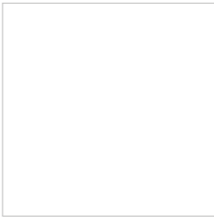
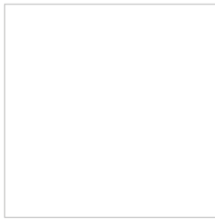
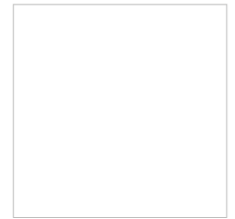
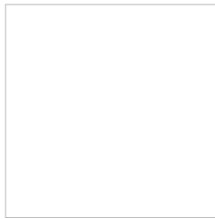
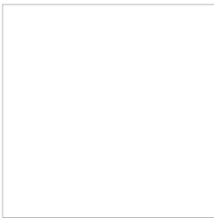
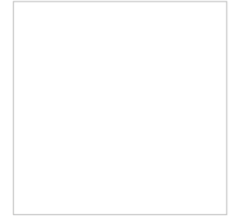
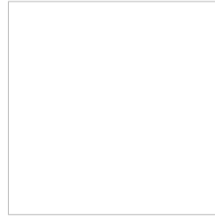


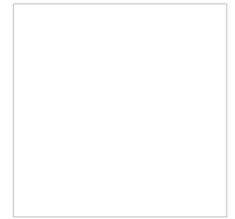
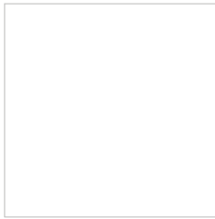
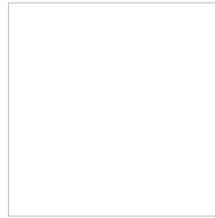


European  
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MAX WEBER  
PROGRAMME FOR  
POSTDOCTORAL  
STUDIES



**The Badia Years of the  
Max Weber Programme:  
A Report on the Period 2013-2016**





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A Report on the Period 2013-2016**

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## Executive Summary

The Badia years have witnessed the greater integration of the MWP into the EUI - physically, administratively and academically. This period has also coincided with incremental reforms to the MWP with regard to the selection process and the Academic Practice and Multidisciplinary Activities, which have been designed to involve Departments and the RSC more fully in the MWP and to respond better to the individual needs of Fellows. The Programme has never been more competitive and successful, as indicated by the increase in the number (from 42 to over 60) and diversity of Fellows (more or less equally balanced as to gender and from some 25-30 nationalities). There has been a continuing and steady growth in applications from around the world, with 94% of Fellows leaving the Programme with an academic position of some kind.

The Introduction details the aims and underlying philosophy of the MWP as a global, academic career orientated, multidisciplinary training programme and the changes made during the Badia years to further realize them. The Conclusion provides proposals for further improvements. The intervening sections show how the Programme has increased the pool of applicants, recruitment and global reach over this period, improved its academic practice and multidisciplinary training, and managed to successfully place almost all Fellows on completion of their period at the EUI. As the surveys reported in the text and in the appendices show, the MWP and the changes of the Badia years have been broadly welcomed by Fellows: where concerns have been raised, these have been explicitly addressed in the conclusion. Overall, the report stresses that the MWP's on-going success rests on achieving a balance between the MWP's identity as a distinctive Programme and its integration into the Departments and the EUI as a whole, to the mutual benefit of all concerned.

## Introduction – The Badia Years of the Max Weber Programme (MWP)

The last self-assessment covered the first seven years of the MWP (from 2006 to 2013) under its founding Director Professor Ramon Marimon, when the Programme was based in Villa La Fonte. It followed an initial self-assessment in 2009, covering the first three years of the Programme. The current self-assessment focuses on the three subsequent years from 2013-2016, when the MWP was located in the Badia, although we have often provided figures for the past five years in order to highlight long term trends. The move to the Badia in July 2013 represented more than just a change of location. Both symbolically and substantively, it brought the Programme to the heart of the EUI. Up to that point, the MWP had been funded directly by a grant from the European Commission, with the Programme covering its own costs, including staff salaries and the Fellows' bursaries, reimbursing the EUI for its use of central administrative and other services, such as IT and the Library, and paying the rent and running expenses for Villa La Fonte, which is privately owned. As of 2013, the MWP budget has been incorporated into that of the EUI as a whole, from which an annual allocation is made for the Programme's Fellowships, staffing and activities. The move also coincided with the appointment of both a new President, Professor Joseph Weiler, who arrived in September 2013, and a new Director of the Programme, Professor Richard Bellamy. Though Professor Bellamy's arrival was delayed until 1 May 2014, he coordinated the selection of new Max Weber Fellows in November 2013, and as a Visiting Professor from January-May 2014 prepared for the new call for applications in June 2014 and oversaw various reforms to the running and character of the Programme for the following academic year, changes that have been continued and developed since – some of which reflect the new budgetary arrangements. Professor Marimon continued as Director up to December 2013, with Karin Tilmans serving as Acting Director from January to the end of April 2014.

### 1. The Aims of the MWP

The MWP was established in 2006 with dedicated funds from the European Commission as a post-doctoral *training programme* in the historical and social sciences that was both *global* and *multidisciplinary* in character and ambition, and focused on helping Fellows pursue a *career* in academia, not least by being successful on the job market. Taken together, these four distinctive features inform the underlying philosophy of the MWP and its core aim of preparing early career researchers, within five years of completing their PhD and who aspire to an academic career, to play a full and leading role in an increasingly globalised scholarly community, one in which English is increasingly the medium of instruction and publication. These features also lie behind the Programme's unique appeal and success, as measured by such key performance indicators as the continuous growth in applications, with the MWP attracting a record 1349 applicants from 98 different countries in 2017/18, and the achievements of Fellows on the job market, with on average 94% leaving the Programme with an academic position.

The decision to create a *training programme* covering all aspects of the job of most academics stemmed from the conviction that a successful academic career (and

success in the so-called academic ‘market place’) depends not only on high quality research and publications but also on learning and understanding the world of ‘academic practice’: teaching, examining, writing and speaking well, competitive bidding for research funds and the like.

The importance of a *global* programme reflects the internationalisation of academia – the fact that academics are now highly mobile, and need to be so. Although funded by the EU, the programme recruits globally because European scholars need to be able to compete globally. The programme gives those who have yet to experience working in a global environment a taste of what that entails and the ability to network with scholars from around the world. It also has functioned as a pull factor for bringing back to Europe already globalised European scholars as well as encouraging some of the brightest young non-European scholars to consider pursuing their career in Europe, thereby helping with the internationalisation of European academia. A global programme also enables us to learn from and spread good practices from around the world. Finally, we take seriously our duty to support deserving scholars in countries with less developed higher education systems.

The MWP’s emphasis on *multidisciplinary* involves a belief that intellectual community, interlocutorship and scholarly synergetic exchanges are fundamental to the early phase of one’s academic career and significantly enhance the quality of the individual research undertaken during the postdoctoral Fellowship. The Programme supports not only networking within the particular disciplines of the Fellows and the chance for them to engage with some of the leading experts in their own subfield, both within and at the EUI and elsewhere, but also exposure to and an enhanced appreciation of other, cognate, disciplines. The multidisciplinary activities of the MWP encourage and enable Fellows to collaborate across as well as within disciplines, not least through learning from each other. Many of the research funders we have worked and consulted with over the years stress that an awareness of parallel research in disciplines other than one’s own, and an ability to explain one’s research to scholars in other disciplines and to work with them in collaborative projects, are key skills in winning grants, which are often evaluated by a multidisciplinary team of experts. Many Fellows also report that in both teaching and research they have often been expected to collaborate across disciplines in their new positions and found the MWP helped prepare them to do so.

Last, but far from least, while the aforementioned three elements all aid the employability of Fellows, the MWP has also dedicated effort to researching and documenting the different academic job markets across the world through the Academic Careers Observatory (ACO) and to helping Fellows not only structure their job search but also prepare of their applications, job talks and interviews. The growing network of Max Weber Fellows has proved an especially important resource both in updating our knowledge of the career structures of different university systems but also in providing guidance and ‘insider’ support for Fellows applying to and interviewing at many universities across the world.

To fulfil these aims, the MWP 1) has designed a training programme based around ‘Academic Practice’ to meet the first; 2) has been attentive to securing a balance of nationalities as well as a gender balance to address the second, with on average at least 27 different nationalities represented in any cohort from among the 113 or so



countries from which we receive applications, with 43 nationalities represented in the programme over the three Badia years as a whole; 3) promoted a range of 'Multidisciplinary Research Activities', such as the Max Weber Lectures, to support the third; and 4) set up ACO and developed related training and research activities around it for the last. The changes introduced in the Badia Years were all focused on supporting these four aims by developing these existing structures, and making fuller use of the MWP's location with the EUI.

## **2. The Changes of the Badia Years**

The main changes introduced since 2013 have been designed to 1) integrate the MWP more fully into the EUI as a whole so as to take full advantage of and develop the many actual and potential synergies between the two; 2) to maintain and improve the attractiveness and success of the programme by expanding the range and flexibility of the Academic Practice and Multidisciplinary Research Activities it offers and their relationship to the careers support provided through ACO; 3) to increase the number and duration of the Fellowships on offer and to maintain its global reach and character; and 4) to review and consolidate the MWP team. To a large extent these four sets of changes have proved complementary, and while still work in progress, much has been achieved with regard to each of them, even if advances in some areas have proved greater than in others.

Throughout this period, as was the case in previous years, we have consulted not just with colleagues in the Departments through the MWP Steering Committee, but also – and most importantly and extensively – with the Fellows themselves, through annual evaluation reports, regular meetings with Fellows' departmental representatives, and a final feedback session at the end of each academic year. Reports from both the Department based Academic Practice Groups and the multidisciplinary Thematic Research Groups are discussed at a plenary meeting with all Fellows and published in the annual reports. These reports and the evaluation reports are also discussed at a meeting of the Steering Committee at the end of each academic year. In addition, the then President, Professor Weiler, held annual Town Meetings with the Fellows and briefed the Director afterwards on his discussions. As a result, we have tweaked the Programme every year in response to the feedback we have received. That said, the changes have been directed towards incremental reform rather than revolution. All the evidence presented below – from the growing numbers of applicants from across the world, to the continued success of Fellows on the job market and their overwhelming satisfaction with the Programme, as expressed in our annual evaluation surveys – supports the view that the value of the MWP to Fellows, and the key to its attractiveness and success, lies in its distinctiveness as a career orientated, global and multidisciplinary postdoctoral training programme, offering Fellows more than just the opportunity to pursue their individual research. Instead, the MWP seeks to induct the Fellows into membership of a global academic community, in which they will play a leading role – not least at the EUI itself.

The unique features of the MWP are only possible because of the critical mass, international complexion and multidisciplinary mix of the 60 strong Max Weber Fellowship, on the one hand, and the Programme's location in an internationalised institute dedicated to research in just four core disciplines of Economics, History, Law and Social and Political Science, on the other hand. The first set of changes

noted above, focused on more fully integrating the MWP into the EUI, enter here. During the La Fonte years, it was necessary and natural for the Programme to be centred on developing its own identity and structures. However, in doing so the risk was that it became a little set apart from the EUI departments and centres, a tendency increased by the budgetary autonomy of the MWP and its ability to hire in external expertise. Although new skills unavailable at that point were often needed for what was a novel venture, the synergies with the rest of the EUI were fewer than they might have been – both in terms of greater involvement of EUI academic and other staff in the Programme, and greater sharing of the resources of the Programme – including the Fellows themselves – with the rest of the EUI. Locating the MWP and its activities at the heart of the EUI within the Badia was in itself one way to facilitate greater interaction between the MWP and the rest of the EUI academic community. As is detailed below, there was also a change to the selection process designed to give Departments greater ownership in the process. The RSC was also included in the MWP for the first time, with all those Fellows of the Centre within five years of their PhD who had hitherto been Monnet Fellows becoming instead full members of the MWP and selected from among its applicants; this change provided the RSC with a much more numerous pool of candidates to choose from, and increased the number of Fellows by approximately ten per year. Meanwhile, Departments and the RSC have been encouraged to include MW Fellows in their regular seminars, to arrange for them to present to the Department and to teach a course alongside Professors. The Economics Department has probably been the most successful in this regard, in part because in their second year MW Fellows spend much more time in the Department. However, even though HEC Fellows are only chosen for one year, they report that they are much more integrated than before. Fellows offer Departments a resource as junior faculty, helping bridge what can be a large gap between researchers and standardly very senior Faculty, while gaining important experience themselves in the process. The MWP has also made available some of its training programme to researchers in their fourth and fifth year where possible.

This brings us to the second set of changes, involving certain innovations with regard to the Academic Practice and Multidisciplinary Research Activities, which deliver respectively the first and third of the four main aims of the MWP described above, those of improving the ability to participate in and communicate one's research in English in a range of different contexts, and of enhancing the capacity to appreciate and the ability to collaborate across different disciplines. We have adopted a more flexible and individualised approach to the Academic Practice training. Although we prioritise postdocs who are just out of a PhD, there is nonetheless quite some variation in how much experience they have: some have already done a lot of teaching, others have published in leading journals and presented at major conferences, while many have not. As a result, we have allowed Fellows to choose from among the programme and offered more individualised support. On average, Fellows take between 40-70% of what we offer. We have done more in the way of supporting the preparation of job applications, job talks, and mock interviews, and brought in expertise on writing book and research grant proposals by involving editors from major university presses (Harvard, CUP and Princeton); we have also extended the number of national funders who come to the ACO research funding conference along with a team of grant proposal advisors from UCL. We have also expanded membership of the FIESOLE group with a view to increasing the range of expertise on which we can draw for the MWP, especially in regard to the Teaching Certificate, discussing in particular

possible contributions from the Teaching and Learning Centres at Exeter and UCL. Finally, as is reported below in the ACO section, we have strengthened in a variety of ways the information we can give Fellows on the job application process and strengthened the ways the growing network of past MWF across the world's leading academic institutions can provide support.

So far as the Multidisciplinary Research Activities are concerned, the main innovation was the introduction of the Thematic Research Groups (TRG) starting in 2014. These were designed as multidisciplinary forums in which Fellows working on broadly similar topics could present their work to each other, gaining insights into different approaches as well as feedback on their papers. The two main outputs required by the Programme, a working paper and a draft research proposal, can both be presented to the TRGs, which are led by at least two Professors from two different Departments, thereby also fostering the integration of the MWP into the EUI. The TRG are also linked to the Max Weber Lecturers, who have been chosen with them in mind, with at least one Lecturer offering a Master Class to each of the groups. One or two Fellows from each group also conduct an interview with a Lecturer about their career and research, which we podcast. In this way, we hope Fellows can learn from how leading researchers in their field have developed their research programmes and careers, while sharing this information more widely within and outside the EUI community. By and large, these groups have been welcomed as a useful addition to the MWP, with 2/3 or more of those involved finding them useful or very useful in our evaluation surveys. Some groups have been small, and there is scope for PhD researchers or Visiting Fellows (especially in the RSC) to join them. However, in those cases where researchers or other more senior Fellows have outnumbered MW Fellows, the postdocs have felt short changed by the arrangement, seeing it either as more of a course than a work in progress seminar, or as giving insufficient attention to their needs as early career academics.

