EUI Library has increased its presence and interaction, in associations and in forums for intellectual debate, both in the Library and Information Sciences and in European bodies and institutions.

In July 2019 the EUI joined the HuMetricsHSS Initiative, an international partnership to support the development and implementation of new methods for assessing the nature and quality of scholarship in the humanities and social sciences.

The HuMetricsHSS initiative is led by an international group including Columbia University; K|N Consultants; Michigan State University; the Social Science Research Council; the University of Maryland; and the European University Institute.

Completing new features of the institutional repository

The Library developed its basic repository technology with the installation of the following new modules for Cadmus.

- Installation and configuration of HTTPS modules and certificates to increase security when consulting the server and to ensure secure access to integrated external services (ORCID, CPR, OAI-PMH).
- Update Oracle client used for the connectivity between front-end and back-end adding real time connections overload analysis
- Installation and configuration of the 'Deep Security' environment necessary for the security analysis of the Linux server used for the front-end
- Performing penetration tests for intrusion detection
- Change the front-end access rules (EUI routing Akela-Cadmus) to allow multiple simultaneous connections, from 60 to 200
- Changing the memory usage parameters of the Java environment to improve the discovery query system performance
- Reconfiguring Tomcat (web server) parameters to exclude numerous harvesting from crawlers and bots

These extensions permit new collections of academic outputs produced by research and teaching activities. The new environments are compliant with the Open Access movement principles, as well as with the international commitments of the EUI.

The EUI will incorporate qualitative information regarding the EUI faculty in Wikipedia

The Library launched this innovative project in order to increase the presence of the EUI scholars in Wikipedia and the connection of these entries with their ORCID numbers. An important number of entries in Wikipedia of professors of the Political Science and Sociology, History and Civilisation, and Law Departments of the EUI were created from scratch. A similar number of ORCID numbers were created by the professors and connected with their Wikipedia entries by the Library's team.

Reallocation of the collection

The Library has reallocated 1,300 linear meters of our collections to book-on-shelf storage or deep storage. Thanks to the collaboration between teams from the Library and REFS, 32,500 volumes of documents mainly available also in electronic format were distributed amongst the storage solutions provided by REFS.

Most of these collections are still available in the OPAC and can be provided on demand within 24 hours of the request.

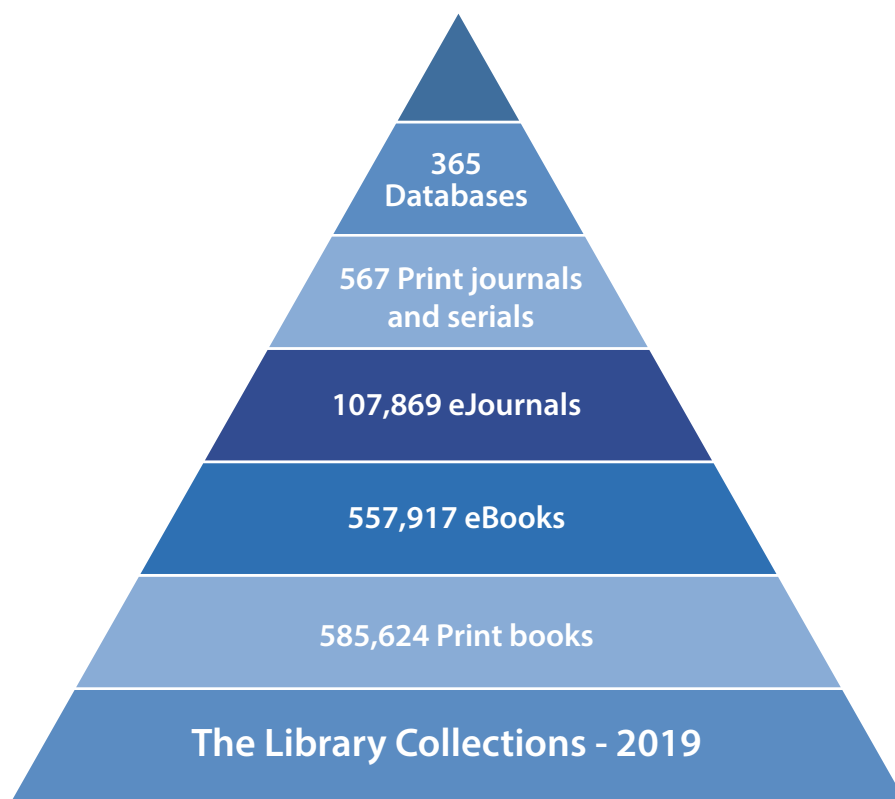
Digitalisation of local collections

The Library has continued with its strategy of digitising niche collections. In 2019 we concentrated our effort on the digitisation of material produced at the EUI that was exclusively on paper. During this year the Library has digitised and made available 1,702 working and policy papers by EUI authors, dating from 1981 - 2003.

Hosting prestigious international conferences

In 2019 the Library hosted two important events in the field of academic and research libraries. The first, the Fiesole Retreat Conferences, took place in April and comprised a series of important discussions about the future of libraries, publishing, collections, and scholarship. Member of the Library played different roles in the organisational and scientific committees. One hundred delegates from Europe, North-America, Asia and Africa attended the meeting. The presentations may be consulted [here](#).

The Qualitative and Quantitative Methods in Libraries International Conference took place in May 2019. 250 delegates from 62 countries from the five continents followed the programme and discussed the theory and practice of QQM in libraries, museums and archives. Lotta Svantesson and Pep Torn (EUI Library), in coordination with colleagues of the Southern Denmark University Library, gave a workshop about strategy entitled 'Library Strategies: Evidence for Going Forward?' Read the abstracts of the presentations [here](#).



Budget And Financial Affairs



Director of Service:
Roberto Nocentini

Mission

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

The Accounting Unit ensures the applicability of the Institute's annual accounts, manages the treasury and gives support to the Supervisory Board of the Pension Reserve Fund.

Realisation of yearly objectives

Financial Operations Unit

Support to the School of Transnational Governance

The Service supported the top management in its funding negotiations with the European Commission, 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: High Council Financial Working Group

The Unit supported the High Council Financial Working Group, for instance, by assisting it in the preparation of a financial roadmap which aimed at better integration of the External Auditors' recommendations in the EUI future plans.

Link with the EUI stakeholders

In collaboration with the web unit of the Communications Service and the Office of the Secretary General, the Service worked on defining the visual and content-related requirements for a new online platform to improve file sharing between the EUI and the High Council and the Budget Committee which was launched in autumn 2019.

Brexit

The Unit was involved in the preparation of different financial scenarios connected to the EUI's Brexit which were presented first to the Budget Committee and then to the High Council.

Risk assessment and internal control standards

The Service took part in the Institute's risk assessment exercise which prior to that had been further formalised by the EUI administration and participated in the internal control standards exercise as well.

Paperless financial workflow: first phase

In collaboration with the ICT Service, the BFA Service worked on the development of an IT tool which would move the Service toward a paperless circuit.

Cyber security

Following several phishing and hacking attacks, the BFA Director has in his capacity of the EUI Coordinator for Administrative Affairs met with the ICT Security Officer to identify next steps to be taken. After major investments in this area were decided by the President, the Service followed with related procedures.

Management of the in-house travel agency

The BFA continued to work closely with the in-house travel agency to ensure the quality of the service they provide. This has resulted in the update of the EUI travel policies.

Reorganisation of the Financial Operations Unit's workflow

In order to complete the training in each operative area and to improve the interaction between the staff, a partial rotation of tasks as well as a physical rotation of some of the BFA staff took place.

Support of fundraising activities

The fundraising sector actively supported the Dean of Research, the new fundraising administrator and the outreach officer in reviewing and revising the existing EUI fundraising strategy.

Integration of the financial area - training

BFA staff addressed the need to better define an integrated workflow for the Services involved in the management of specific files, such as grants, rents, staff expenditure, etc. This has improved the cooperation and interaction between administrative services.

Implementation of new fiscal policies

The Service implemented the management's decision aimed at redefining the collaboration with the various local fiscal authorities. The work was organised in a way to guarantee full collaboration of the EUI with the authorities involved.

Accounting Unit



Chief Accountant:
Julia Serrano

Ensure the keeping and presentation of the annual accounts in accordance with the applicable accounting and financial reporting framework

One of the main objectives of 2019 was to continue to develop actions geared to the analysis of set applicable international accounting rules. This objective of analyzing to what extent the international accounting rules are applicable to the EUI is an ongoing objective of the multiannual framework.

Due to the observation of the external auditors regarding accounting rule 11 (financial instruments) applicable to the Pension Reserve Fund's investment, and following the decision of the High Council Financial Working Group, priority was given to the application of the rule, as far as technically possible, to the 2018 annual accounts.

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. At this level, in October 2019, the Accounting Officers Working Group had its first meeting in Florence.