Other changes have been more at the margins. The MWP used to fund an annual conference dedicated to a 'classic' text or major author in the social sciences, such as Adam Smith (the subject of the last of these Conferences in 2014). We decided to discontinue this as a fixed part of the MWP, while allowing Fellows to bid for funds for this purpose as part of the Multidisciplinary Workshops they organise each year. We also made two small changes to the annual June Conferences organised by Fellows at the end of the academic year to present what they have achieved. As well as allowing up to 25 former Max Weber's to bid to return, we also opened it up to five eligible Marie Curie postdoctoral Fellows, thereby enhancing the networking aspect of the Conference. As the Conference takes place just before the EUI degree ceremony, we have also invited the EUI honorary doctorands to give a plenary lecture, which so far all but one has been happy to do. Again, this has supported making the June Conference an EUI and not just a MWP event. Finally, we increased the funding for missions available to Fellows from 500 to 1000 euros, as well as creating a discretionary fund from which they can request an additional 500 euros for exceptional purposes. We also have allowed two year Fellows to carry over up to 500 euros from one year to the next. Although a demand for more research funding remains one of the two main requests for improvement in the Programme by Fellows, we have been able to make a significant shift of resources for this purpose from savings elsewhere in the Programme.

Third we have explored ways in which the MWP might be provided for more Fellows from a wider range of countries and for longer. Our goals here have been to enhance the ability of Fellows to develop their research and other skills, thereby contributing to the fourth aim of the programme of improving the career prospects of Fellows, and to increase the programme's second aim of global reach and availability. The website of the MWP underwent a comprehensive review, particularly with regard to making the application process more straightforward and the selection process more transparent. We have also done some discreet advertising of the Programme and raised its digital profile in a number of ways reported below. The MWP now receives more applications than the PhD programme, and we regularly turn away excellent candidates. We had always underscored that the working language of the programme was English, but in 2015 we introduced a formal English language requirement, albeit one that we sought to make as broad as possible so as to emphasise genuine competence rather than simply having passed a certain exam. The reason for this decision was that the level of English of one or two of the Fellows admitted in each of the previous years had regularly been of a markedly lower standard than the rest, and as a result they had taken up a disproportionate amount of the language support offered by members of the Academic Practice team, while being unable to participate in seminars and other activities. As a result, we decided to discourage such applicants and raise the minimum level of language competence of those admitted, a policy that appears to have been successful. There was an initial dip in applications in the year we made this change, particularly from Italian nationals, but numbers quickly recovered in subsequent years.

As has been remarked already, one major expansion of the MWP derived from the participation of the RSC. From 2014, President Weiler also explored the possibility of particular states offering additional grants to the Programme or possibly allowing unused PhD scholarships to be turned into support for a MWF. Although the latter has yet to be achieved, the Greek government has supported a Hellenic Fellowship and we now have additional grants also from Poland and Slovenia and possibly from Portugal. As is detailed below, we have also experimented with funding from various other research agencies both within and outside Europe, and have hosted a number of self-funded Fellows from these sources.

We have also looked again at the perennial issue of one- versus two-year Fellowships. 80% of Fellows regularly express a preference for a two-year Fellowship. Their reasoning has been that with a one-year Fellowship they need to immediately go on the job market, and that although they appreciate the support of the Programme they feel they cannot take full advantage of what they learn. It also means that the time to add research publications to their CV or to undertake new research is limited. While ECO has made a two-year Fellowship their standard offer, other Departments have been reluctant to do so, with HEC and LAW in particular feeling that they wish to make the MWP available to as many Fellows as possible by only offering 1 year Fellowships. One change implemented from the current year is that we have stopped allowing Fellows in LAW, SPS and HEC who were selected for a one-year Fellowship to apply for a second year. This opportunity had regularly been offered to LAW and SPS Fellows and in 2015-16 was experimented with for HEC and RSC, but was deemed unsatisfactory by all concerned. It created tensions among Fellows and between them and the Department in cases where they were not selected, and by and large Departments felt they had no better basis to select them for a second year than

they had on application. The present situation is that ECO continues to make two year offers as standard; SPS and RSC make both one year and two year offers, in part based on the preferences of the selected applicants, and HEC and LAW make only one year offers. I discuss possible changes for the future in the conclusion.

The final set of changes relate to the Team itself. A cohesive and suitably qualified Team has been crucial for the delivery of all four aims of the MWP. The annual evaluation surveys by the Fellows and their own testimonials all indicate great satisfaction with, and enormous gratitude towards, the various members of the MWP Team, all of whom show tremendous dedication to the MWP and to the individual Fellows. For example, they are willing to help stage a mock job talk or interview at a moment's notice whenever a Fellow gets a fly out for an interview, and their expert input is always hugely appreciated. Because the MWP grew organically and was funded from the MWP own, time limited, budget, all Team members were originally appointed on various kinds of short and part time contracts. At the time of the move to the Badia and the new budgetary arrangements, the then President asked the new Director to undertake a comprehensive staff review on taking up his post, which was carried out in 2014-15. The Team has always worked cooperatively and very much as a team, but the review undoubtedly reinforced this trait, while helping with the fuller integration of the MWP and the EUI. As a result, the language support staff have been incorporated within the EUI Language Centre, although most are contracted for all or the majority of their time to the MWP. The contracts of all other staff were also renewed, and their duties reviewed and revised. Because of staff leaving, the consolidation of the administrative support staff remains incomplete but is a priority for the coming year.

### **3. The Format and Structure of the Self-Assessment**

In preparing this self-assessment we have drawn on the annual reports of the MWP, which have been a feature of the Programme since the days when it was directly supported by the Commission and had to report to them. These reports are made publically available as a resource for prospective applicants to the Programme. We have also drawn on the annual evaluation surveys we conduct among Fellows, details of which we also have begun to incorporate into our annual reports. In addition, we conducted a survey (in Appendix 7) among all the Fellows who went through the Programme in the Badia Years to see which parts of the MWP they had found most useful in the current positions. The reports and survey were also shared with the Departmental members of the MWP Steering Committee and the Fellow Representatives on the Fellows Committee, who were asked to discuss them in Departmental Meetings and among Fellows respectively. The Director met with both groups to get feedback from them, including on certain proposals he made that are reported in the Conclusion. The Director also consulted with three external experts who were sent the same materials – Frank Marx from the Research Executive Agency of the European Commission, responsible for the Marie Curie Programme, Sebastian Winkler from the ERC Executive Agency, and Holger Finken from the DAAD.

The next four main sections of the report provide details on 1) Applications, the Selection Process, and the Awards, indicating how we have successfully maintained the numbers of applicants and our global reach; 2) the Academic Practice Activities, showing how they have evolved to further support the teaching, publication and

communication skills of Fellows; 3) the Multidisciplinary Research Activities, including the introduction of the Thematic Research Groups; 4) the job success and career prospects of Fellows, and the ways we have sought to promote that further through ACO, with further material in the Appendices on the Fellows; the AP Activities; the MW Lectures and Multidisciplinary Workshops Fellows have organised, and the Evaluation Surveys of the Fellows. We also report on the improvements on the MWP web and digital presence and resources and training. The report closes with a number of proposals for the future, and comments on the feedback we received from those consulted on these proposals.



## I. Applications and Awards: An Overview of the MW Fellowships over the Badia Years (2013-16)

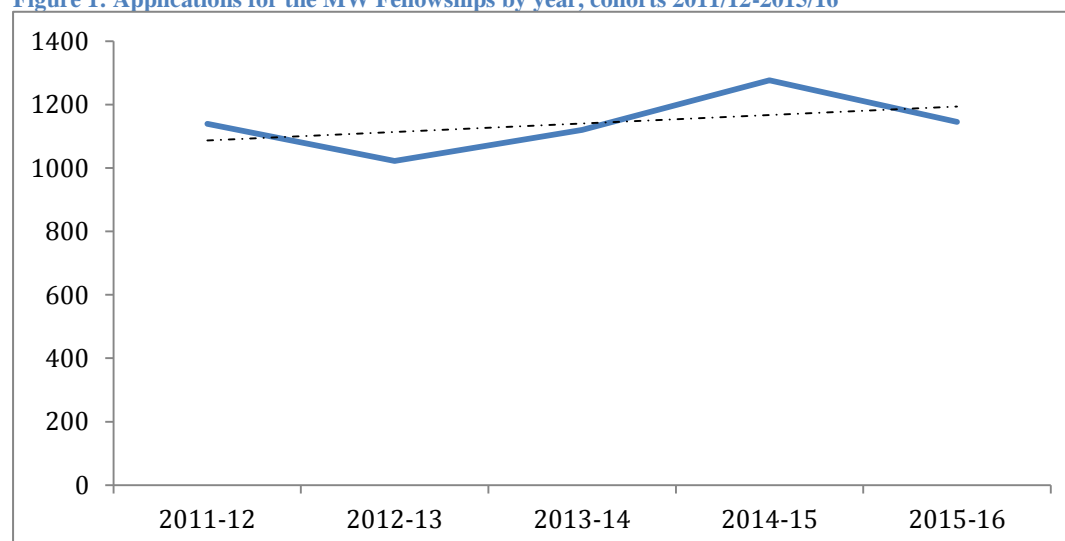
The present section of this self-evaluation report focuses on the growth in applications and awards, the mix of nationalities and gender balance of both, the universities from which the Fellows come, and a number of innovations that have been introduced since 2014. In order to offer statistical depth, the data collected and analysed covers a five-year period including the two years prior to the Programme's move from Villa La Fonte to the Badia in 2013 (2011/12-2015/16). NB EUI PhD students can only apply to the MWP if they have been away from the EUI for two consecutive years following their doctorate. This rule prevents the EUI from simply choosing its own, and guarantees the openness of the selection process and increases the opportunities for young academics to benefit from the many advantages offered by the EUI.

### 1. Applications

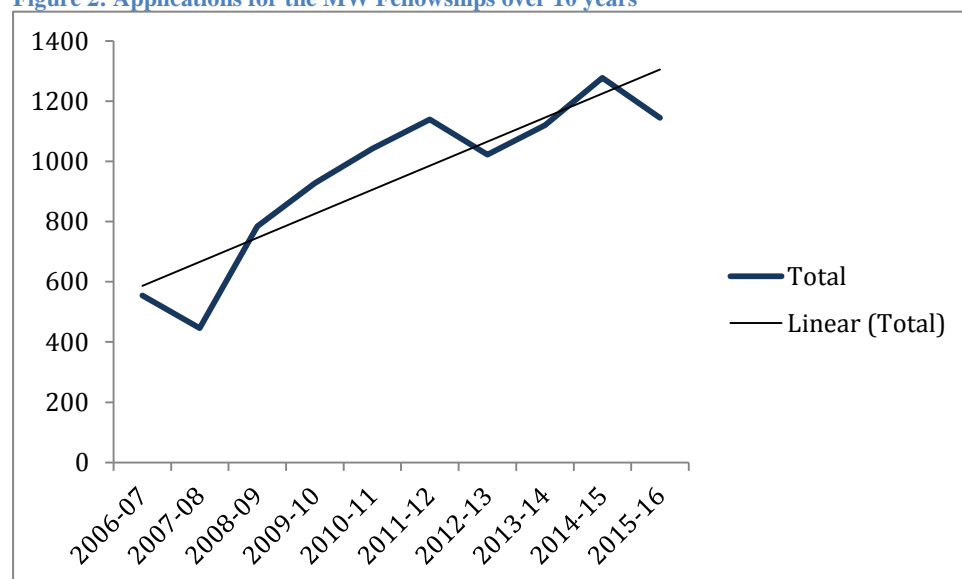
#### 1.1 Overall Application Trends

Over this five-year period, the Max Weber Programme received 5703 applications. The overall trend of applications has been upward (Fig.1), confirming the long-term success of the Programme in attracting an ever-growing pool of applicants (Fig.2). The slight dip in applications in 2015-16 reflects the introduction of a more explicit English language qualification, and follows an identical pattern to a similar drop when an identical requirement was introduced for the PhD programme. However, applications have clearly recovered with 2017-18 attracting the highest number in the Programme's history with 1349 applicants from 98 different countries.

Figure 1: Applications for the MW Fellowships by year, cohorts 2011/12-2015/16



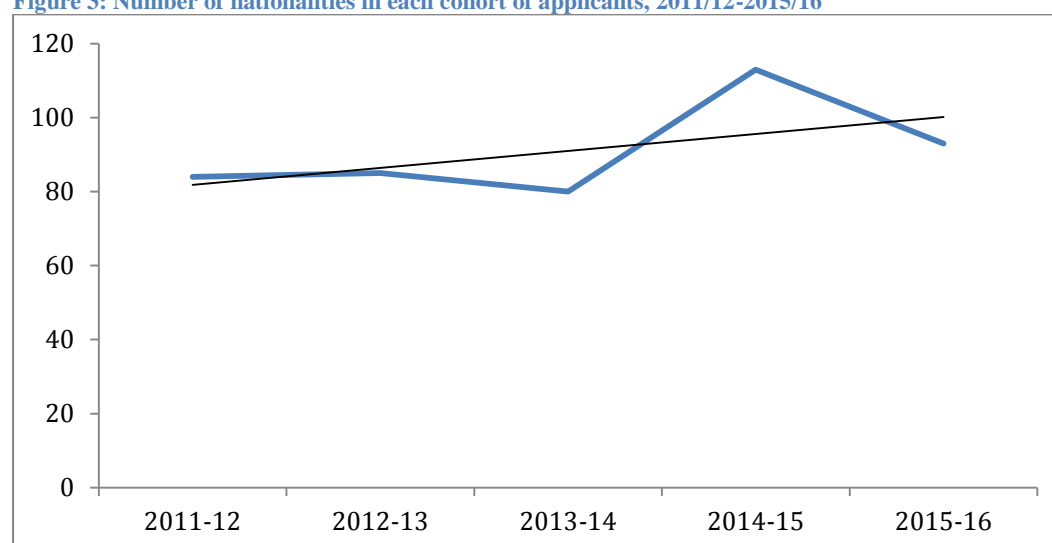
**Figure 2: Applications for the MW Fellowships over 10 years**



## 1.2 Applications by Nationality

A global programme, the MWP welcomes applications from all over the world; the MWP has attracted applicants from between 80 and 113 different nationalities in any given year over this period (Fig 3).

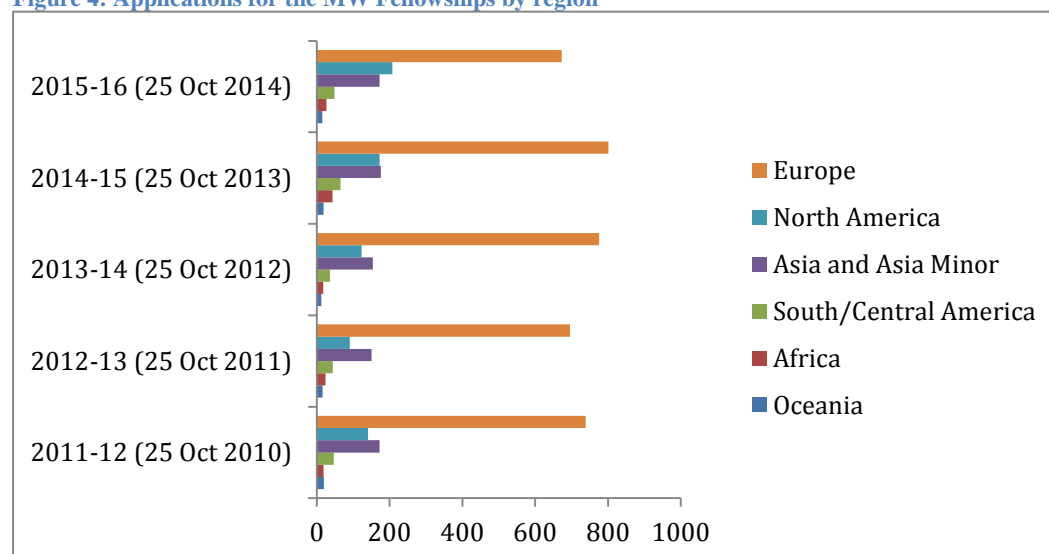
**Figure 3: Number of nationalities in each cohort of applicants, 2011/12-2015/16**



However, the overwhelming majority of applications have been from Europe, followed by North America and Asia, with the number of European applicants increasing in the past two years (Fig. 4). The high number of North American applications, often from leading universities, testifies to the growing stature of the programme as well as the prestige of the EUI more generally.