Continuous effort was made to increase and consolidate the knowledge in accrual accounting of Accounting Unit staff, through their systematic and

progressive involvement in the preparation of the annual accounts and by increasing their autonomy and responsibility in the extraction and validation of financial data.

Ensure the treasury management of the Institute

The support to the treasury management of the Institute covers many areas, which include: 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. In addition to this, the Accounting Unit is responsible for 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 2019.

Support the management of the Pension Reserve Fund

In 2019, the actions involved the supervision of the activity of the external managers for the assets portfolio, and of the external financial adviser for issues related to the Pension Reserve Fund's investments. The preparation of the annual Supervisory Board meeting took place without incident. The Board accepted the management proposal, which will be developed during 2020, to improve the reporting structure regarding the Pension Reserve Fund.

Design and implementation of operational and control procedures

During 2019, the mapping of processes designed to ensure a proper level of implementation of operational and control procedures aiming to guarantee the safeguard of the EUI's assets and the quality of financial reporting to internal and external stakeholders continued. Within the multiannual objective of database integration, and in collaboration with other services, actions were taken to improve the workflow and communication regarding the financial management of the researchers' accommodations with the testing and use of the SMART system. The operational objective of establishing guidelines for the Institute's assets management and control was suspended due to the workload that the 2018 external audit generated in the accounting area. Following the external auditors' recommendation, special focus was given in the last quarter of the year to risk management.

Communication Service



Director of Service:
Marco Incerti

Mission

On the basis of the *EUI Strategy for 2019-2024*, 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, postdoctoral fellows, policy fellows, and administrative staff. 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.

Realisation of yearly objectives

In spite of its ongoing staffing problems, in 2019 the Communication Service managed to meet the objectives that it had set itself at the beginning of the year, and actually exceeded them. Many of the achievements of the service were attained through a collaborative approach aimed at making the most of available resources and ensuring greater consistency in the outreach of the Institute.

Indeed, the CS continued to work in close cooperation with other administrative services such as the Academic Service and REFS, with several academic units – in particular the School of Transnational Governance (STG) – as well as with individual members of staff such as the EUI Fundraising Officer.

The service supported the work of the STG in a number of areas. These included arranging promotional campaigns for the recruitment of students for the Master Degree in Transnational Governance that will be launched in September 2020; developing a dedicated section of the website for the

Master programme complete with a FAQ section and an online registration process; and supporting the organisation of high-profile events such as the High Level Policy Dialogue with European Commission First Vice President Frans Timmermans and Belgian Foreign Minister Didier Reynders, and the Inaugural Giorgio La Pira Lecture with H.E. Ellen Sirleaf, former President of Liberia and Nobel Prize Laureate.

During the second part of the year in particular, the cooperation with the STG became even closer, with the recruitment to the Service of a Communication Specialist that devotes (at least) half of his time to working for the STG, and supervises a more junior officer who is also based at – and relies on the expertise and support of – the Communication Service.

In terms of the collaboration with the academic departments, throughout the year the Director of Service continued his rotating weekly presence at their premises, with a view to enhancing the flow of information and encouraging a proactive mind-set among the faculty when it comes to communication of research activities. For the same purpose, the efforts to raise awareness among the academic coordinators of the departments have also been stepped up. The coordinators have been invited to act as communication liaison persons for their respective units, collecting and transmitting information that deserves wider visibility on the EUI's website and social media channels.

With regard to channels, in line with the objective to increase the visibility of the research carried out at the EUI, the Communication Service successfully launched *EUIdeas* a new corporate blog that acts as a repository of policy-relevant contributions from across the Institute and has the ambition to become a point of reference in the field of the social sciences. Launching the blog had been identified as the flagship project in the Action Plan for 2019. Cooperation with the Academic Service concerned in particular the promotional activities for the doctoral programme, usually referred to as the Ph.D. Campaign. In 2019 more resources were devoted to the digital marketing of the programme, with adaptive paid-for advertisement campaigns on different social media that were adjusted depending on the impact of the messages. The campaign was also improved through the in-house production of a [promotional video](#), the first of its kind for the EUI, highlighting the benefits of doing a Ph.D. at the Institute, including extra-curricular activities and social life at the Institute. The video has already been watched by 40,000 viewers. The redoubled efforts paid off, as the campaign led to

a reverting of the trend of previous years, with a higher number of applications, especially from member states that had been specifically targeted due to a decline in the number of candidates originating from them.

As in previous years, the collaborative approach extended to researchers too. Throughout 2019 the Service has had close interaction with, and supported the activities of, various organised groups of researchers, namely the Thoughts for Europe, Engaged Academics, and the newly established group behind the creation of a web-based radio station for the campus: Radio Cavolo. The CS provided extensive support to this project, assisting the team in all the necessary legal, administrative, and financial steps.

Last but not least, the Communication Service continued to cooperate on behalf of the EUI with third parties, both local – such as the Fondazione CR Firenze, Florence City Council, and Fiesole City Council – and at the European level, in particular with the European Parliament for the implementation of certain aspects of the memorandum of understanding between the two institutions.

But the Service also had notable achievements in more technical domains, as for example the process of development of the Institute's Contact Relationship Management software (database). The work that had started in 2018 was completed in 2019 through the addition of the possibility of sending mass mailings and tracking their impact through various indicators, a step forward of extreme importance in the continued effort to reach out effectively to contacts worldwide. In particular, this was the necessary precondition to allow the sending out of a newsletter to thousands of recipients in the academic and policy world, which will be launched at the beginning of 2020.

In the digital domain, in addition to the above-mentioned development of a new section of the STG website, the Communication Service was also asked to develop a more-modern, safer, and user-friendly platform for the documents to be shared among the members of the EUI High Council and its Budget Committee. The platform was delivered within a very short time frame, and has been widely acclaimed by the members of the High Council to whom it was presented in December. Relevant EUI staff (BFA, Office of the Secretary General) has also been trained on how to update the platform, in order to make it possible for them to operate it without intermediaries (thus enhancing confidentiality).

The Service organised a very successful edition of [The State of the Union](#) conference, which this year was crowned by a debate among the candidates to the post of President of the European Commission. This represented a notable feat, since for political reasons the number of actual debates featuring candidates from the main European political families was very limited compared to 2014. As a matter of fact, the EUI debate was the only one together with the European Parliament one to have all the senior representatives of the main political families represented. It was broadcasted live by the *Financial Times* (the first time the FT ever broadcasted content not produced by them) reaching hundreds of thousands of viewers. As usual, the event was extensively covered by dozens of media worldwide.

In the list of significant activities of the Communication Service one more event is worth mentioning. Indeed, in line with the EUI's objective to raise its visibility across Europe, a high-level debate was organised at the end of November in Frankfurt, at the headquarters of the European Central Bank. This exclusive gathering took place in the Executive Room of the ECB, usually reserved for the meetings of the Governing Board of the bank, and was addressed by the ECB's Vice-President Luis de Guindos. Just as importantly, it was attended by a distinguished audience of ECB officials and EUI alumni, among them the Director General Secretariat and Secretary to the ECB decision-making bodies, the Directors General of the Legal Service and Communication Service, and the Adviser to President Lagarde.

Human Resources Service



Director of Service:
Jette Holding Pedersen

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. This includes a broad set of duties in recruiting, administering, training and advising EUI staff. HRS is involved in developing policies and procedures, supporting

performance management, and maintaining productive staff relations.

The focus areas of HRS in 2019 were twofold: as administration supporter linking directly to the seven strategic objectives of the Action Plan of the EUI services, and as Strategic Advisor using the HR expertise to address organisational challenges.

Realisation of Yearly Objectives

HRS had an ambitious action plan for 2019 combined with the usual importance of maintaining business continuity in administrating and monitoring all employment contracts and their linked salaries, allowances and rights. The HRS administered 590 staff members in eight staff categories each with their own rules and terms of employment. This includes 98 retired staff. HRS also issued 44 traineeship agreements in 2019.

HRS as administration supporter

HRS took several initiatives to support the EUI administrative review by finalising the first sets of process maps, describing more than twenty HR processes using schemes, descriptions and actors. HRS also launched several working groups, one of which made recommendations for a roadmap to implement a reward system for the administrative staff at the EUI. Another group was set up to identify areas of improvement in the current legal framework for part-time professors. A third working group dealt with the appraisal and promotion exercises of administrative staff resulting in the

implementation of six recommendations, while a fourth group looked into the careers and job descriptions of staff members.

In 2019, HRS organised 20 competitions resulting in the recruitment of 20 new staff members. In an effort to increase the visibility of the EUI as an attractive employer, HRS represented the EUI at two job fairs and succeeded in increasing in only one year the EUI LinkedIn with 40% followers. 2019 further saw the launch of a new adjustment exercise looking to adjust the grades of internal staff members through internal competitions; the first such adjustment was successful and provided important lessons for future similar exercises.

The service continued to develop online IT tools, especially the human resource management system (HRMS) with the important deliverable being an automated tool for the Salary Monthly Report. The HRMS reporting also improved for all stakeholders, such as the annual reports to the Accounting Unit. HRS also analysed and is developing an IT tool for the pensions calculations.

HRS examined the current processes on the management of academic staff, which will result in a substantial simplification, also enhancing transparency and clarity on employment contracts.

HRS enlarged the training programme to administrative staff considerably offering additional courses in soft skills and ethical guidelines. A new internal trainers programme resulted in 13 colleagues instructed as internal trainers who organised eight well-attended courses.

HRS as strategic advisor

With the responsibility mapping finalised in 2018, HRS developed the second element on competencies needed for each job description. These were determined in a full participatory way in that the required competencies at an overall EUI level were selected through an EUI-wide survey. Thereafter, HRS organised 18 workshops, one with each Service and Department to establish the competencies needed for each unit. With the identification of each individual role being launched, HRS has the finalisation of the job descriptions as a key objective for 2020.

Also in the academic field, the EUI is striving to increase its attractiveness as an employer; hence, the HRS prepared a new draft decision on the possibility of extending the professors' contracts beyond the eight-year limit, which was

ultimately approved by the High Council. The High Council also approved a new decision on education allowances.

In conclusion, 2019 being only the fourth year of the existence of the EUI Human Resources Service, the team managed to launch several new initiatives while still providing the core service of a personnel administration. There is still a considerable way to go before HRS does become a fully-fledged HR Service, but important progress is being made each year towards this goal.

Table 3: EUI Administrative and Teaching Staff, 2019

ADMINISTRATIVE STAFF	
Permanent Staff	88
Temporary Staff	72
Temporary Staff-Language Assistance	4
Contract Staff	49
Contract Staff for Auxiliary Tasks	24
Total Administrative Staff	237
TEACHING STAFF	
President and Secretary General	2
Professors: Full-time	50
Programme Director	1
Professors: Part-time	66
Research Staff (including Marie Curie R.S.)	136
Marie Curie Research Staff	6
Total Teaching Staff	255
OTHER	
Trainees	32
TOTAL EUI STAFF (excluding pensions)	524

Internal Audit Office



**Director ad interim
of Service:**
Antoaneta Tasheva

Mission

The mission of the Internal Audit Office (IAO) is to add value and improve EUI's operations by providing risk-based and objective assurance, competent advice and insight. The IAO helps the Institute to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. In addition to the assurance, when performing consulting services, the IAO maintains its objectivity and does not assume

management responsibility.

Realisation of yearly objectives

The year was characterised by an increased attention to the EUI Strategic Review direction toward the establishment of a Strategic Plan every five years, starting in 2019. Important EUI priorities such as Key Performance Indicators (KPIs), human and financial resources or quality and risk management fall into the expertise areas of the IAO, therefore, the Office demonstrated strong willingness to support and facilitate the respective engagements.

Given the Institute's motivation to improve accountability, transparency and trust, internal auditing within the EUI affirms the Office's organisational role and contribution as a trusted advisor and catalyst for continuous improvement. Some of the relevant achievements are listed below.

Analysis of needed changes of the EUI Internal Control System

IAO performed a comparison between the 1992 and the 2013 COSO Internal Control System (ICS) Frameworks. EUI applies the former through the President's Decision 43/2015. However, the extent of improvements suggested by the new framework were not considered critical enough to urge the respective alignment of EUI's current ICS. EUI keeps applying the older version since there is an ongoing effort to build up and streamline the activity initiated in 2015, taking advantage of the momentum, in other words, while benefitting from its stability and continuity.

Consulting and assurance audit engagements in accordance with the Office's work programme

The original working program has been, in general, delivered as scheduled. A slight alteration of the 2019 program took place concerning the carried out by IAO Selection and Recruitment Process Review. The latter included considerations of policies, procedures, and internal guidelines. With regard to the adequacy of internal controls, IAO determined that the Human Resources Service arrangement appeared to be aligned with the regulatory requirements. Moreover, specific implementing rules and procedures were in the process of being finalised, for which IAO provided some relevant points for consideration. Due to the on-going and positive reforms in the recruitment area, IAO delivered a mid-term report and decided to postpone the substantive testing of internal controls to a later stage, when enough data would be available to analyse the implemented changes.

Committees and boards

The Internal Audit Office was asked by the Secretary General to review the information available concerning EUI committees and boards. Subsequently, the IAO produced a report at the beginning of 2019 analysing the current situation. This resulted in an update of the status mode of each such body, together with several recommendations concerning their management.

Monitoring of the internal control system (ICS)

2019 also saw an in-depth reflection of EUI management on the existing arrangements of internal controls. The Institute followed the roadmap prepared by the High Council Financial Working Group in December 2019, and took immediate actions intended to increase the accountability and effectiveness of the control system. Some of the initiatives included formalisation of the sub-delegations related to the Heads of Academic Units, staff training in ethical codes of conduct, a draft decision on asset management and control, and more. A critical development was noted in the area of risk management. Through a Decision of the Secretary General, the EUI adopted a central risk register tool for monitoring and prioritising enterprise risks with mandatory periodic review twice a year (July/December). Along with this initiative, the Chief Risk Officer implemented an ongoing discussion of critical risks and mitigating action plans during the management team

meetings. Furthermore, the Directors of Services were requested to include a dedicated section with risk evaluation at the formulation of their annual objectives.

Procurement advisory and certificates for externally funded projects

Over 2019, in accordance with Articles 15 and 37 as well as the Annex II to President's Decision 19/2018, establishing the EUI Public Procurement and Concessions Regulation (PPCR), the procurement responsible/authorising officers have requested the Internal Auditor to express formal advices on the compliance of the procedures followed by the Services. As part of the before mentioned advisory services, ten (10) opinions have been issued, either prior to the calls being launched or prior to the awarding of contracts, regarding six (6) open calls for tenders.

Since the revision of the Institute's Public Procurement Regulatory Framework in 2015, IAO has been providing the independent advisory opinions on matters of procedural compliance. In an overview of that five-year period and accomplishments, IAO set up performance indicators depicting the number of non-compliances over the total of opinions observed and discussed. The results show steadily increased maturity of the Services involved in running procurement procedures compliant with the public procurement principles and rules. This indicator also reflects a continuous improvement in the self-assessment capabilities of the responsible officers and process owners.

Additionally, in 2019, the IAO prepared 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 € 1,204,174.

Contacts with external auditors

During 2019, the IAO continued to coordinate and support the visits of the External Auditors toward the preparation of their reports. In addition, the 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.

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

In 2019, the cases handled by the OFI were handled with the prompt support of the IAO. The Internal Auditor also has been actively involved in the application of the EUI Data Protection Policy, in light of the EU data protection regulations. Details for all key activities performed by IAO in 2019 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.

ITC Service



Director of Service:
David Scott

Mission

The EUI Information and Communication Technology (ICT) Service provides the enabling ICT infrastructure and services to facilitate and support 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 en-

gaging with information and data. It aims to enable knowledge exchange in a global digital environment, to enable local / decentralised applications to be integrated in our information architecture, and to provide digital access and expertise.

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

Overview

Funding constraints continued to create challenges in maintaining existing service levels.

In support of the Institute's Strategic Plan we addressed specifically the integration of the Institute's key business processes, procedures and data. We involved all administrative services, with the chief aim of achieving procedural efficiency, effectiveness and simplicity. In addition, we improved the relevancy and timeliness of management reporting, and, above all, we sought to make our administrative processes more user-focused and user-friendly. In 2019, we focused on the operation of the Brightspace learning management system, and a new event registration and publication system. In the area of cyber security, we invested in additional measures to increase our effectiveness in meeting the ever-increasing sophistication and proliferation of security threats.

However, while we were able to complete the planning and design for the ICT Strategic Plan we were unable to finalise it due to a number of key developments in the overall operational horizon, namely, Brexit preparation and a refocus on exploiting immediate operation efficiencies, the need to address environmental concerns, the prioritisation of cyber security, and the urgent need to identify cost savings.

We did make significant progress in reorganising several of the Institute's business processes and in documenting many of the Institute's business procedures which we fully expect to complete during 2020.

Realisation of yearly objectives

The ICT Service concentrated its efforts on exploiting existing systems, technologies and infrastructure. Using scarce resources, we have achieved considerable success in integrating systems and databases, developing new systems, services and functions, and improving reporting and monitoring functions. In addition, our data and cyber security has been greatly improved at the database, systems and infrastructure levels.

The ICT Service has been able to attend to our users' needs in a satisfactory way and we have replaced aging desktop technologies including PCs, phones, mobiles, etc. when required. Any building developments or campus relocations of department/schools/administrative units have been addressed efficiently and smoothly.