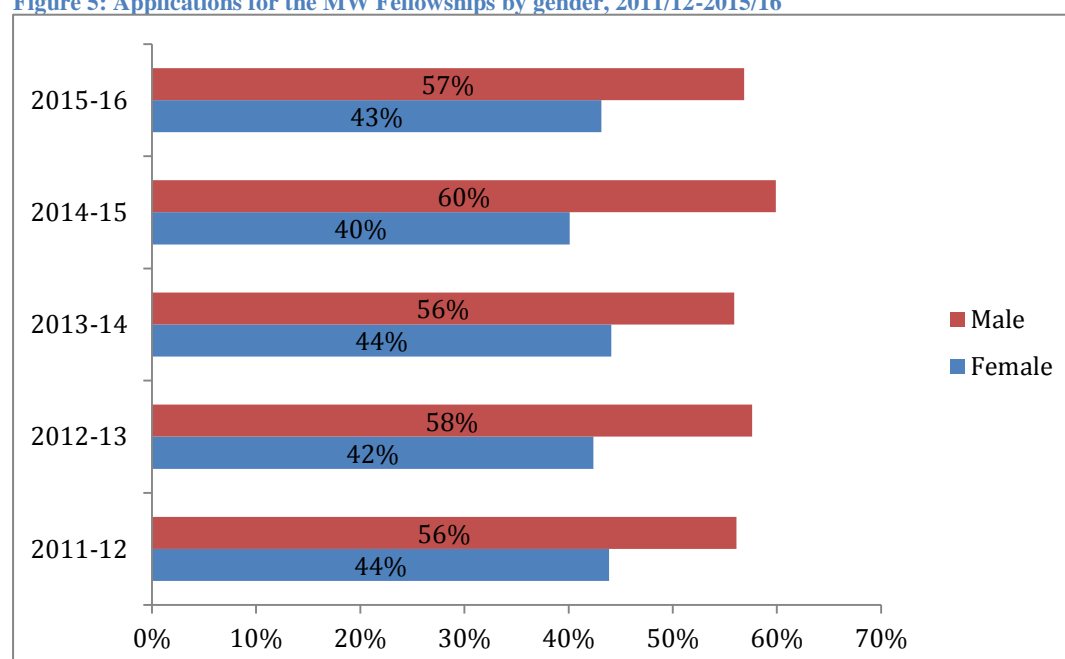
Figure 4: Applications for the MW Fellowships by region



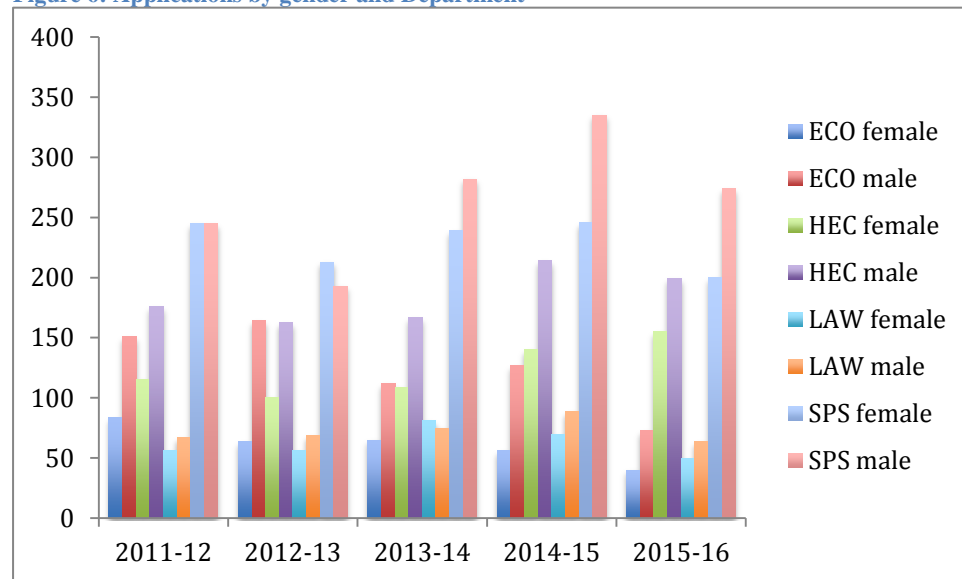
### 1.3 Applications by Gender

More men than women regularly apply to the MWP, although in most years the gender difference is not overwhelming and remains relatively stable (Fig. 5) and varies greatly between disciplines (Fig. 6).

Figure 5: Applications for the MW Fellowships by gender, 2011/12-2015/16



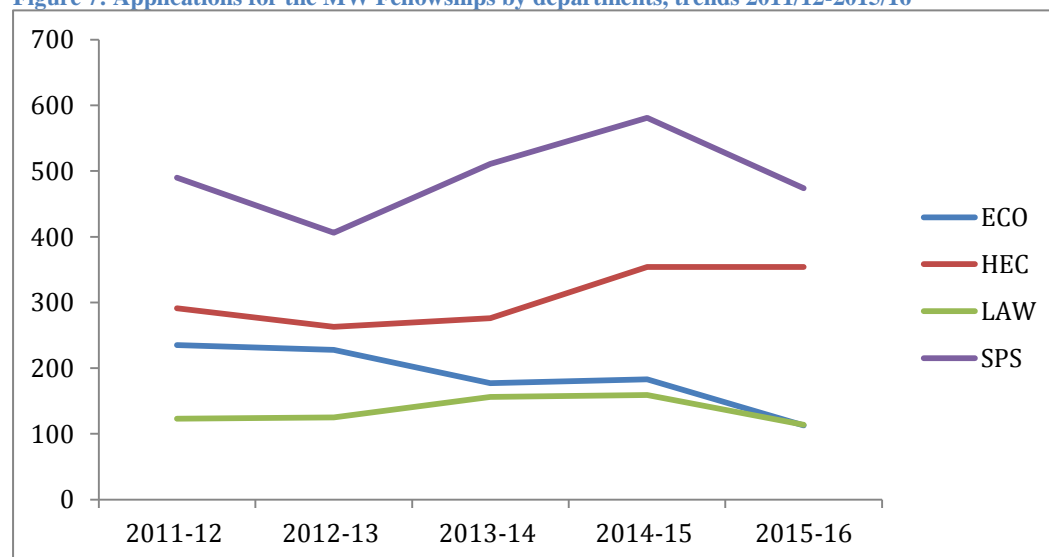
**Figure 6: Applications by gender and Department**



#### 1.4 Applications by Department

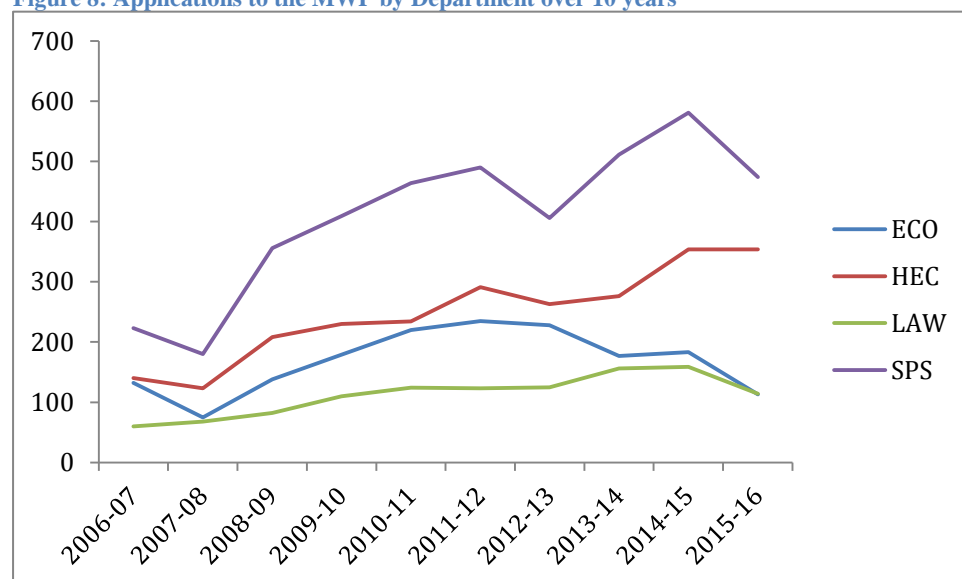
Among the EUI departments, SPS has consistently received the lion's share of applications. The number of applications to HEC has also grown steadily, while those to ECO have declined markedly and to LAW have remained relatively stable (Fig.7)

**Figure 7: Applications for the MW Fellowships by departments, trends 2011/12-2015/16**



This trend picks up and continues what was already apparent in previous years (Fig.8) with the exception of applications to ECO that took a down turn in October 2011 and have not recovered since. In part, these trends reflect the fact that post-doctoral Fellowships are less common in ECO and LAW than in HEC and SPS, where attractive careers outside academia are more readily available to those in possession of a PhD, with the result that it is not unusual for good doctoral students to immediately get a tenure track academic position on graduation.

**Figure 8: Applications to the MWP by Department over 10 years**

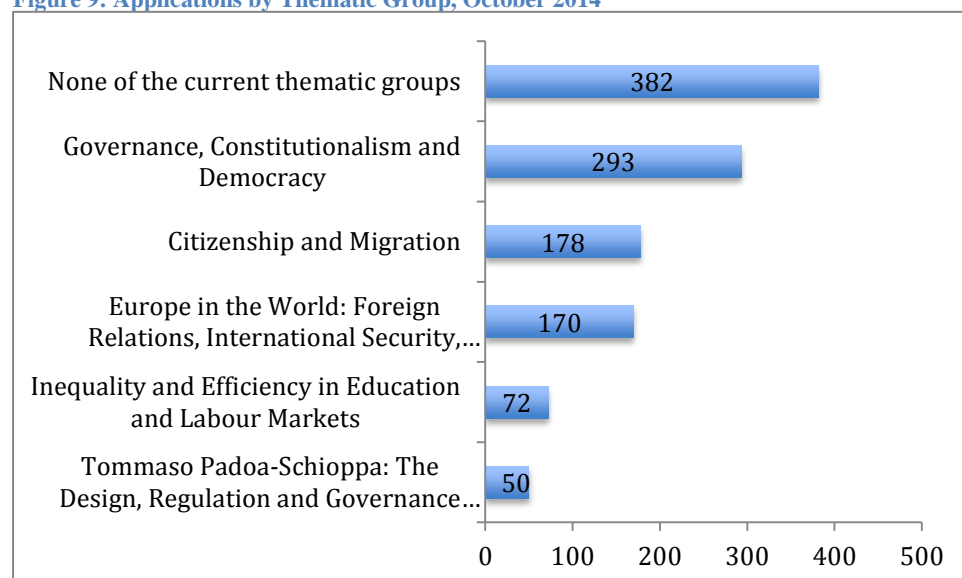


Finally, in 2014 two innovations were introduced in the call for the MWP. The Robert Schuman Centre (RSC) started sponsoring a number of Fellowships and received applications for the first time (74); applicants to the RSC were mostly female (54%) contrasting with the traditional prevalence of male applicants to other departments in the Programme. The second innovation is outlined below.

### 1.5 Applications by Thematic Research Group

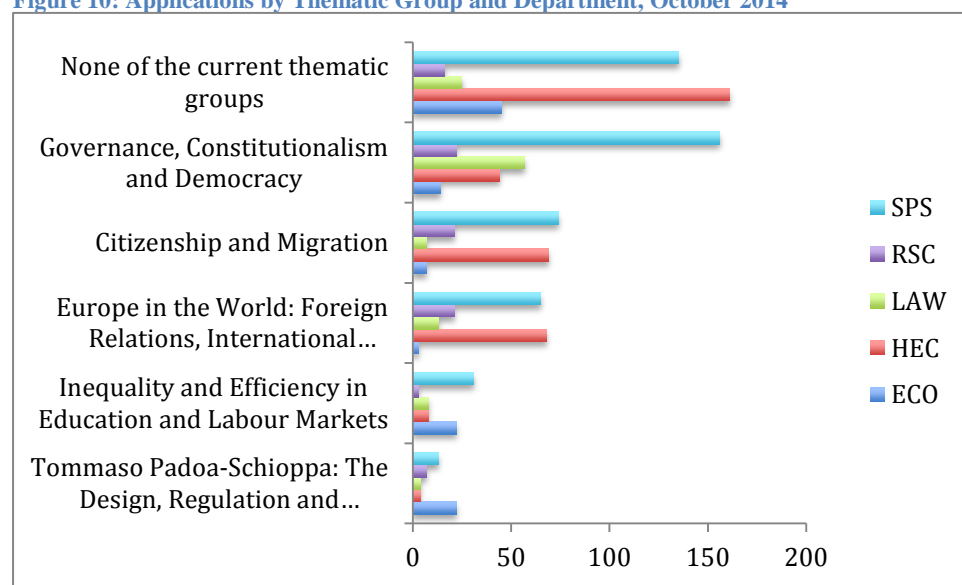
In 2014 we introduced Thematic Research Groups. Applicants for the 2015-16 academic year could signal as part of the application process whether they wished to be part of one of the available groups or would prefer not to belong to any group. It was made clear that choosing ‘no group’ would not disadvantage the applicant, and in fact this option was the most popular. (Fig. 9).

**Figure 9: Applications by Thematic Group, October 2014**



Applicants to ECO, SPS and HEC chose not to be part of the proposed themes more often than applicants to LAW or RSC. The two most popular groups, especially among SPS and LAW, were Governance, Constitutionalism and Democracy and Legal, Social and Political Theory (Fig. 10). Among applicants to HEC many opted for either Citizenship and Migration or Europe in the World while economists found their niche in the Inequality and Efficiency in Education and Labour Markets group and the one named after Tommaso Padoa-Schioppa. However, all groups attracted applications from three or more disciplines.

Figure 10: Applications by Thematic Group and Department, October 2014



## 2. Awards

### 2.1 Selection Criteria and Procedure

The MWP selects Fellows on the basis of three published criteria:

- 1) **Academic accomplishments and potential:** academic excellence is assessed on the basis of the candidate's contributions (publications, PhD thesis, etc. as outlined in the CV), and their plans and commitment to an academic career as outlined in their '**Academic career statement**', and other supporting evidence (i.e. two letters of reference). Preference is given to applicants who have only recently completed a PhD and are committed to an academic career, and who can therefore gain most from the Programme.
- 2) **Research Proposal:** the proposal must be clear and well structured, with well-defined and realistic goals that can be achieved within the duration of the Fellowship.
- 3) **Mentorship:** The capacity and availability of EUI faculty, be it in the departments or the RSC, to provide mentorship. However, while having common research interests may be helpful, it is not a necessity for mentorship.

From the 2014-15 selection of October 2013, which he coordinated prior to taking up his position in May 2014, the new Director introduced a new selection process that involved more input from the departments than had previously been the case to encourage their involvement with the Programme and engagement with the Fellows. All the applications are first reviewed by the Professors that applicants have themselves indicated as prospective mentors. The Programme takes mentoring very seriously and, as was indicated above, a fit with a mentor is one of our criteria. We rarely allocate more than one Fellow to any given mentor. All Professors make a number of nominations to the Department, which they discuss collectively, selecting a pool of candidates that is normally three to four times the number we eventually choose whose academic career plans and research proposal they regard as both indicating potential and a fit with the resources available in the Institute, including getting the most out of the sort of Programme we offer.