In particular our key activities during 2019 include database integration, the enhancement and development of business applications, support for a learning management system and a common research information system, paperless office, ICT security and cyber security, printing services and user support.

Database integration

This multiannual project was completed during 2019.

Enhance and develop existing business applications

In 2019 we continued to exploit, develop and deploy the existing functionality of SAP (Financial Area), Dolphin (HR Area), OSIRIS (researcher administration), Microsoft Dynamics 365 CRM (Public relations areas), and other applications to meet the urgent operational needs of the Institute. We

also integrated the new Learning Management System (Brightspace) into the existing Institute business applications architecture.

Document the business processes of the Institute

During 2019 we commenced to document all business processes of the Institute. This has been almost completed for the ICT Service and Budget, Finance and Accounting (BFA). Human Resources (HR) has made good progress. Introductions have been made for the Library and Real Estate and Facilities Services (REFS).

Support Learning Management System (LMS)

The Learning Management System has been further implemented for the School of Transnational Governance with all of their first year courses now available. The Robert Schuman Centre also relies heavily on the system for collaborative engagements. The SPS department has run their first seminars with support of the LMS and the ECO department plans to move from their current Moodle platform to Brightspace in the next academic year. The Language Centre has commenced its use for language teaching.

Common Research Information System (CRIS)

During 2019 together with the Library we researched a number of options pertaining to research information systems and functionality. A preferred approach was chosen and will ultimately be implemented by the Library.

Administrative efficiencies

The review of the Institute's business processes, procedures and data is an ongoing and multiannual initiative involving all the administrative services. Its purpose is to achieve efficiency, effectiveness and procedural simplicity, to produce relevant and timely management reporting, and, above all, to make our administration and its interaction with the whole community more user-focused and friendly. During 2019 a number of key processes were reengineered.

- Grants calculations and payments
- Debit notes
- Housing contract and services management

ICT Security and Cyber Security

The confidentiality, integrity and availability of information, in all its forms, are critical to the on-going functioning and good governance of the EUI. Failure to adequately secure information may result in financial and reputational loss.

The goal in 2019 was to ensure as far as is possible the confidentiality, integrity and availability of EUI data. All objectives were reached. This will remain a priority.

Printing services

September 2019 marked the end of the third year of the printing services contract. Only 2.5% of users out of 4,000 needed more than the standard set amount of yearly print quota defined by the Printing Policy. However, said users alone consumed 1/6 of the entire yearly tendered pages (4,400,000).

User service

During the 2018/2019 academic year, the ICT Service launched a survey to gain a comprehensive evaluation of the services and resources it had supplied to the academic and administrative members of the EUI. The satisfaction rating was 87.5%.

The total number of calls received by the helpdesk in 2019 which were ICT-related was 4368.

Incident downtimes are interruptions in service due to system malfunctions. They are expressed as percentages between the number of downtime hours and the number of hours in a year. This includes overnight hours, holidays and weekends. The internet was available 99.93% and the local area network was available 99.97% during 2019.

Real Estate and Facilities Service



Director of Service:
Kathinka España

Mission

The mission of the Real Estate and Facilities Service (REFS) is to offer an optimal work and living environment to our community of users and visitors. The Service manages in a comprehensive and articulated way the overall infrastructure and facilities of the entire EUI campus, with continuous development and planning for sustainable growth.

Realisation of yearly objectives

Beyond providing the usual day-to-day services mentioned above, the general objectives for the Service in 2019 were identified in specific and operational aspects of the following areas of competence: safety and security; buildings and space management; user support; environmental policy; and procurement management.

Safety and Security

Safety

Over the course of 2019 the Service faced an important turnover in some key roles, with the recruitment of a new Health, Safety and Security Officer (HSSO) and the appointment of a new Security Supervisor. The Service took this opportunity to effect an internal reorganisation and subsequent redistribution of tasks, resulting in a more structured approach to both safety and security issues. Safety in particular was tackled in accordance with the Italian legal framework of Occupational Health and Safety (Dlgs 81/08) with the implementation of specific measures addressed to documentary compliance (e.g. DUVRI, CPI) and individual safety (evacuation plans, revision of alarm systems, evacuation drills). The online health and safety training reached 60% of the EUI population, a slight increase that is however not yet sufficient (the ultimate objective is to reach at least 70%). Finally, upon request of the disability working group, a gap analysis was performed across the EUI Campus to assess the structural compliance with the relevant legislation as well as the psychological perception of EUI inclusivity.

Security

Following the decision approved by the Safety and Security Committee at the end of 2018, the EUI deployed, analysed and followed-up the pilot project on access control systems at Villa Schifanoia starting 4 February 2019. The project was constantly monitored by REFS staff members and by the HSSO, in order to promptly respond to possible disruptions to the people using those facilities. The general users' feedback and the analysis of logistic, technical and practical aspects demonstrated that the system functioned without generating disruptions to the institutional activities of the Robert Schuman Centre, which has its seat there. In addition to that, no security incidents were recorded after the implementation of the project.

The EUI physical security policy, still in draft version, is structured as a comprehensive document on main security strategy and objectives. At the end of 2019, the HSSO and the DSO decided to work together to propose a single security policy encompassing both physical security and IT security.

The work on defining a business continuity manual and related procedure was postponed to 2020. The first step will be the identification of services/facilities to be included in a business continuity process, followed by the drafting of a crisis management plan to handle unforeseen events and emergencies at all levels.

Buildings

Seat for the STG

Extraordinary maintenance work for Lot 0 started in late June 2019. While this was meant to last 12 months, unexpected technical events have pushed the completion date to end of July 2020. As entailed by the Headquarter agreement, the Italian Government is responsible for providing furnishings, audio-visual and IT equipment for Palazzo Buontalenti.

Over the course of 2019 REFS held regular monthly meetings with the Agenzia del Demanio to monitor the working site and to closely follow the evolution of planned actions, which, for the time being confirm the established timeline.

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

In 2019 REFS finalised and launched its initiative to integrate user support services through a shared platform based on the new helpdesk tool and with the rationalisation of human resources to create an all-inclusive single point of contact (SPOC) information and service desk for the entire EUI community. The project was given a preliminary name (Life@EUI and in Florence) and kicked off after the approval of the President and the Secretary General. The initiative first was presented to the EUI Management Team in November, and then to all academic and administrative coordinators.

The newly created unit will represent a big step forward in the process of rationalisation of resources (as foreseen by the EUI strategic objectives and general objectives of the EUI administration) and the enhancement of an EUI-branded service level standard across the campus, by contributing to improve the living experience of EUI members at all levels.

Helpdesk and other IT tools

Over the course of 2019 the Helpdesk software Xperience, in cooperation with the ICT service, was developed with additional functionalities to comply with the requirements foreseen by the REFS tender for the provision of maintenance services. The Xperience tool was also customised so as to implement a related technical asset management system, whose database will be populated by the contracting maintenance company.

The new portal and tool for events booking was customised and configured over the first semester of 2019 and was officially made available to users on 5 December, preceded by training sessions led by ICT colleagues.

User satisfaction and quality management

In November 2019 the REFS launched its annual users' satisfaction survey, which assessed an overall satisfaction index amounting to 86% of respondents.

In accordance with the idea that the adoption of a Quality Management System (QMS) is a strategic decision for an organisation to help improve its overall performance and provide a sound basis for sustainable development initiatives, and in compliance with the EUI strategic objective of enhancing the two key management processes of risk management and quality assurance, in 2019 the REFS kicked off the project to implement, maintain active and continuously improve a Quality Management System based on UNI EN ISO 9001:2015 standards (to be completed in 2021). Consultants were selected via a negotiated procedure and activities will be deployed starting 2020.

Environmental Policy

Energy savings and sustainability

The 2019 EUI overall carbon footprint as regards CO₂ emissions resulting from energy consumption showed a reduction compared with 2017 numbers.

This calculation confirms the effectiveness of some of the measures already in place to limit the Institute's environmental impact. Furthermore, several provisions for the improvement of waste management, reduction of plastic consumption, sustainable cleaning and green mobility were also implemented over the course of 2019. However, a structured environmental policy, subject to the subscription under an audit scheme (ISO 14001 certification or EMAS) is envisaged to raise the bar and achieve more ambitious and important targets. To that end, the EUI created a permanent committee on environmental management with the explicit mandate of assessing the environmental performance of the EUI, setting objectives and monitoring results.

Procurement management

In 2019 the REFS successfully launched and awarded all scheduled tenders and negotiated procedures.



Selected Figures 2019

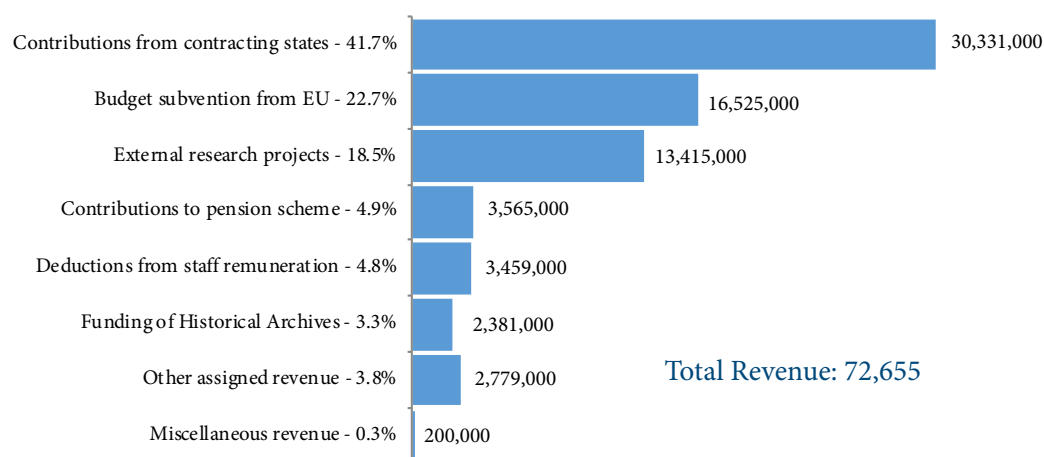
EUI Budget 2019

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 2019 increase is linked to the creation of the EUI School of Transnational Governance.

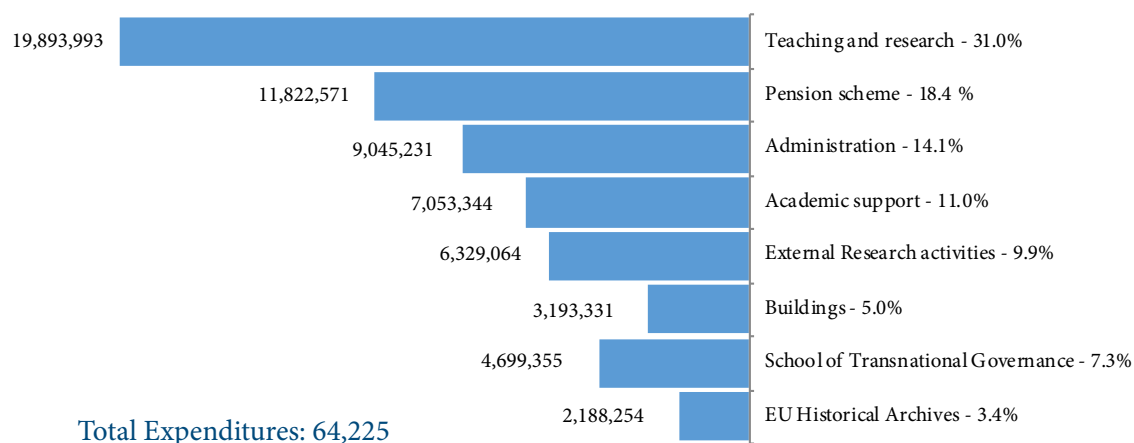
Figure 22

**The Funding of the Institute
Revenue and Expenditure for the 2019 Financial Year
(in thousands of euros)**

Where the money comes from...



... and how it is used.



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

Figure 23

Breakdown of the Usage of Appropriations by Sector for the 2019 Financial Year and Those Carried over from the Previous Year

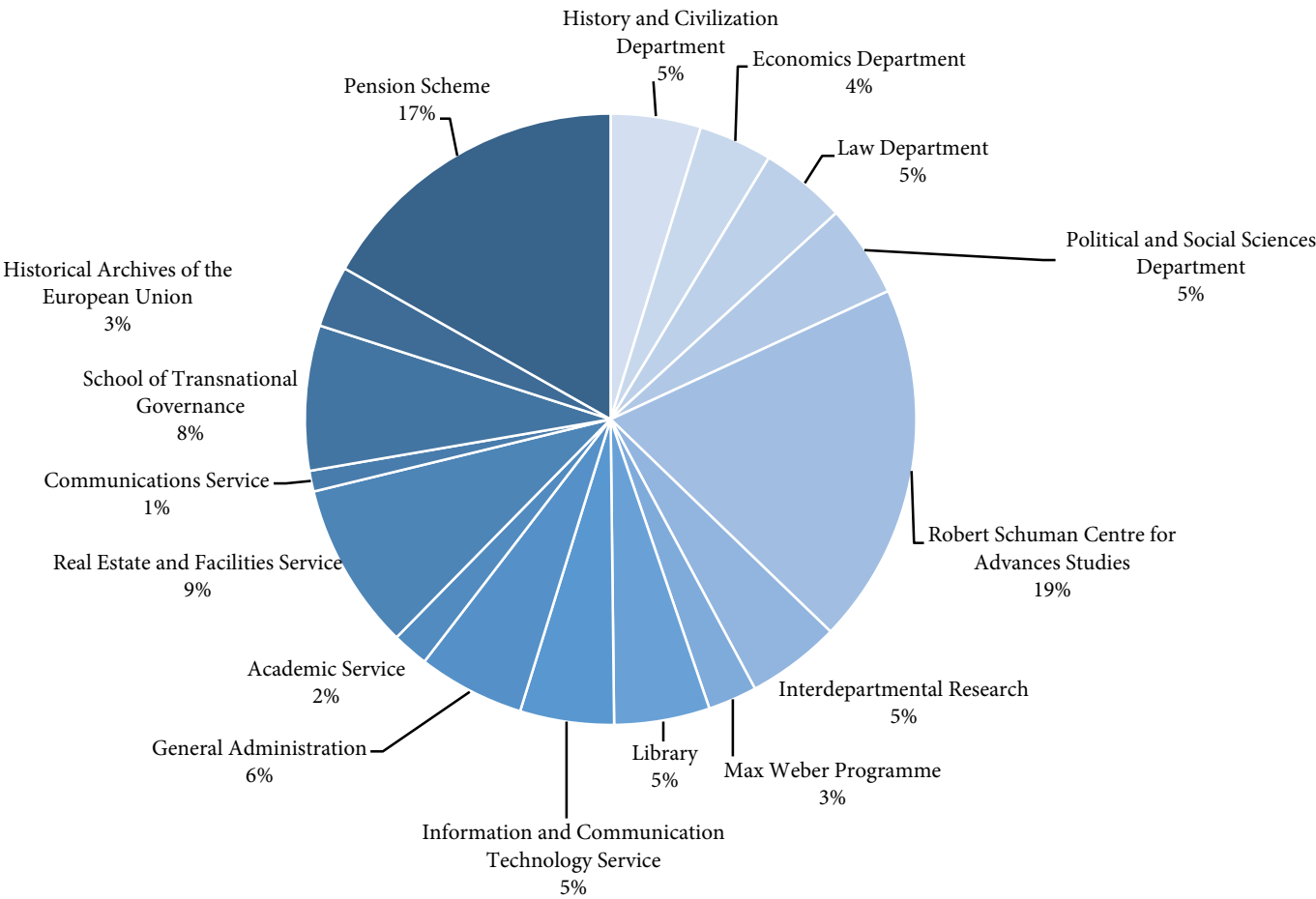
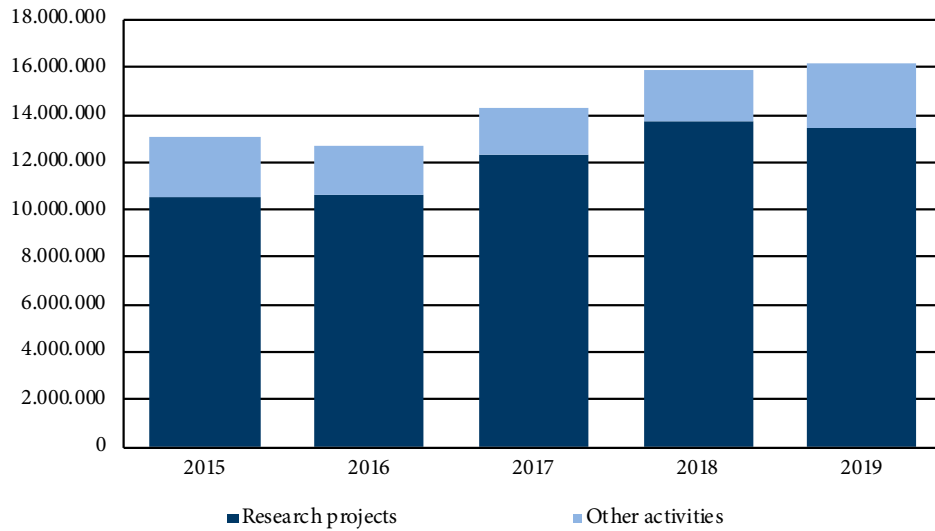