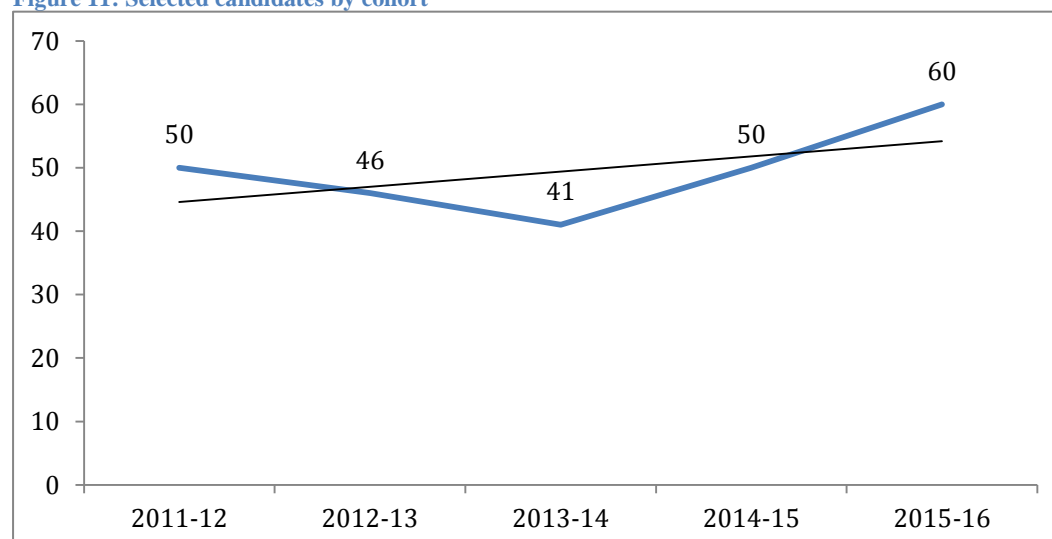
Along with one of the Programme administrators, Karin Tilmans, the Director then discusses this pool of candidates with the Department's representative on the steering committee, benchmarking their selection against a number of candidates who have not been selected and those chosen by other departments. We also look at the synergies between the potential Fellows as a whole, given that this is a multidisciplinary programme. Together we agree on a short list and a reserve list from among this pool, occasionally adding one or two other names that the Director may propose as having profiles that complement those in other departments. These lists are then discussed by the steering committee as a whole, taking into account the various data we have regarding the origins and gender of applicants to seek to guard against national and gender biases and to ensure a balanced cohort of Fellows.

We can usually select around 4% of those who apply in any given year (for the 2016-17 call for applications it was 4.2% of the total number of applicants for a place: 47 out of 1106, as 13 Fellows continued for a second year). We choose on average an equal number for the reserve list, so that means 8% make the final list of potential candidates. Inevitably this means that many of those who are not on either the short list or the reserve list are as good as those who are. However, they will tend to be less of a fit either with our capacity to mentor Fellows in a given year, or with the opportunities the Programme offers – perhaps because they are too experienced, or work in areas that have no overlap with other Fellows.

## **2.2 Number of Awards, Withdrawals and Overall Success Rates**

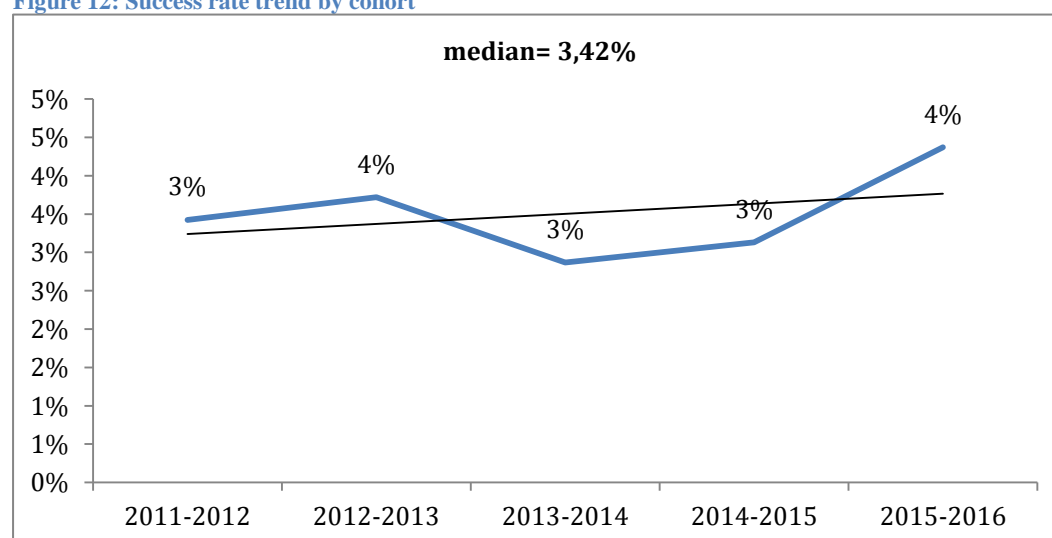
Over the five years from 2011-2016, the Max Weber Programme awarded 247 Max Weber Fellowships of which 31 were 2 years long. In spite of a dip in 2013-14 the number of Fellows has been on a fairly even upward trend (Fig.11)

Figure 11: Selected candidates by cohort



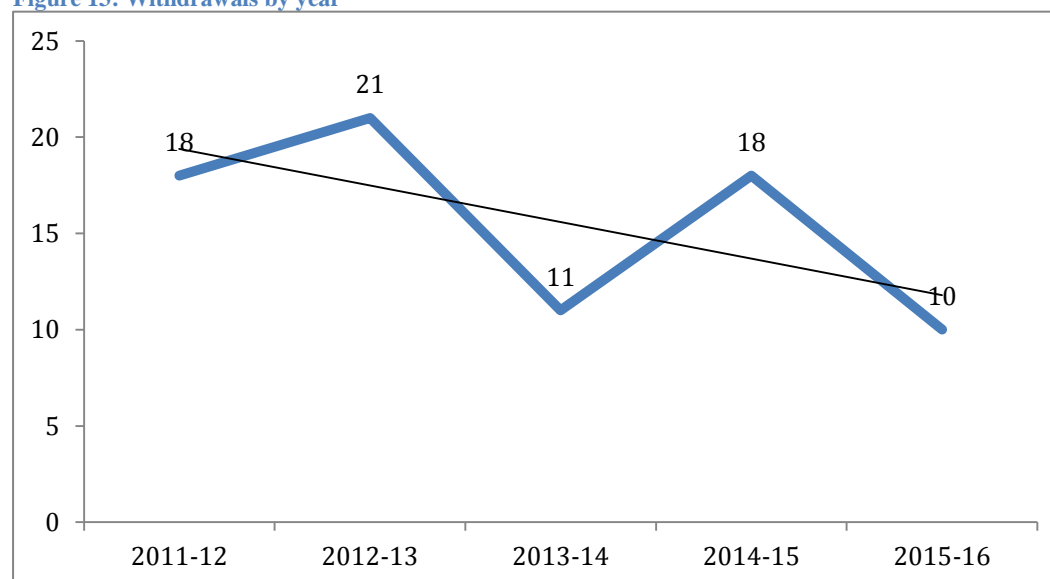
Despite increasing the number of Fellowships awarded each year, the Programme has remained highly competitive; the median success rate over the five years is 3,42% (Fig. 12)

Figure 12: Success rate trend by cohort



The increasing competitiveness of the MW postdoctoral Fellowships is further illustrated by the fact that withdrawals – usually motivated by better offers – have been declining (Fig. 13). In a contracting and ever competitive academic market the value of a MW Fellowship has grown.

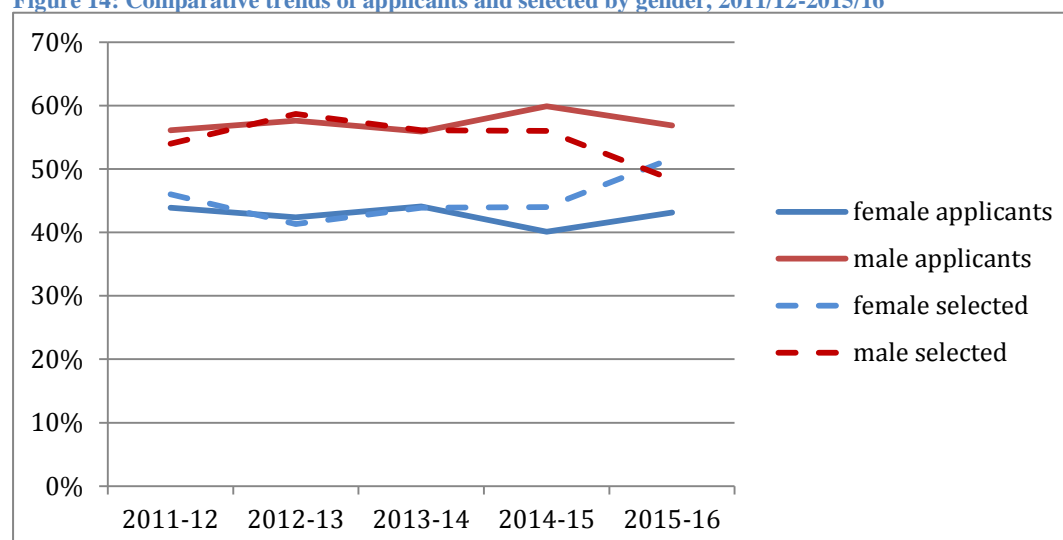
Figure 13: Withdrawals by year



### 2.3 Gender Balance

The Max Weber Programme has been quite proactive in supporting the academic careers of young women. The distribution of Fellows by gender reflects the effort of the Programme to address the gender imbalance in applications (Fig. 14). Gender convergence has been pursued actively and achieved fully in 2015-16.

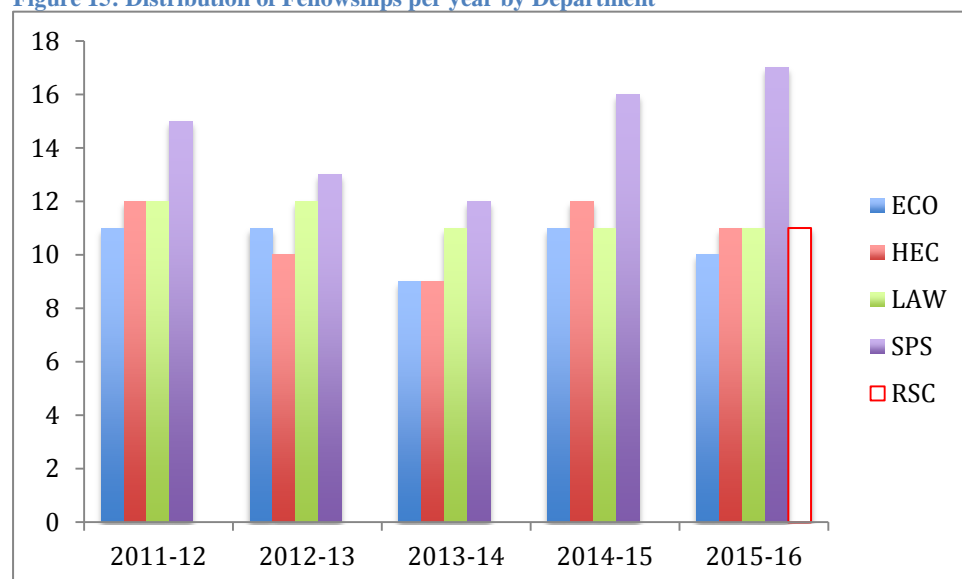
Figure 14: Comparative trends of applicants and selected by gender, 2011/12-2015/16



### 2.4 Distribution of Fellowships by Department

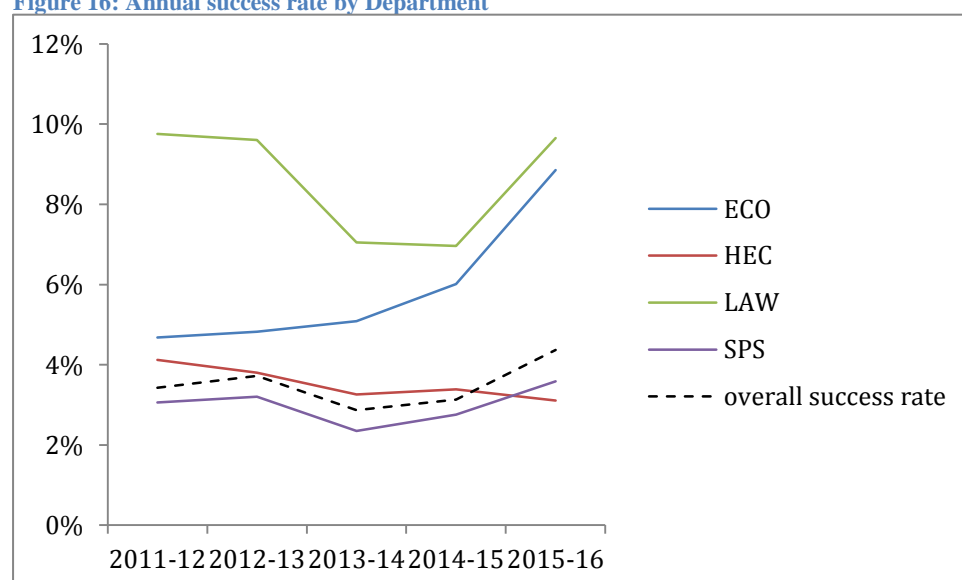
On average, ECO, LAW and HEC get between 10-12 Fellowships each and SPS 15-17, due to it both attracting the largest share of applicants and encompassing two disciplines – Political Science and Sociology (Fig.15). The RSC only started admitting MWF in 2015-16, when 11 Fellowships were awarded.

**Figure 15: Distribution of Fellowships per year by Department**



However, the distribution of Fellowships by absolute numbers offers a rather partial picture of the selection process. Given that applications vary between departments, so do success rates (Fig. 16). The success rate of applicants to SPS and HEC over the five years is far lower than that to LAW and especially ECO, with success rates to the former ranging between 2% and 4%, and to the latter between 5-10%. One explanation may be that good lawyers and economists can more easily pursue careers outside academia, reducing the number of applicants overall.

**Figure 16: Annual success rate by Department**



## 2.5 Distribution of Fellowships by Nationality

Each cohort of Max Weber Fellows has been international, involving between 19 and 23 nationalities (Fig. 17). Over the past five years 43 different nationalities have been represented in the MWP (Fig. 18).