Figure 24

External Resources 2015 - 2019



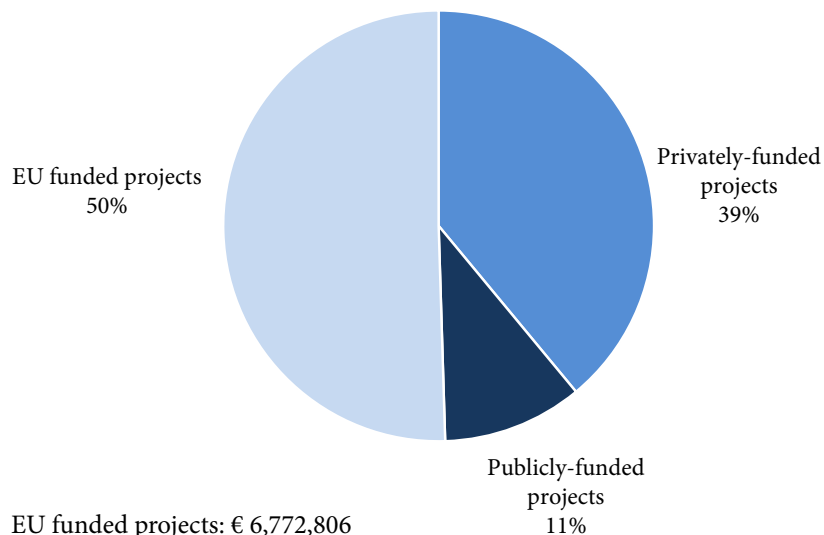
Externally-funded research projects 2019: €13,415,129

Resources from other activities 2019: €2,779,173

Total External Resources in 2019: € 16,194,302

Figure 25

Breakdown of Externally-funded Research Projects 2019



EU funded projects: € 6,772,806

Publicly-funded projects: € 1,412,165

Privately-funded projects: € 5,230,157

Total externally-funded projects in 2019: € 13,415,128

Figure 26
Evolution of Contributions to the EUI Budget, 1975 - 2019

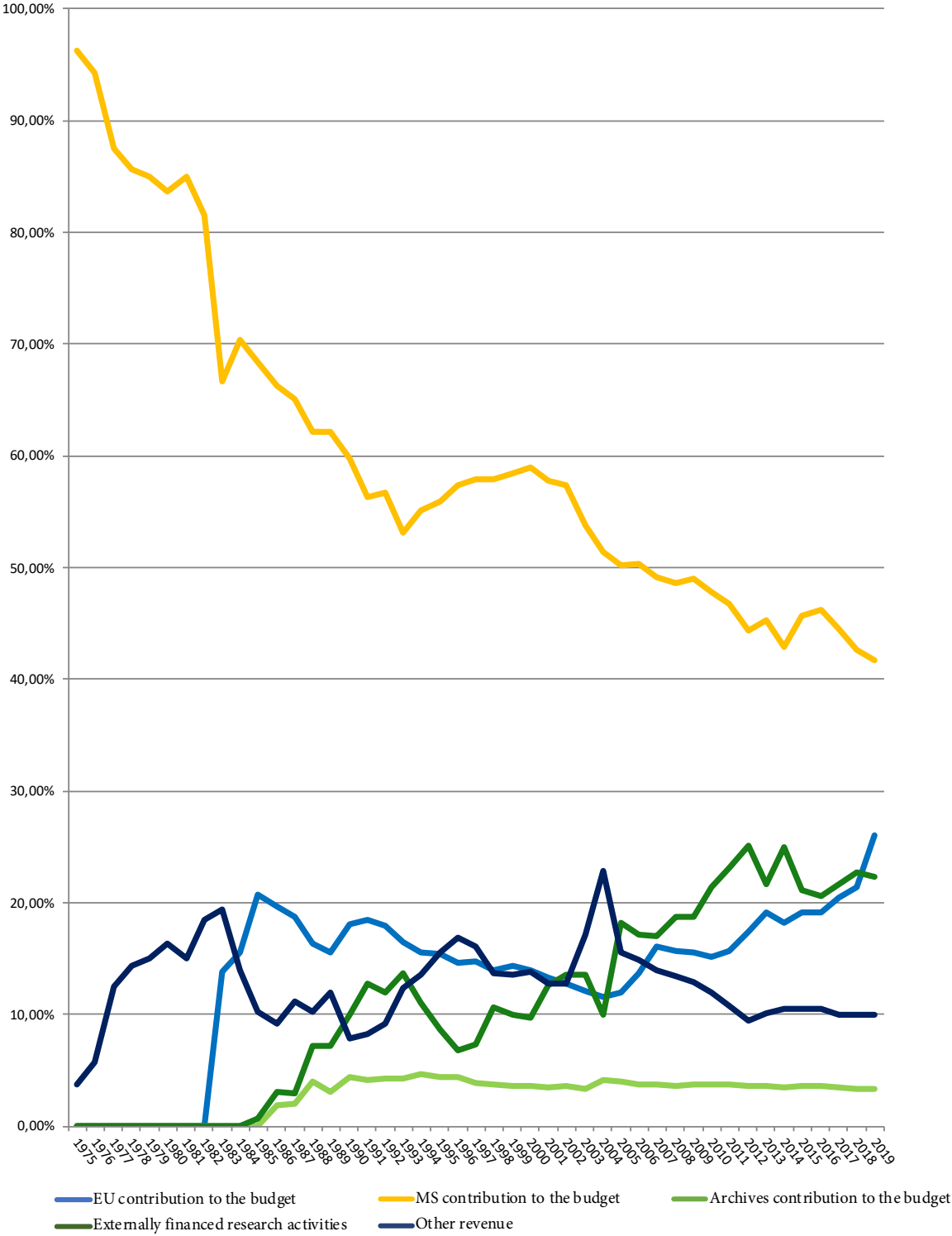


Figure 27

Evolution of Member States' Contributions to the Budget

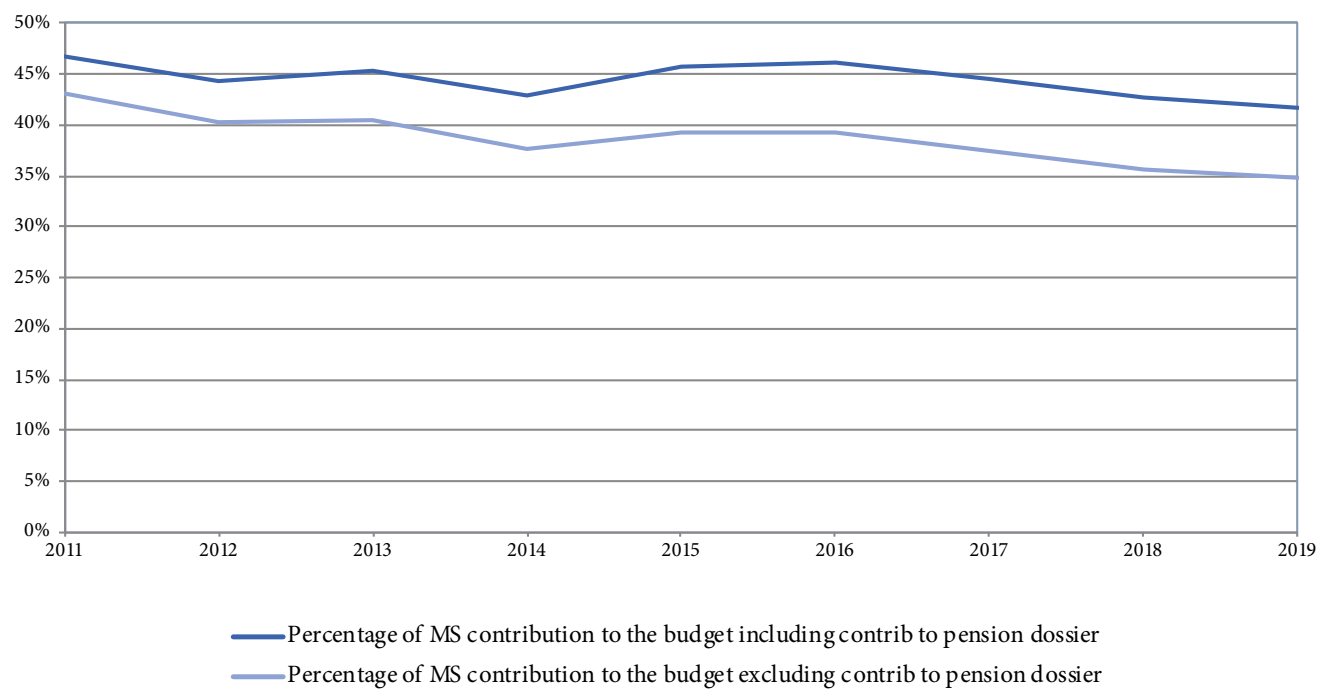
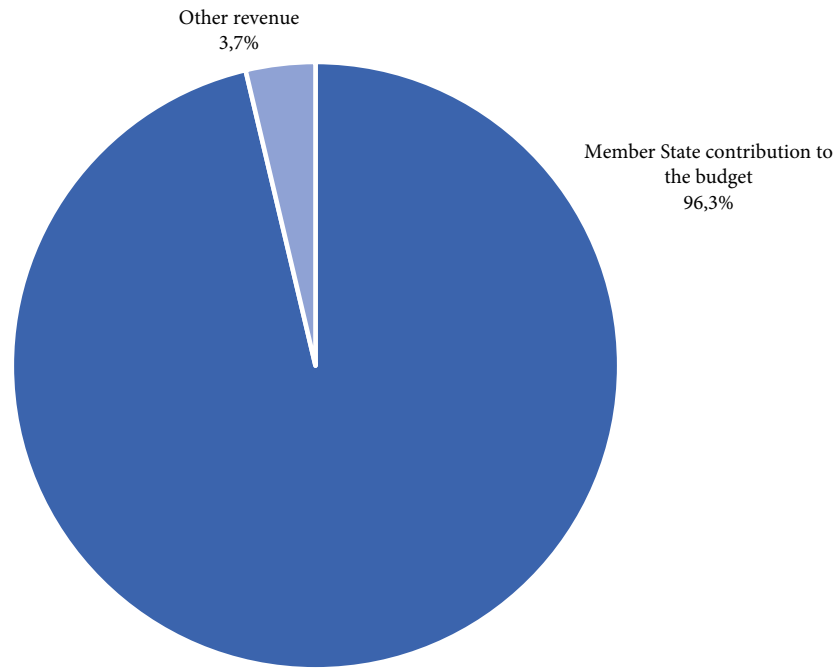