Figure 17: Total number of nationalities by cohort of Fellows

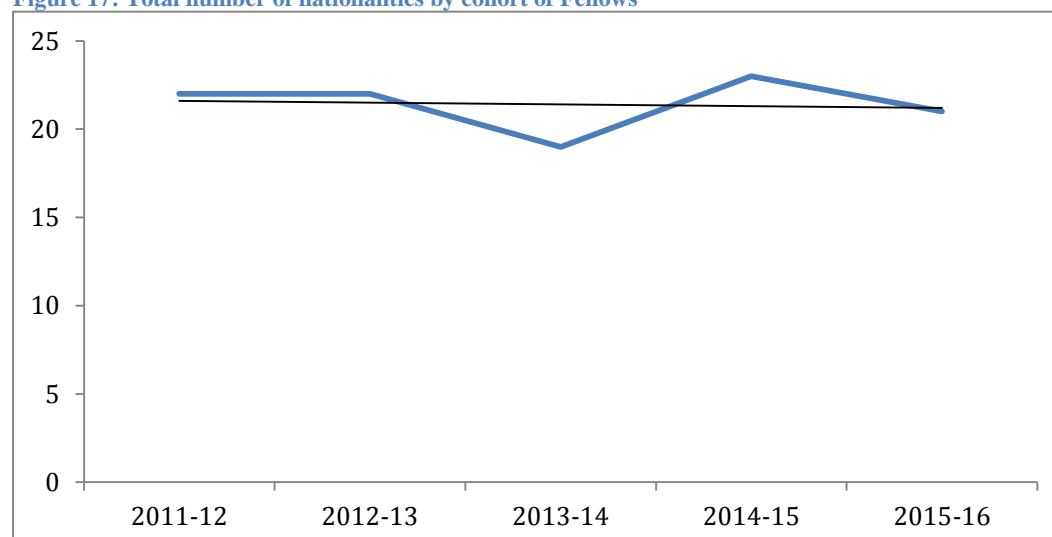
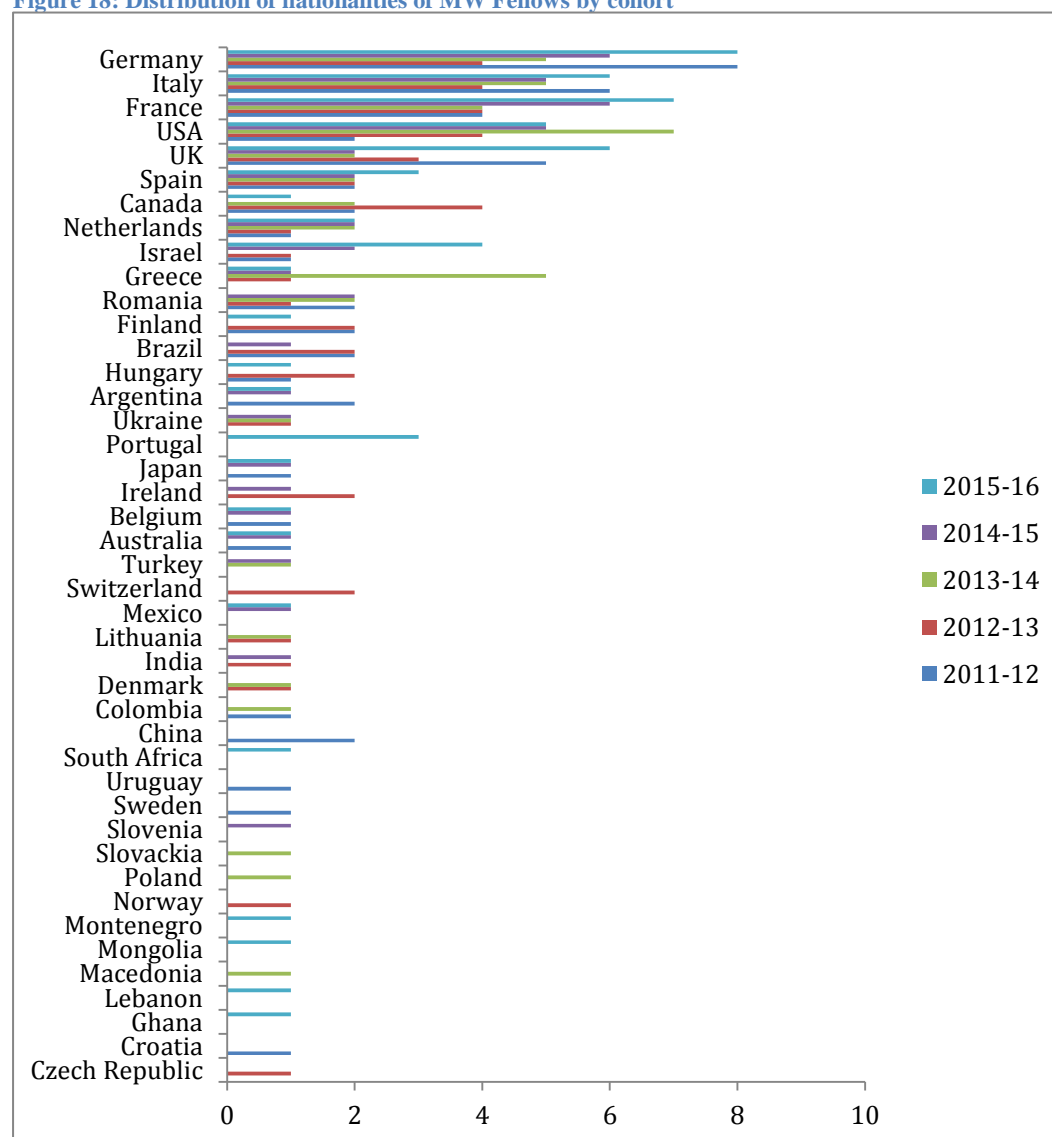
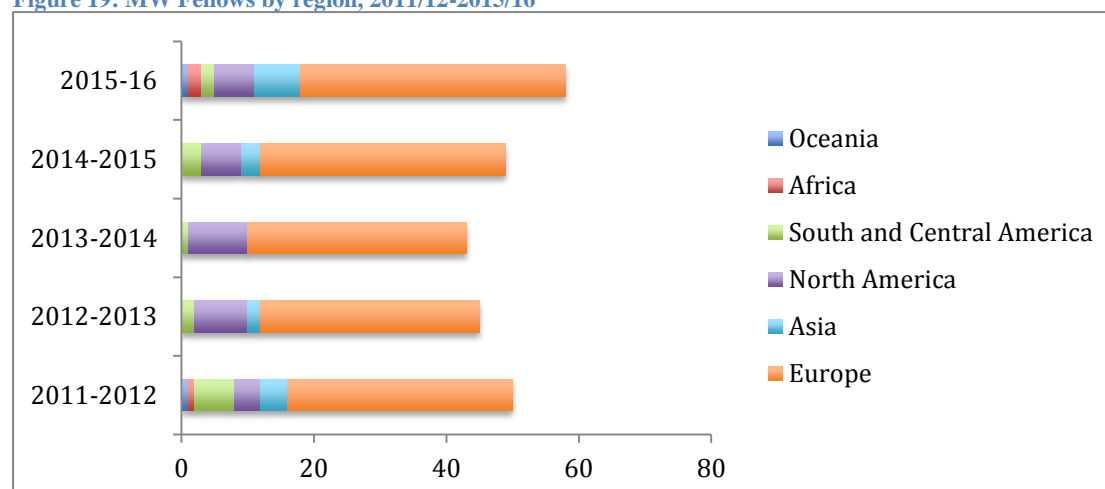


Figure 18: Distribution of nationalities of MW Fellows by cohort



Despite the Programme's global reach, over this five-year period a clear majority of the Fellowship has consisted of European nationals (Fig. 19)

Figure 19: MW Fellows by region, 2011/12-2015/16



Six nationalities did particularly well in securing MW Fellowships: the top six being Germany (31), Italy (26), France (25), USA (23), the United Kingdom (18) and Spain (11). Some of these countries – notably, Italy and the USA – also consistently provided the bulk of applications to the Programme. In spite of the relatively high number of Italian, Spanish and US Fellows, the success rate of these nationalities was generally equal to or lower than the general success rate of the cohort as a whole (Table 1).

Table 1: Comparative table of awards, applications and success rate of top nationalities among MW Fellows

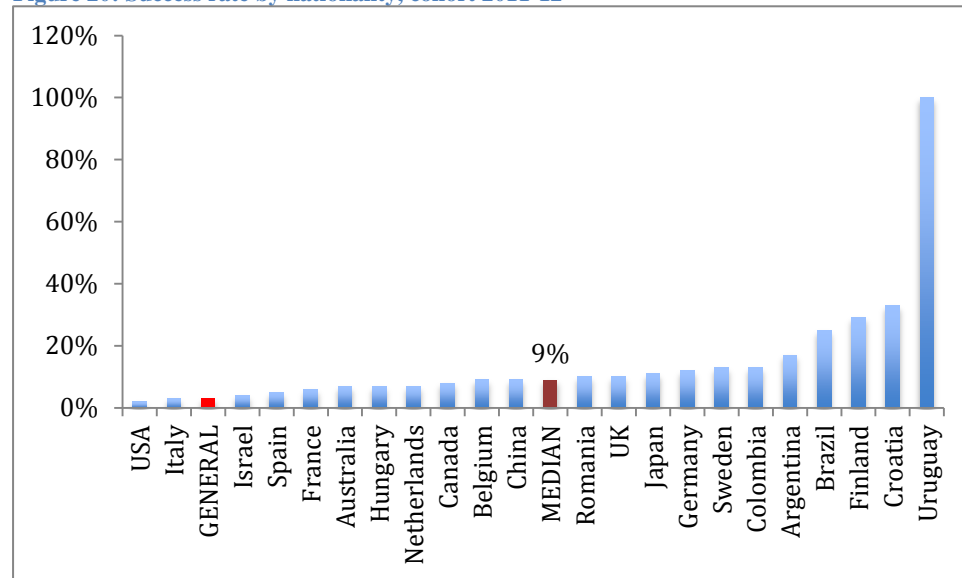
	2011-12			2012-2013			2013-14			2014-15			2015-16		
	awards	applications	success rate	awards	applications	success rate	awards	applications	success rate	awards	applications	success rate	awards	applications	success rate
Spain	2	43	5%	2	55	4%	2	68	3%	2	83	2%	3	41	7%
UK	5	50	10%	3	36	8%	2	48	4%	2	55	4%	6	79	8%
France	4	62	6%	4	55	7%	4	54	7%	6	70	9%	7	54	13%
Germany	8	66	12%	4	50	8%	7	96	7%	6	73	8%	8	85	9%
USA	2	117	2%	4	67	6%	7	96	7%	5	145	3%	5	171	3%
Italy	6	212	3%	4	195	2%	5	193	3%	5	208	2%	6	144	4%
General success rate			3%			4%			3%			3%			4%

A ranking of the success rate by nationality for each year reveals that countries with few applicants tended to do disproportionately well. Uruguay in 2011-12, Norway in 2012-13, Ghana, Mongolia, Montenegro and South Africa in 2015-16 have a stunning 100% success rate. That may not be surprising, given that there is inevitably an element of self-exclusion by weaker candidates given the generally low success rate, so that those countries likely to generate fewer candidates overall tend also to be those where only the very best are likely to apply. Nevertheless, given this uneven

distribution, the median value of individual success rates by nationality is more suited to compare success rates at the national level than the general rate over the whole.

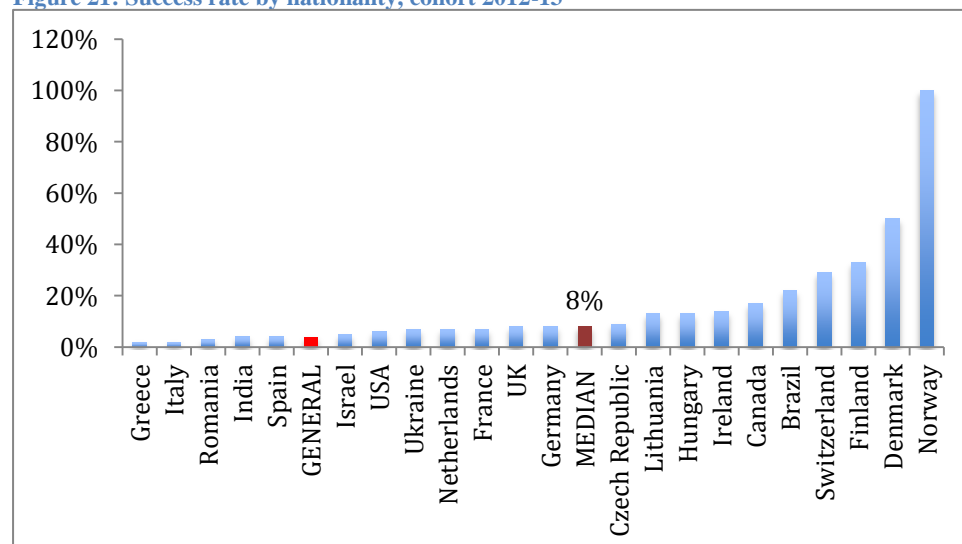
In 2011-2012 for instance Italy and the USA had a success rate lower than the average of the year, while France and Spain were below the median value. By contrast, Germany and the United Kingdom were slightly over the median (Fig. 20).

Figure 20: Success rate by nationality, cohort 2011-12



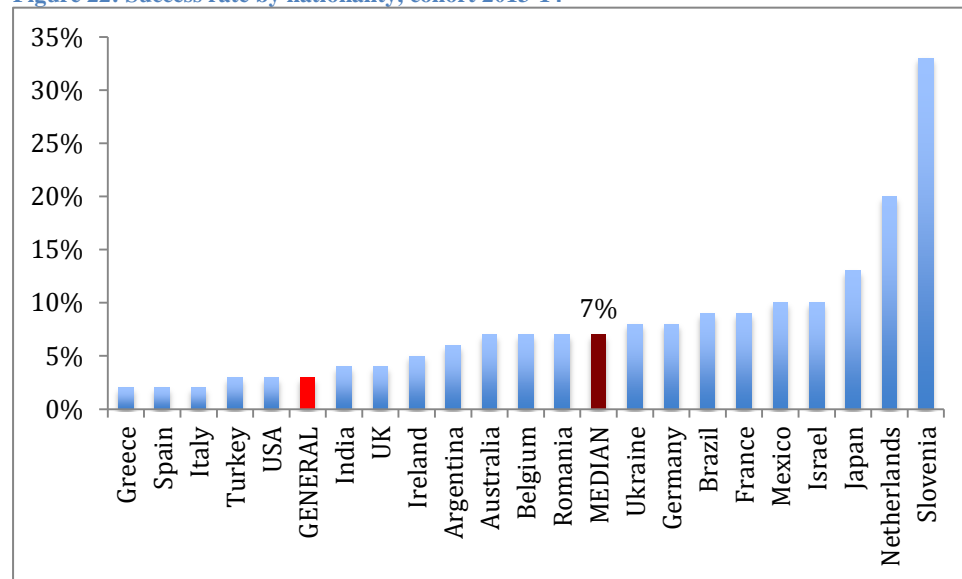
The following year the success rate of Italian applicants – in the company of the Spanish ones – was once again lower than the general rate, while that of US Americans, French, Germans and British applicants was lower than the median value of the cohort (Fig. 21)

Figure 21: Success rate by nationality, cohort 2012-13



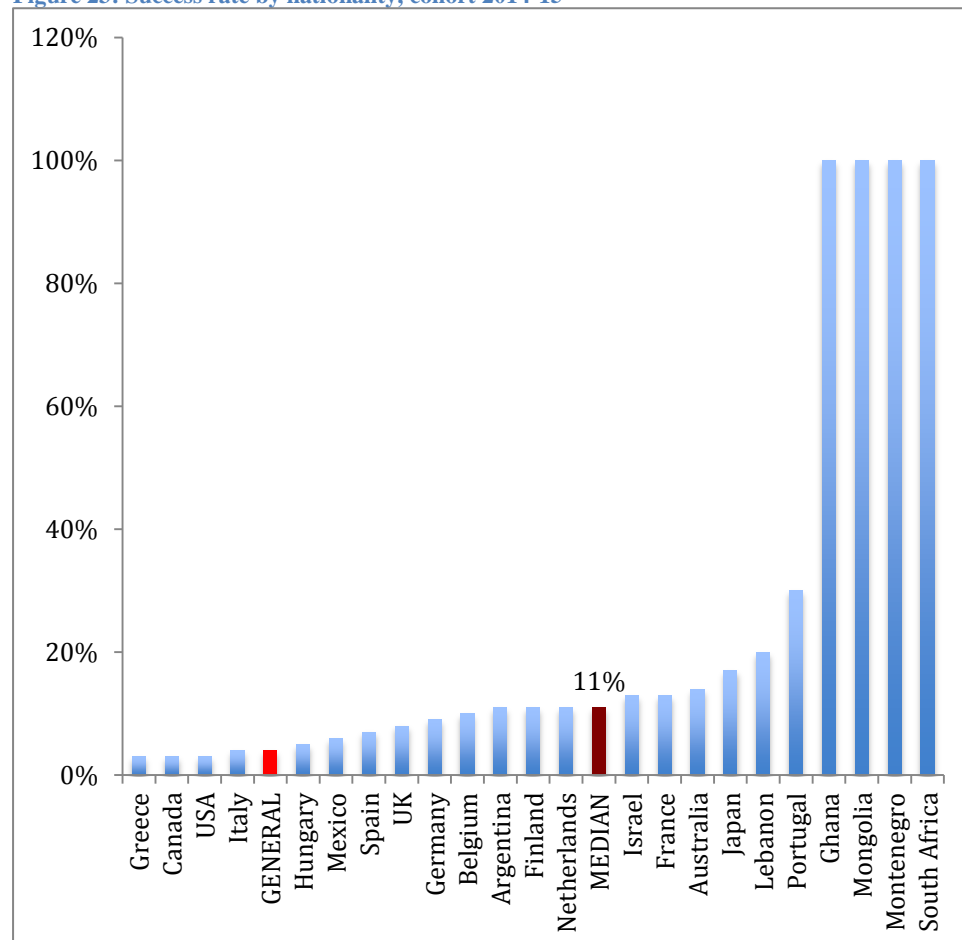
In 2013-14 the success rate of Italy and Spain was lower than the general rate for the cohort and once again the United Kingdom, France, Germany and the USA were lower than the median value (Fig. 22)

Figure 22: Success rate by nationality, cohort 2013-14



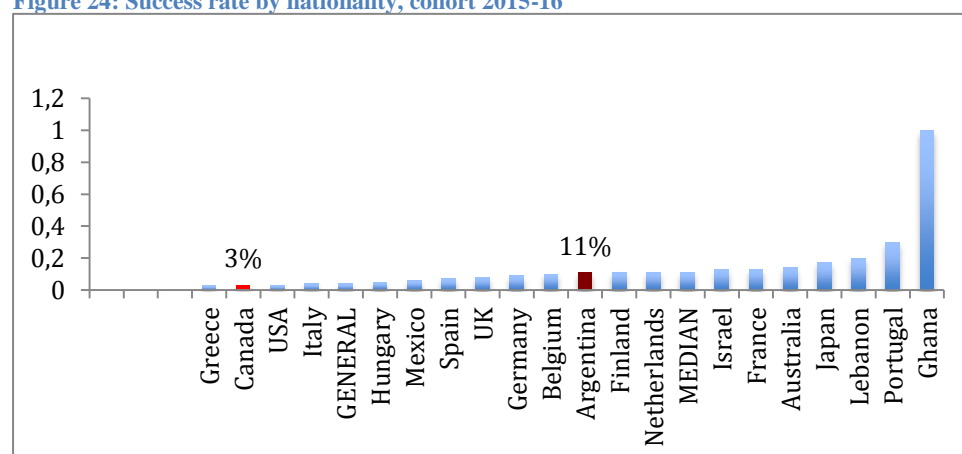
The following year the USA joined Spain and Italy in the lower ranks below the general rate of success of the 2014-15 cohort, with the United Kingdom only marginally over it, while Germany and France were higher than the median value of the year (Fig. 23)

Figure 23: Success rate by nationality, cohort 2014-15



Finally, in the last cohort under examination the success rate of Italy and the USA was below the general rate, the United Kingdom, Spain and Germany were below the median value while France was slightly over it (Fig. 24)

Figure 24: Success rate by nationality, cohort 2015-16

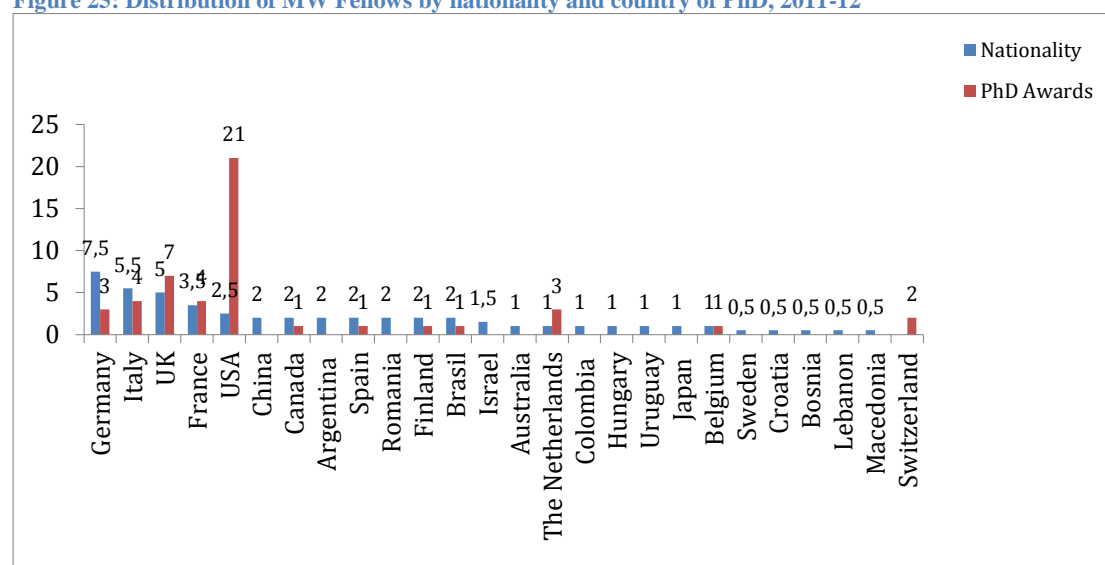


In conclusion, the countries that provide the core of the Max Weber Fellowships are those with the most applicants, but they do not necessarily have higher success rates than applicants from other countries – by and large, with the partial exception of France and Germany, they are lower.

## 2.6 Distribution of Fellows by Country of University Awarding their PhD Compared to Nationality

One aim of the Programme has been to bring researchers trained in the top US universities back to Europe. In that endeavour, the Programme has been very successful. It also attracts quite high numbers of UK trained PhDs, with the UK also providing the largest employer of Max Weber Fellows, regardless of whether they did their doctoral training there or not.

Figure 25: Distribution of MW Fellows by nationality and country of PhD, 2011-12



**Table 2: Fellowships by awarding PhD institution, 2011-12**

<b>University</b>	<b>PhD Awarded</b>
Columbia University	3
University of Michigan, Ann Arbor	3
Duke University	2
London School of Economics	2
New York University	2
University of Cambridge	2
University of Oxford	2
Bielefeld University	1
Boston University	1
Brown University	1
California Institute of Technology	1
Graduate Institute of International and Development Studies	1
Ludwig Maximilians University, Munich	1
Massachusetts Institute of Technology	1
North Carolina State University	1
Northwestern University	1
Paris School of Economics	1
School for Advanced Studies in the Social Sciences, Paris	1
Sciences Po Bordeaux	1
Stanford University	1
Swiss Federal Institute of Technology	1
Universidad Carlos III de Madrid	1
University of Amsterdam	1
University of California, Berkeley	1
University of California Los Angeles	1
University of Catania	1
University of Duisburg-Essen	1
University of Essex	1
University of Finland	1
University of Grenoble	1
University of Groningen	1
University of Illinois	1
University of Leuven	1
University of Montreal	1
University of North Carolina at Chapel Hill	1
University of Pisa	1
University of Rome La Sapienza	1
University of Sao Paulo	1
University of Siena	1
VU University Amsterdam	1

Figure 26: Distribution of MW Fellows by nationality and country of PhD award, 2012-13

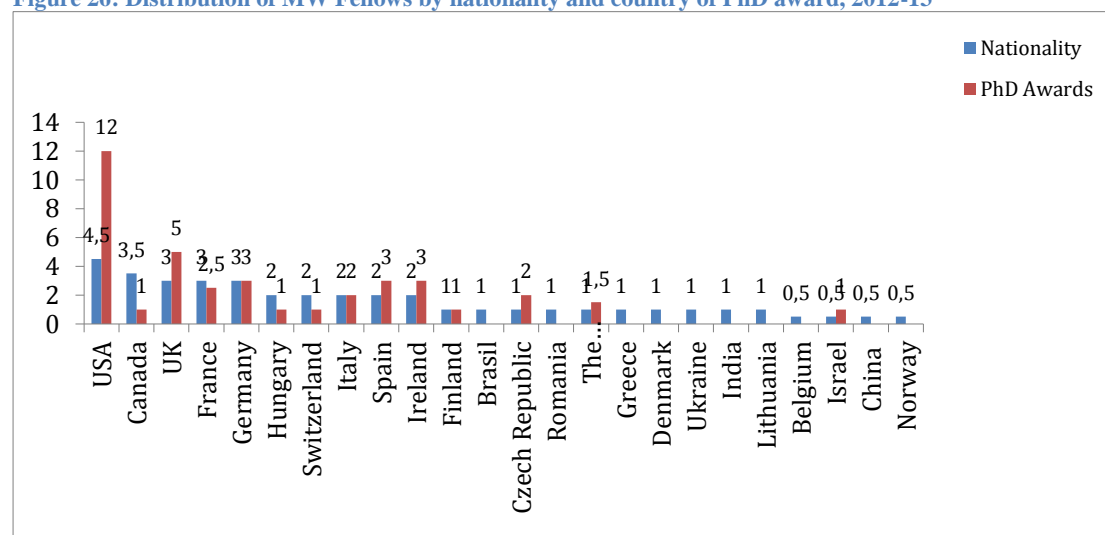
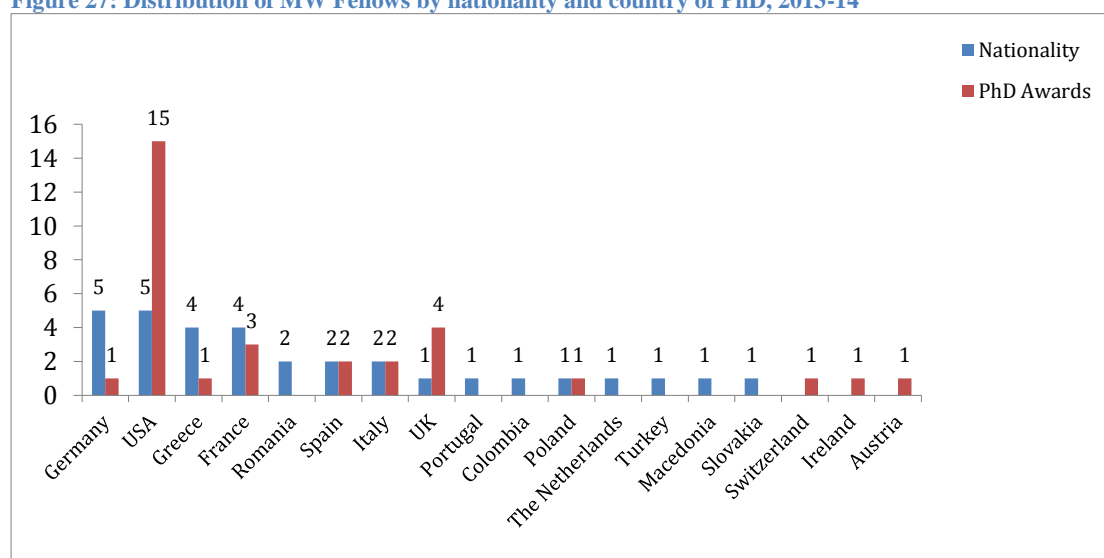


Table 3: Fellowships by awarding PhD institution, 2012-13

University	PhD Awarded
New York University	3
Charles University Prague	2
Harvard University	2
Trinity College Dublin	2
CERDI	1
Abo Akademi University	1
Bocconi University Milan	1
Central European University	1
Columbia University	1
King's College London	1
London School of Economics	1
Northwestern University	1
Rutgers University	1
The New School for Social Research, New York	1
The Ohio State University	1
Universidad Autonoma de Barcelona	1
Universidad Carlos III de Madrid	1
Universidad Complutense de Madrid	1
University College Dublin	1
University of Amsterdam	1
University of Bamberg	1
University of Bologna	1
University of British Columbia	1
University of Chicago	1
University of Jerusalem	1
University of Lausanne	1
University of Munich	1
University of Oxford	1
University of Saarland	1

University of Warwick	1
University of Washington	1
University of York	1
University Pantheon-Assas (Paris II)	1
Maastricht University	0,5
University of Orleans	0,5

**Figure 27: Distribution of MW Fellows by nationality and country of PhD, 2013-14**



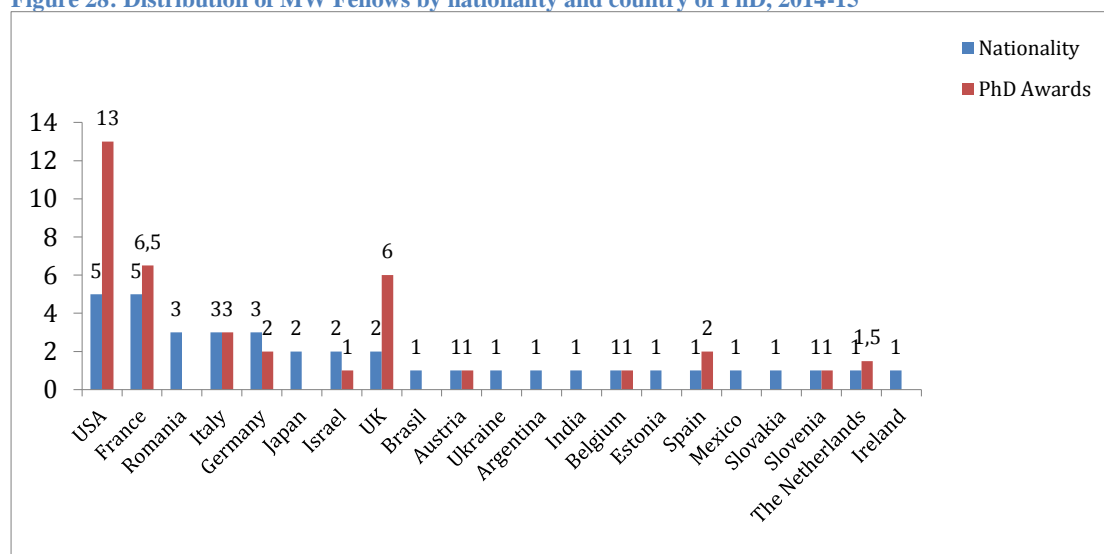
**Table 4: Fellowships by awarding PhD institution, 2013-14**

University	PhD Awarded
Yale University	2,5
Columbia University	2
Princeton University	2
University of Oxford	2
Athens University of Economics and Business	1
Cornell University	1
Duke University	1
Graduate Institute of International and Development Studies	1
Harvard University	1
Humboldt University Berlin	1
London School of Economics	1
New York University	1
Polish Academy of Sciences	1
Sciences Po Bordeaux	1
Sciences Po Paris	1
Trinity College Dublin	1
Universidad Carlos III de Madrid	1
Universitat Pompeu Fabra Barcelona	1
University of Chicago	1
University of North Carolina at Chapel Hill	1



University of Notre-Dame	1
University of Paris I Pantheon-Sorbonne	1
University of Siena	1
University of Sussex	1
University of Texas at Austin	1
University of Vienna	1
Catholic University Milan	0,5
Hertie School of Governance, Berlin	0,5
University of Milan Bicocca	0,5

**Figure 28: Distribution of MW Fellows by nationality and country of PhD, 2014-15**



**Table 5: Fellowships by awarding PhD institution, 2014-15**

University	PhD Awarded
University of Paris I Pantheon-Sorbonne	3
Columbia University	2
Paris School of Economics	2
University of Wisconsin-Madison	2
Yale University	2
University of Pavia	1,5
Harvard University	1
Humboldt University Berlin	1
LUISS Guido Carli, Rome	1
Max Planck Institute for the Study of Societies, Cologne	1
Princeton University	1
Stanford University	1
Stony Brook University	1
The Hebrew University of Jerusalem	1
Universidad Carlos III de Madrid	1
Université Catholique de Louvain	1
University College London	1
University of Bologna	1
University of Cambridge	1