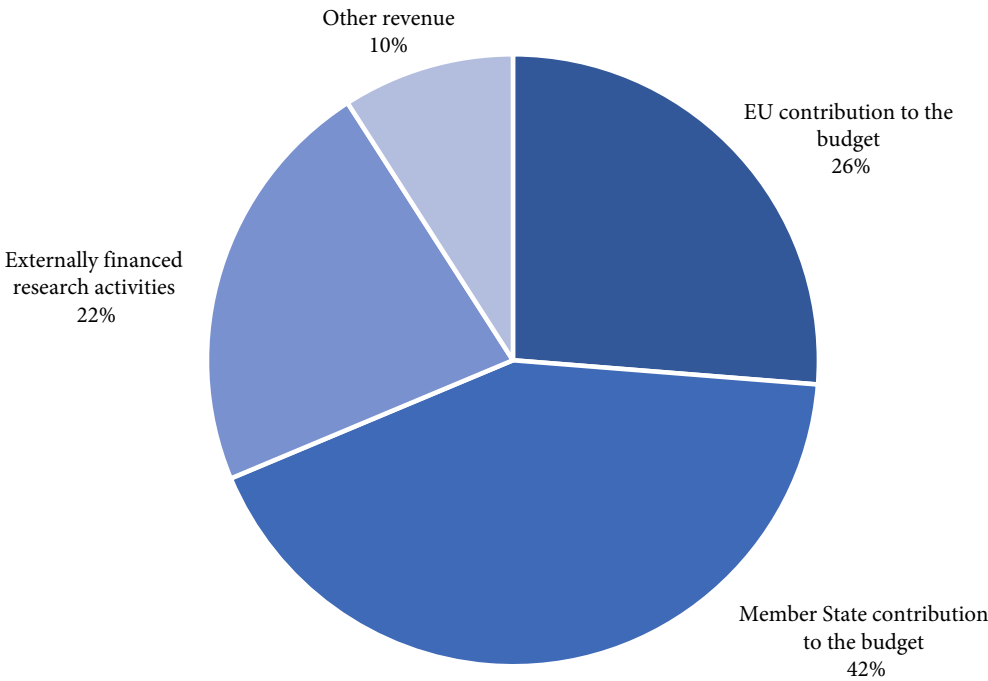
Figure 29

EUI Sources of Funding Development, 1976 and 2019

1976



2019



Annex on Governance

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 2019 are listed in the following pages.

A Strategic Standing Committee has been created in 2019 as an advisory board to the High Council on strategic matters.

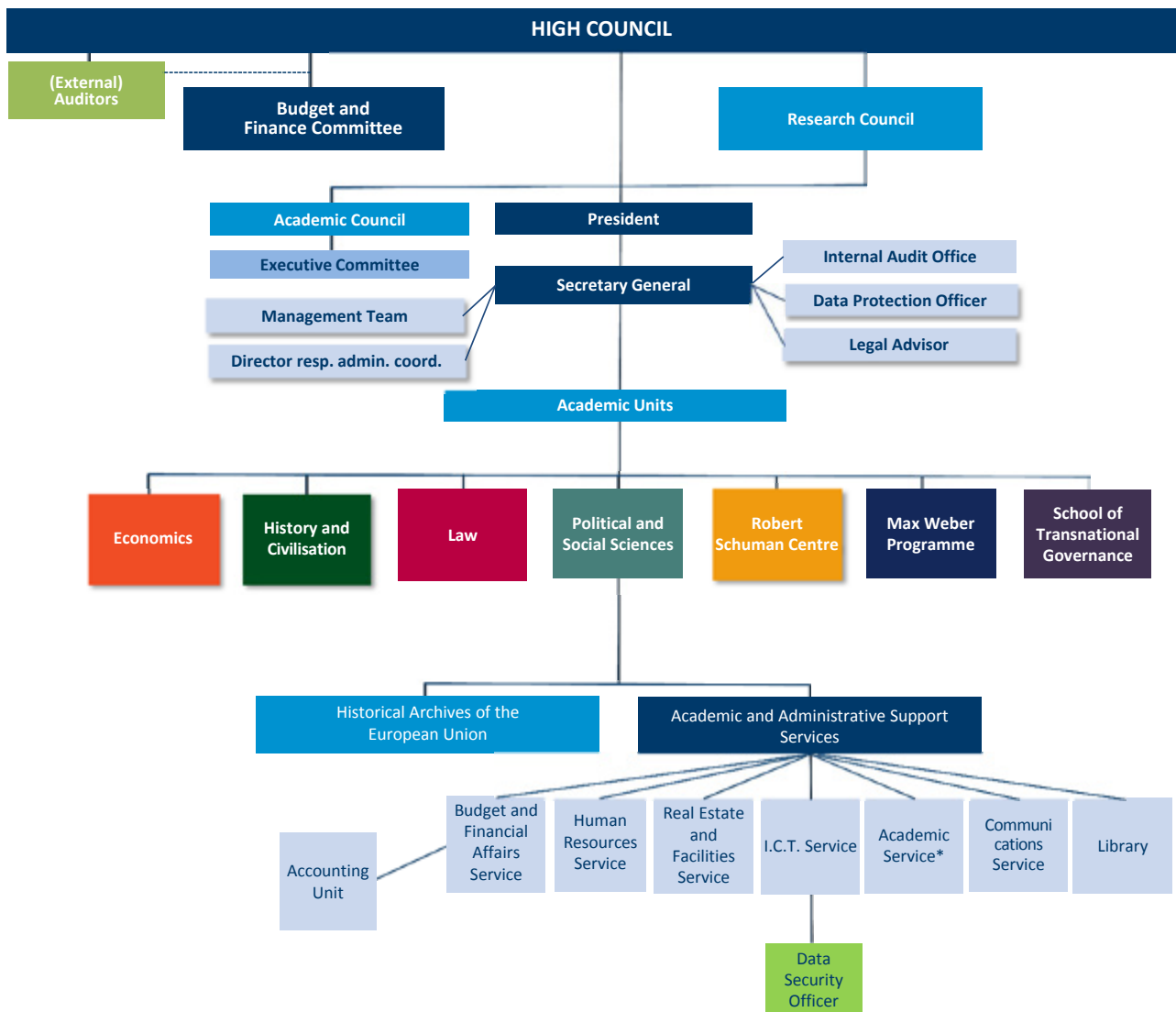
The Principal of the EUI is Professor Renaud Dehousse.

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 2019.

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	Universitat Salzburg
Florian Pecenka	Permanent Representation of Austria to the EU, Brussels

Belgium

Vincent Rémy	Federal Public Service Foreign Affairs
Theodora Gentzis	Federal Public Service Foreign Affairs

Bulgaria

Rumyana Kolarova	University Sofia
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Cyprus

Androulla Vassiliou	Former EU Commissioner for Education and Culture, Former Minister of Education
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Denmark

Pernille Ulrich	Ministry of Science, Innovation and Higher Education
Marlene Wind	University of Copenhagen

Estonia

Allan Padar	Ministry of Education and Research
Ursula Tubli	Ministry of Education and Research

Finland

Tuomas Parkkari	Ministry of Education and Culture
Liisa Savunen	Academy of Finland

France

Guy Durand	Ministry of Higher Education and Research
Jean-Émile Gombert	Conference of University Presidents
Juliett Plutus-Plateau	Ministry of Higher Education and Research

Germany

Daniel Geyer	Federal Ministry of Education and Research
Stefan Kern	Federal Ministry of Education and Research
Stefan Konetzko	Federal Ministry of Education and Research
Heike Mark	State Chancellery, Department of Science, Higher Education and Technology (Saarbruecken)
Sandra Greiner Odinma	State Chancellery of Saarland

Greece

Andreas Gofas	Ministry of Education and Religious Affairs
Georgios Dellis	Ministry of Education and Religious Affairs

Ireland

Enda Hughes	Higher Education – Department Education and Skills
Sióbhán Mullally	Irish Centre for Human Rights
Dalton Tattan	Higher Education – Department Education and Skills

Italy

Paolo Andrea Bartorelli
 Sabino Cassese
 Roberto Vellano

Ministry of Foreign Affairs and International Cooperation
 Former Minister and Judge at the Constitutional Court
 Ministry of Foreign Affairs and International Cooperation

Latvia

Gunta Arāja
 Anita Vahere-Abrazune

Ministry of Education and Science/Deputy State Secretary
 Ministry of Education and Science

Luxembourg

Robert Kerger
 Stéphanie Schott

Ministry of Higher Education and Research
 Ministry of Higher Education and Research

Malta

Tanya Sammut Bonnici
 Godfrey Baldacchino

Ministry for Foreign Affairs and Trade Promotion
 Ministry for Education and Employment

Netherlands

R.C.G. Van der Meer
 Frans Van Vught

Ministry of Education, Culture and Science
 University of Twente, Enschede

Poland

Magdalena Bem-Andrzejewska
 Grażyna Żebrowska

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

Portugal

Sara Batoréo Crespo
 Nuno Severiano Teixeira

Embassy of Portugal in Rome
 NOVA University of Lisbon

Romania

Adrian Curaj
 Simina Tanasescu

Bucharest Polytechnics University
 University of Bucharest Law School

Slovakia

Martina Stiffelová

Ministry of Education, Science, Research and Sport

Slovenia

Andrej Kotnik
 Stojan Sorcan
 Peter Volasko

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

Spain

Margarita De Lezcano-Mújica Nuñez

Ministry of Education, Culture and Sport

Sweden

Titi Mattsson
 Andres Sundin

Lund University, Department of Law
 Swedish Research Council

United Kingdom

Ivor Crewe
 Pamela Wilkinson

University College, Oxford
 Department for Business, Innovation and Skills, London.

Council of the EU

Jean-Baptiste Laignelot
 Elizabeth Willocks

Council of the European Union
 Council of the European Union

European Commission

Themis Christophidou
 Stefaan Hermans
 Karin Lopatta-Loibl

European Commission
 European Commission
 European Commission

European Parliament

Riccardo Ribera d'Alcalá
 Emanuela Ilario

European Parliament
 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.

Maria Bigoni	Department of Economics, University of Bologna
Laurence Boisson de Chazournes	University of Geneva, Faculty of Law
Yolanda Gómez Sánchez	Universidad Nacional de Educación a Distancia (UNED)
Colin Hay	Sciences Po, Centre d'études européennes, Paris
Oddbjørn Knutsen	University of Oslo
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
Davide Rodogno	Graduate Institute, Geneva
Hélène Ruiz Fabri	Max Planck Institute Luxembourg for International European and Regulatory Procedural Law
Heike Solga	WZB and Freie Universität 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

Kajetan Stransky-Can Federal Ministry of Education, Science, and Research

Belgium

Theodora Gentzis Federal Public Service Foreign Affairs

Vincent Remy Federal Public Service Foreign Affairs

Bulgaria

Sonia Krastanova-Bogdanova Ministry of Education and Science

Zornitsa Todorova Ministry of Education and Science

Cyprus

Evanthis Hadjiliasis Ministry of Education, Culture, Sport and Youth

Arietta Pieridou Ministry of Education, Culture, Sport and Youth

Denmark

Gunvor Faber-Madsen Agency for Higher Education

Kathrine Mariager Andersen Ministry of Higher Education and Science

Estonia

Allan Padar Ministry of Education and Research

Finland

Anmari af Hällström Academy of Finland

Satu-Anniina Pakarinen Academy of Finland

France

Guy Durand Ministry of Higher Education and Research

Juliette Plutus-Plateau Ministry of National Education, Higher Education and Research

Germany

Daniel Geyer Federal Ministry of Education and Research

Stefan Kern Federal Ministry of Education and Research

Stefan Konetzko Federal Ministry of Education and Research

Ulrike Tramer Federal Ministry of Finance

Greek Republic

Apostolos Dimitropoulos Secretary General for Higher Education

Argyrios Peroulakis Former Deputy Head of the European Commission

Representation in Greece

Ireland

Veronica Dalton Department of Education and Skills
 Niamh Desmond Department of Education and Skills

Italy

Paolo Andrea Bartorelli Ministry of Foreign Affairs and International Cooperation
 Pietrino Cadoni Ministry of Foreign Affairs and International Cooperation
 Alessandra Lanari Ministry of Economy and Finance
 Salvatore Vizzini Ministry of Economy and Finance

Latvia

Anita Vahere-Abražune Ministry of Education and Science

Luxembourg

Léon Diederich Ministry of Higher Education and Research
 Jean-Marie Heansel Inspectorate of Finance
 Robert Kerger Ministry of Higher Education and Research

Malta

Tanya Sammut-Bonnici Ministry of Foreign Affairs

Netherlands

Toprak Göksu Ministry of Education, Culture and Science
 R.C.G. Van der Meer Ministry of Education, Culture and Science

Poland

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

Portugal

Carla Grijó Ministry of Foreign Affairs
 Luisa Igreja Ministry of Science, Technology and Higher Education
 Rosa Podgorny Ministry of Foreign Affairs

Romania

Iordan Barbulescu SNSPA/National School of Political Science and Public Administration

Slovakia

Martina Stiffelová Ministry of Education, Science, Research and Sport

Slovenia

Andrej Kotnik Ministry of Education, Science, and Sport
 Marina Očko Ministry of Education, Science and Sport

Spain

Margarita de Lezcano-Mujica Ministry of Education, Culture and Sport
 Nunez

Sweden

Anneli Fröjd The Swedish Research Council

European Commission

Karin Lopatta-Loibl European Commission

Administration and Departments

Renaud Dehousse, President

Vincenzo Grassi, Secretary General

Deans

Dean of External Relations: Bernard Hoekman

Dean of Graduate Studies: Claire Kilpatrick

Dean of Postdoctoral Studies: Dorothea Bohle

Dean of Research: Federico Romero

EUI Academic Units

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: Dorothea Bohle (Director)

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

School of Transnational Governance: Miguel Maduro (Director)

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

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)

Human Resources Service: Jette Pedersen (Director)

Information and Communication Technology Service: David Scott (Director)

Internal Audit Office: Antoaneta Tasheva (Internal Auditor *ad interim*)

Library: Josep Torn (Director)

Real Estate and Facilities Service: Kathinka España (Director)

Administrative Coordinator: Roberto Nocentini

Full-time Faculty*

Economics

Sule Alan
Michèle Belot
Jesus Bueren
Giacomo Calzolari
Russell Cooper
Thomas Crossley
Andrea Ichino
Philipp Kircher
David Levine (Joint Chair RSCAS)
Ramon Marimon (Joint Chair RSCAS)
Andrea Mattozzi

History and Civilization

Giancarlo Casale
Laura Lee Downs
Alexander Etkind
Regina Grafe
Pieter Judson
Lucy Riall
Giorgio Riello
Federico Romero
Corinna Unger
Stéphane Van Damme

Law

Deirdre Curtin
Peter Drahos
Gábor Halmai
Martijn Hesselink
Neha Jain
Claire Kilpatrick
Jurgen Kurtz (Joint Chair RSCAS)
Urška Šadl
Martin Scheinin
Joanne Scott
Mathias Siems

Political and Social Sciences

Fabrizio Bernardi
Dorothee Bohle
Philipp Genschel (Joint Chair RSCAS)
Klarita Gërxhani
Miriam Golden
Juho Härkönen
Anton Hemerijck
Ellen Immergut
Hans Peter Kriesi
Ulrich Krotz (Joint Chair RSCAS)
Ilias Ntinis (Joint Chair RSCAS)
Andrea Sangiovanni Vincentelli
Arnout Van de Rijt

Robert Schuman Centre

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

School of Transnational

Governance

Miguel Maduro

**Note: The information in this section reflects the composition of the Institute as of 31 December 2019.*