University of Chicago	1
University of Illinois at Urbana Champaign	1
University of Konstanz	1
University of Ljubljana	1
University of Manchester	1
University of North Carolina at Chapel Hill	1
University of Oxford	1
University of Paris X Nanterre	1
University of Sheffield	1
University of York	1
VU Amsterdam	1
Maastricht University	0,5
Universitat Pompeu Fabra Barcelona	0,5
University of Orléans	0,5

Figure 29: Distribution of MW Fellows by nationality and country of PhD, 2015-16

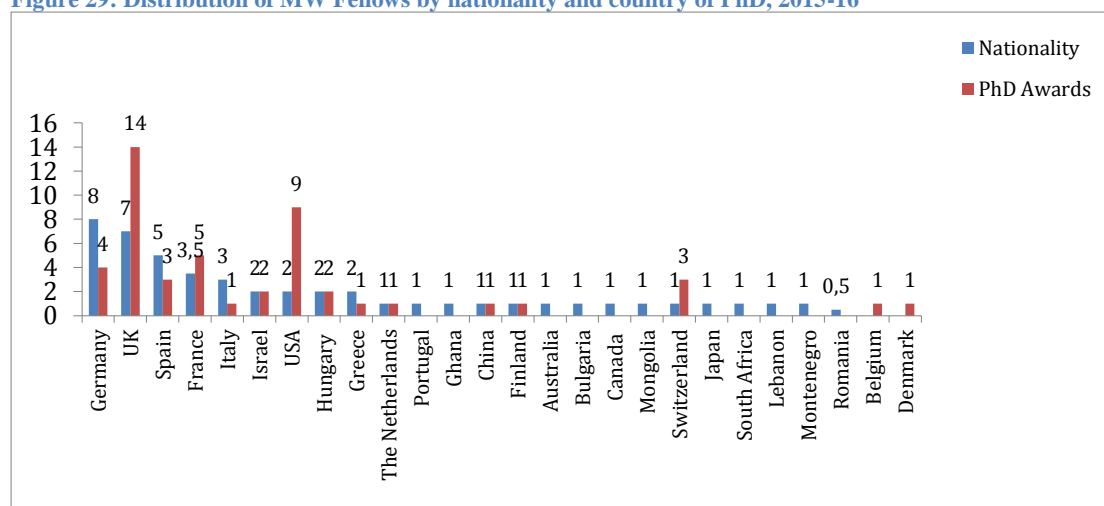


Table 6: Fellowships by awarding PhD institution, 2015-16

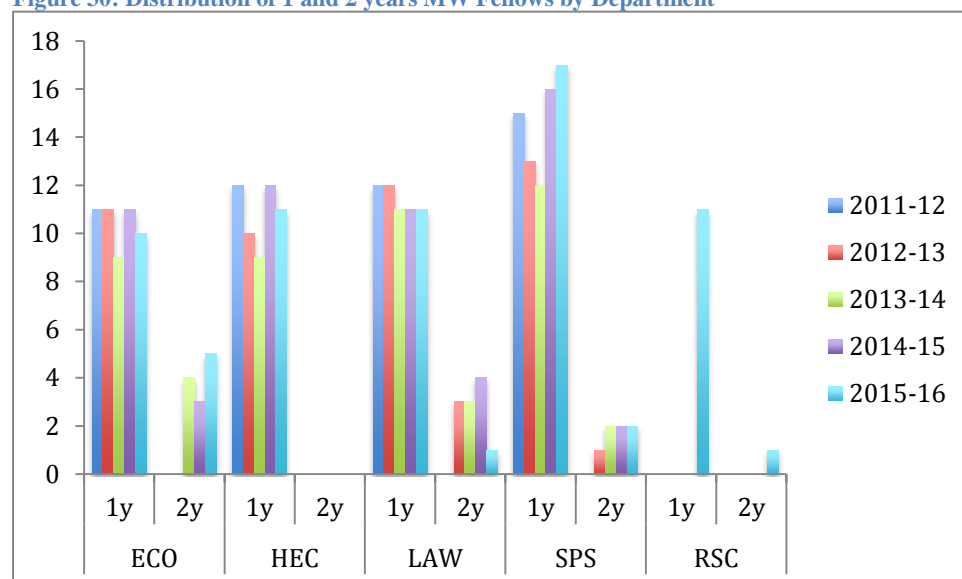
University	PhD Awarded
London School of Economics	4
University of Oxford	3
Central European University	2
Columbia University	2
Free University Berlin	2
School for Advanced Studies in the Social Sciences Paris	2
University College London	2
Aarhus University	1
California Institute of Technology	1
CEMFI Madrid	1
Harvard University	1
Heidelberg University	1
Maastricht University	1
Michigan State University	1

New York University	1
Sciences Po Paris	1
Stanford University	1
Tel Aviv University	1
The Graduate Insitute Geneva	1
The New School for Social Research New York	1
The University of Hong Kong	1
Trinity College	1
Universitat Pompeu Fabra Barcelona	1
Universitat Rovira I Virgili	1
University of Athens	1
University of Bern	1
University of Bremen	1
University of Bristol	1
University of Cambridge	1
University of Chicago	1
University of Fribourg	1
University of Haifa	1
University of Helsinki	1
University of Kent	1
University of Leuven	1
University of Paris-Sorbonne	1
Washington University in St. Louis	1
York University, Canada	1
CREST	0,5
Paris School of Economics	0,5

## 2.7 Distribution of One- and Two- Year Fellowships Across Departments

A perennial issue of discussion has been the relative benefits of one- and two- year Fellowships, with most Fellows expressing a strong preference for a two-year Fellowship. At present only ECO makes a standard offer of two years, although many of the successful applicants chose to come for only one year – usually because they have already secured a permanent position prior to coming. HEC has chosen thus far to offer only one-year Fellowships, while LAW has admitted all Fellows for one year in the first instance but allowed them to apply for a second year during their Fellowship. SPS adopted all three options, making both one- and two-year offers, and allowing those admitted for one year to apply for a second year. The distribution of one- and two- year Fellowships over this period is described below.

**Figure 30: Distribution of 1 and 2 years MW Fellows by Department**



## 2.8 Distribution of Fellows by Thematic Research Group

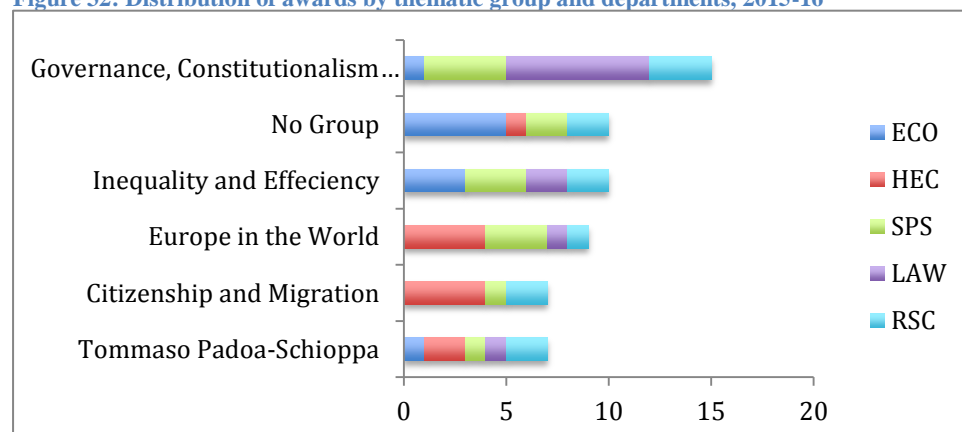
As was noted above, in the Badia years the Programme started a new way of promoting its mission of encouraging interdisciplinary research through the creation of Thematic Research Groups. The Thematic Research Groups were introduced for the 2014-15 academic year as forums for the Fellows to discuss their research and exchange disciplinary insights around a common focal point. The themes were proposed by the Director on the basis of the main clusters of research among the Fellows who had been selected for 2014-15, and were designed to be broad enough to encompass a wide range of topics and disciplines. Most were invited to join one of five Thematic Groups but were allowed to opt out altogether if they so wished. Most groups were made of Fellows from at least three departments (Fig. 31).

**Figure 31: Distribution of awards by thematic groups and departments, 2014-15**



As was noted above, applicants for 2015-16 could select a thematic group (or none at all) as part of the application process. The distribution of awards more or less mirrored the size of the pool of applicants for each group, although the groups per se played no role in the selection process (Fig. 32).

**Figure 32: Distribution of awards by thematic group and departments, 2015-16**



## 2.9 Special Grants

The Programme has had a number of schemes with different foundations and national research funders designed to fund MW Fellows from a given nationality. Over the past three years these schemes have expanded. This section offers details on past, present and prospective schemes.

Since 2007, the Canon Foundation has part funded a postdoctoral Fellow who is either of Japanese nationality or a long term resident in Japan. Originally, the selected Fellow did not necessarily participate in the MWP. However, since 2014, the Canon Fellowship has been closely associated with the Programme. We ask all eligible applicants to the MWP if they wish to be considered for this scheme. The Canon Foundation also allows prospective Fellows to apply directly to them, and they pass on their files to us. We rank those eligible Fellows who we believe are suitable for the Programme and meet a satisfactory quality threshold, and then liaise with the Cannon Foundation who have so far always approved our choice.

In 2014-15 we experimented with a similar scheme for US Fellows sponsored by Fulbright, and the Brussels office was supportive. We were able to fund two US Fellows in 2015-16 in this manner, but via a process that the Washington office regarded as irregular – namely, that of identifying eligible candidates from among our candidate pool and sending a ranked list to them for approval. Instead, they wished all candidates to apply directly to them and for us to choose from a list of approved candidates supplied by the Washington office. However, their criteria do not match ours – for example, their list contained hardly any social scientists and most were well beyond five years from the award of their doctorate. As a result, we have abandoned this scheme for the moment as a source of MWF, although it might sometimes produce suitable candidates for Fellowships at the RSC.

Australian nationals can also apply to the Australian European University Institute Fellowships Association Inc (AEUIFAI) for 6 months funding within the Max Weber

Programme, with the MWP paying the remaining six months. This scheme was not originally targeted at MWF, although two have benefitted from it in the Badia years, but as of 2018 we have regularized the procedures, with the MWP identifying suitable candidates from among the applicants on either the Award or Reserve lists who can then apply to the AEUIFAI scheme, thereby freeing up funds for other Fellows.

We also have a memorandum of understanding with the Academy of Finland, which allows postdoctoral Fellows funded under its scheme to spend one or two years in the MWP. We identify eligible candidates for this scheme among all those selected either for an award or who make the reserve list and encourage them to apply to the Finnish Academy applicants for funding.

In 2014 the then President, Professor Weiler, sought to encourage the contracting states to offer grants for MW Fellowships, and possibly to allocate unused PhD grants to postdoctoral Fellowships, although this latter is not easy to implement. During this period the Greek Ministry of Education, which held the Presidency of the High Council at the time, agreed to support such a scheme, and from 2015-16, the Greek government has sponsored the Hellenic Fellowship. Under this scheme we considered all Greek candidates, which in that year were 33, and selected one of them who had their scholarship paid directly by the Greek government, with the MWP funding the research missions and other elements of the Fellowship.

Our experience suggests that these schemes can support the diversity of the Programme – for example, due to the relatively small number of applicants from these countries, Japanese and Greek candidates might not be chosen in any given year otherwise. Because the funding of some of the new schemes has not always been secure until the very last moment, we have not been able to advertise these opportunities as aggressively as we would like, but feel if we did so we would increase applications from these countries and so enlarge the applicant pool.

The Table below details the spread of externally funded Fellowships over the Badia years.

**Table 7: Externally funded fellowships by Department and cohort**

	<b>ECO</b>	<b>HEC</b>	<b>LAW</b>	<b>RSC</b>	<b>SPS</b>
<b>2011-12</b>		1 (ACFIN)			1 (Canon)
<b>2012-13</b>		1 (ACFIN)			
<b>2013-14</b>					
<b>2014-15</b>		1 (Canon)			
<b>2015-16</b>		2 (Fulbright)	1 (ACFIN); 1 (Hellenic); 1 (Australian)		1 (Canon)

## 2.10 Self-Funded Fellowships

The Programme has also always allowed applications from so-called self-funded Fellows. These are considered at the end of March, when we know how many Fellows who have applied via the standard route will be coming and what our capacity for hosting additional Fellows will be. Self-funded Fellows must be in receipt of a research fellowship, sufficient to maintain them during their stay, from an appropriate government or other agency – they cannot come simply using private funds. We get a small number of applications each year (Table 8) that we select employing the same criteria that we use for the Fellows we fund and in consultation with departments (Table 9). Occasionally some existing Fellows stay on for a second year by attracting external funding that allows them to do so. Among other funding agencies, we have had Fellows funded in this way by the UK Arts and Humanities Research Council and by the Swiss National Science Foundation.

**Table 8: Applications for self-funded fellowships by Department and cohort**

	<b>ECO</b>	<b>HEC</b>	<b>LAW</b>	<b>RSC</b>	<b>SPS</b>
<b>2011-2012</b>	2	2	5		3
<b>2012-2013</b>	1	1	5		1
<b>2013-2014</b>			2		6
<b>2014-2015</b>		3	2		3
<b>2015-2016</b>	1	1	1		6

**Table 9: Self-funded awards by Department and cohort**

	<b>ECO</b>	<b>HEC</b>	<b>LAW</b>	<b>RSC</b>	<b>SPS</b>
<b>2011-2012</b>	1	1	2		1
<b>2012-2013</b>	1		2		
<b>2013-2014</b>			1		3
<b>2014-2015</b>		1	1		1
<b>2015-2016</b>					2

## Conclusions

In this section we have examined applications for and awards of the Max Weber Fellowships under four main aspects: size; global reach; gender balance; multidisciplinary depth.

During the Badia years the Max Weber Programme grew in terms of both applications for the Fellowship and number of awards. The global scope of the Programme has been maintained and strengthened. Applications and awards covered a range of nationalities that encompass the whole world while maintaining a strong European core. Over the period, the Max Weber Programme awarded Fellowships to early career academics coming from 43 different countries. Among these, six core nationalities feature strongly both among applications and awards: five are European (Italy, Spain, Germany, France, UK) and one North American (USA). The awards to these nationals are generally a function of the size of the applicant pools by nationality.

The Programme has strengthened its equal opportunities mandate with regard to gender, reaching a perfect gender balance among awardees in 2015 in spite of applications being in favour of male applicants.

Applications and awards to the EUI departments represent the multidisciplinary core of the Max Weber Programme. In 2015-16 the Programme expanded by including the Robert Schuman Centre, itself a multidisciplinary centre of excellence, to offer mentoring and funding to the Fellows. Furthermore, multidisciplinary research groups were piloted in 2014-15 and made a feature of the Programme at the stage of applications the following year. The Thematic Groups are, to date, the multidisciplinary core of the Programme, providing Fellows a forum to discuss research from different disciplinary perspectives.



## II. Academic Practice Activities: Aims, Experiences and Self-Assessment

### Introduction

This section provides an overview and critical assessment of the Academic Practice (AP) activities carried out in the Max Weber Programme. These activities can be seen as a concrete expression of the preparation felt to be most useful for young academics in the current context of regional integration (the emergence of the European Higher Education Area, EHEA) and the increasing globalization of higher education. From its inception in September 2006, the Programme has placed considerable emphasis on professional development: in her inaugural speech, Odile Quintin, at the time Director General for Education and Culture of the European Commission, highlighted the importance of ‘training in pedagogical skills for tomorrow’s university professors, helping postdoctoral Fellows to move from research to teaching’ (<http://www.eui.eu/Documents/MWP/AcademicCareers/ACODocument2008.pdf>).

Ten years later, increasing mobility on the part of both students and faculty has made training for academic practice even more central to the agenda of the European Commission and to the personal agendas of young academics themselves (McAlpine & Akerlind 2010; Anderson 2013, 2017).

With today’s higher education (HE) scenario in rapid evolution, young scholars need to prepare for the future and not just for the present. The Max Weber Programme responds to this challenge by approaching professional development in terms of capacity building in a lifelong learning perspective. At the same time, more immediate concerns – in particular, the need to successfully navigate an increasingly competitive academic job market – are also addressed. The Programme’s capacity to attract candidates from a wide range of national and regional contexts (<http://www.eui.eu/ProgrammesAndFellowships/MaxWeberProgramme/FormerFellowsAffiliations.aspx>) means that there is considerable diversity in previous training among incoming Fellows. This diversity is dealt with through a combination of collective and individual offerings, which has evolved over the years in response to the needs of successive cohorts and changes in international academia. Two initiatives reaching beyond the immediate EUI community inform and support these offerings: the Academic Careers Observatory and the FIESOLE Group, a network of applied linguists and language professionals from various European institutions which aims at developing best practices in academic communication for settings in which English functions as an academic lingua franca. In what follows, the general principles underlying the current design and structure of the Programme’s AP training are first briefly outlined, together with role of the FIESOLE Group. This is followed by a description of the various offerings and a brief reflection on achievements and current challenges.

### 1. Design principles of the Academic Practice activities and the role of the FIESOLE Group

The cornerstone of the Max Weber AP activities is to foster Fellows’ capacity for on-going professional development through reflective practice and peer review and interaction. *Reflective practice* consists in an ability to reflect on and critically assess one’s own professional performance in order to adapt to new needs and to changing

circumstances. Graham Gibbs, who worked with an early cohort of Fellows and was instrumental in helping establish the Programme's on-going collaboration with the Learning Centre at the University of Oxford, has stressed the importance of structured reflection as part of the 'experiential learning cycle' (Gibbs 1988). As McAlpine and Weston (2002: 63) put it, 'reflection is the vehicle for turning experience into learning' and it is 'multiple, repeated observations and interactions with the phenomenon in particular contexts [that] enable one to detect patterns that then lead to knowledge'. Such self-awareness is not achieved in a vacuum: peer feedback is an essential component in the process of preparing research writing for submission to international journals; having a chance to see and hear oneself through the eyes and ears of one's audience or students (by viewing and discussing video recordings, for example) is critical to assessing and improving one's performance as a presenter or teacher. *Peer review and interaction* are thus important factors in professional development. For this reason, alongside workshops with experts in various areas of academic practice, over the years the Programme has drawn on the Fellows themselves as a resource in the design and implementation of activities, in order to exploit the synergies arising from their diverse experiences and from the multi-disciplinary nature of the Programme.

The other main design principle that underlies the Programme's AP activities is an emphasis on helping Fellows learn to respond flexibly to the requirements of different areas of academic practice and of diverse national contexts. Many skills are both transversal and transferable. Effective presentation skills, for example, are relevant not only for participation in international conferences but also for success in the job market and in the classroom: the challenge is to be able to critically adapt one's mode of interacting to the different aims and expectations of each of these settings. Given that one of the Programme's principal mandates is to facilitate academic mobility and career advancement in Europe and beyond, a *strategic approach to skills development that explicitly incorporates a transnational perspective* is imperative.

A central role in this respect is played by the FIESOLE Group, which came into being hand in hand with the opening of the Max Weber Programme in September 2006, when a group of applied linguists, educationalists and language professionals from various higher education institutions in Europe met to brainstorm ideas about how to give concrete support to the first cohort of Max Weber Fellows. Since then, the focus of the Group's activities has widened to include a concern with developing and disseminating best practices in the field of academic communication, with particular reference to the needs of doctoral and postdoctoral researchers and junior faculty in today's multilingual Europe. In addition to the members of the EUI Language Centre's English Unit, members of the group currently include faculty and language professionals from the London School of Economics (LSE) and Institute of Education (University College, London), Humboldt University (Berlin), Collège d'Europe (Bruges), University of Siena, Pompeu Fabra University (Barcelona) Department of Education (Oxford), Central European University (CEU), University of Copenhagen, Trinity College (Dublin), and Masaryk University (Brno). The group collaborates through face-to-face interaction, teaching exchanges and via a virtual platform in order to share teaching and learning practices that have proved successful in the members' home institutions. Through its activities, the group is dedicated to developing teaching materials, methodologies, and curricular guidelines particularly suited to multilingual settings in which English functions as an academic lingua

franca. Specific areas of expertise include teaching and learning in university classrooms (with particular attention to issues of cultural diversity), academic literacy, writing for publication and para-academic communication.

The Group's contribution to supporting a strategic and transnational approach to professional development within the Max Weber Programme can be exemplified by how it contributes to the consolidation of Fellows' oral academic communication skills. This work begins in September with observation and feedback on the Fellows' initial research presentations by the in-house members of the Group. In January, Fellows follow a micro-teaching workshop in which feedback is provided both by peers and by the member of the FIESOLE Group, Lynn McAlpine (Oxford). In both cases, video-recording makes it possible for Fellows to also observe themselves first hand so as to achieve multiple perspectives on their performance. This strand culminates in the Teaching Practice weeks, in which Fellows can practise their teaching *in situ* in London, Barcelona or Berlin. Here, Fellows receive more input and feedback on their teaching with students in the host institutions. This sequence allows participants to refine their oral presentation skills and ability to interact with groups through reflection on experiences in different academic (and national) contexts.

## 2. Current structure of the Academic Practice activities

Approaching professional development strategically requires careful monitoring of both the career objectives and trajectories of individual Fellows and of general trends which characterize the current academic scene. Experience with successive MWP cohorts indicates that expertise in three broad areas of academic practice constitute the core ingredients for successful early-career advancement in a transnational perspective. Understanding the dynamics of and responding to the varying expectations and requirements of different academic job markets (Marimon et al. 2008) is a must; since most Programme participants are holders of one-year Fellowships, it is also a practical concern that needs to be addressed from 'day one'. Enhancing academic visibility and attractiveness through strategic publishing and through effective knowledge dissemination and networking (for example, through the construction of a personal web site) is equally essential. Finally, an important objective of many Programme participants is to become better prepared to teach in the current higher education scenario characterized by increasing globalization, one in which the changing structure of academic careers and increasing student diversity make it imperative to be able to adapt to different cultural learning styles and to communicate fluently and effectively in English in multilingual settings.

The training component of the MW Programme addresses these three core areas of academic practice through a series of *three interlocking strands*:

- Preparation for the Job Market and Career Development
- Writing and Publishing
- Teaching

The training activities related to the job market are concentrated for practical reasons mainly in the first term, while the writing/publishing and teaching strands are developed over the course of the year. The internal structure of each strand has evolved over the years on the basis of needs assessment carried out before the arrival

of each new cohort and evaluative feedback provided by the Fellows mid-year and at the end of their stay. A common denominator, however, is the combination of *a series of collective activities with targeted individual support*. The collective activities consist in a series of workshops and initiatives in academic communication and professional development held by external experts (Academic Practice Workshops, APW) and by in-house staff (Academic Communications Support activities, ACS). Individual support is offered on a tutorial basis and varies according to individual Fellows' background (academic, linguistic, geographical) and career objectives (for example, job markets targeted); the contribution of the Fellows' departmental mentors in focusing career choices and publishing strategies is also of central importance. The collective offerings within each module are complemented by activities carried out in disciplinary-specific Academic Practice Groups (APGs), which are organized and run by the Fellows themselves with input and collaboration from EUI faculty members. Cutting across all three areas are initiatives designed to support professional academic leadership skills and effective career management.

In what follows, the offerings within the three strands as they are currently articulated are briefly outlined, along with the underlying rationale; the APGs and other initiatives that are transversal to these three areas of academic practice are then described.

## **2.1 Preparation for the Job Market and Career Development**

Navigating the academic job market successfully requires both an understanding of the requirements and dynamics of different national systems and an ability to present oneself effectively in both written and oral form. The Max Weber Programme actively supports Fellows seeking an academic position in both of these respects.

Fellows profit from the input and support provided by the Academic Careers Observatory, a unique resource for researchers looking for a job in academia and, in general, for people interested in the international comparison of academic careers. ACO activities involving the Fellows directly include an initial input session with the ACO and MWP Team and the ACO's annual conference. The Academic Practice Groups also provide an opportunity for exchange of information and discussion of job market strategies.

Professional support and training is provided to Fellows about how to present themselves most effectively during the job search process and, in general, on the academic scene. 'Job market package' input sessions with the ACS staff help Fellows develop their CVs, application letters, teaching statements etc. so as to showcase their scholarly profiles to best advantage according to the specific positions and national job markets they are targeting; additional individual feedback and support is available throughout the year in tutorial form and through the MWP copy-editing/language correction service. The last three years have been marked by an increasing openness among Fellows towards recruitment opportunities outside of the traditional European and North American academic job markets (e.g. Singapore, US satellite institutions in Abu Dhabi); this diversification has contributed to the already strong request for individualized support and coaching. It has also made having an effective web presence increasing vital. In this regard, the MWP offers all Fellows the opportunity to construct their own website. A special CMS system which is very easy for Fellows

to use offers a space where they can upload their publications and present their research agendas and teaching experience in a professional manner. Max Weber Fellows can take their personal websites to their new academic institutions when their Fellowship comes to an end, a distinct advantage in today's rapidly evolving academic job market.

Tackling the job market successfully requires not only excellent written and multimedia skills, but also an ability to interact effectively face-to-face during job talks, campus visits and interviews. To this end, as well as to enhance their public speaking skills in general, Fellows are offered the chance to give research presentations and to get feedback on these in three different contexts and at three key moments in the academic year: in September, when they present to a multidisciplinary audience composed of the other Fellows and EUI faculty members; in their departments at the beginning of the first term; in June, at the annual conference held by the Programme and which enables the Fellows to take stock of their work during the year that is just ending. The September presentations are filmed (the others can also be filmed on request) and the Fellows receive detailed feedback from the ACS staff. Those wishing to work specifically on their oral presentation skills can then participate in a three-session Public Speaking module, designed for both native and non-native speakers of English, which is held by the ACS staff during the month of October. Fellows preparing for job interviews may book a mock interview with a member of the ACS staff, which can be carried out either in person or via Skype in order to simulate actual interview conditions. Finally, self-organised job talks, with feedback from MWP peers and EUI faculty, give Fellows a chance to do a 'dry run' in a supportive setting prior to key campus visits and job interviews.

## 2.2 Writing and Publishing

The AP offerings comprising the Writing and Publishing strand aim to enhance the ability of Fellows to write and publish in various key genres in their fields. Two sets of activities make up the strand: a series of workshops offered by external experts and EUI faculty, and the writing activities offered by the in-house members of the FIESOLE Group (the Academic Communications coordinator and experts from the EUI Language Centre's English Unit). Over the last three years, these activities have been fine-tuned in response to two shifts in the overall organisation of the Programme: the introduction of the Thematic Research Groups, and, in 2014-15, of a more explicit English language requirement. They have also been partially redesigned in order to respond to a need expressed by various Fellows for a 'just-in-time' approach to the production of certain written outputs that are particularly important to early-career scholars (grant proposals, book proposals, journal articles).

Knowing how to draft documents that can support an academic career, such as grant applications and book proposals, is more important than is frequently recognized. During the last three years, workshops with external experts in this area (e.g. with Henriette Bruun and Jacob Leveridge from UCL on effective grant writing; with editors from Harvard, Princeton and Cambridge University Presses on drafting a convincing book proposal) have been especially appreciated by Fellows. Preliminary feedback on Fellows' book proposals by members of the ACS staff (prior to discussion with the publishers' representatives) and written feedback on their research grant proposals from EUI faculty provide examples of how close coordination of in-house support and external expertise can create effective synergies.



An understanding of disciplinary-specific publishing strategies, of citation indexes and related bibliometric criteria, and of the journal review process are likewise important components of successful academic practice. A workshop organized early in the year, titled *An Inside View of the Journal Review Process: A Roundtable with Journal Editors*, brings together faculty members who are also journal editors to involve Fellows in a frank discussion of the journal submission and review process. As of 2014-15, the writing module offered yearly by the Academic Communications staff has been redesigned to provide focused support for getting an article ready for submission to a peer-reviewed journal. This *Draft-to-Submission* module, which builds on the above-mentioned workshop, mainly targets Fellows who have just completed their PhD; its primary aim is to support participants in getting one or more articles ready for submission early in the academic year. A *Revise-and-Resubmit* workshop in the second term brings the Programme's journal-related offerings full circle by addressing the challenges involved in responding proactively to the rejections or requests for revision inevitably received when international peer-reviewed journals are targeted as outlets for publication.

Preparing work for submission to peer-reviewed journals and volumes also requires opportunities for peer feedback. Alongside the interdisciplinary Thematic Research Groups, for a number of Fellows the disciplinary-based MW Writers' Groups (WGs), instituted shortly after the Programme was founded, continue to be an important resource. These groups are facilitated by a writing expert (and practising academic) from the English Unit. Like similar initiatives with postdocs and junior faculty in other contexts (Lee & Boud 2003; McGrail et al. 2006), they give Fellows a chance to obtain input on the readability and effectiveness of texts before submitting them for publication, thus supporting the publishing process and helping to boost output. The groups meet roughly every three weeks and allow participants to receive and provide focused feedback on stylistic and rhetorical aspects of writing-in-progress. Perhaps due to the rather specific disciplinary-based norms for writing in economics and the importance of style for many historians, over the last 2-3 years mainly ECO and HEC Fellows have been active in this initiative.

Many Max Weber Fellows enter the Programme with considerable experience in working professionally in English. However, particularly those who have not done their doctorates in anglophone contexts may still need to hone their English language skills in order to achieve the high levels of grammatical, stylistic and rhetorical control expected by international journals. Over the history of the Programme, in response to the changing profiles of successive cohorts, this need has been addressed in different ways: in early years through a relatively structured academic writing course held in the first term, subsequently through a series of interlocking workshops focusing on specific aspects of academic writing. In the last 2-3 years most collective offerings in this area have given way to more individualized support during the tutorial hours offered weekly by the Programme's ACS staff; it is possible that the institution of a language requirement may have led some Fellows who wish to work on these aspects to feel more comfortable in a one-on-one setting. A staple remains however, the provision of corpus-based workshops, usually run during Writers' Groups; these workshops show participants how to interrogate large databases of disciplinary-specific research articles in order to uncover typical lexical and syntactic patterns and stylistic norms. Reflecting the conviction that English in international academia belongs to *all* of its users and is not just the province of a native-speaker minority, the accent is on building the confidence and autonomy of participants by

presenting the writing process as a question of creative ‘norm-referencing’, in contrast to the ‘rule-following’ orientation which typically characterizes more traditional approaches to English for Academic Purposes.

Individual tutorials integrate the collective ACS offerings. Offered weekly by members of the English Unit on a sign-up basis and open to all Fellows, these sessions can be used to discuss and revise writing in progress, but also to practise ‘dry runs’ of seminar or conference presentations, check slides or job application materials, or (on request) to revise specific aspects of English grammar. An important lesson over the years of the Programme has been that individual feedback based on Fellows’ specific needs and concerns is often the most effective format for enhancing and strengthening academic communication skills.

Programme support for publishing is not limited to the above-indicated activities. Each Fellow is expected to write at least one working paper, which – after feedback from their mentor – is published in the Institute’s open access research repository, Cadmus. The Max Weber Programme offers the Fellows an extensive copy-editing and language correction service, not only for the working papers but also for all and any writing for publication. Fellows can use this service for job-market needs (e.g. cover letters, CVs, grant applications), as well for various types of research-related writing.

### 2.3 Teaching Module and Max Weber Teaching Certificate

The Max Weber Programme aims to improve and develop standards of excellence in Fellows’ teaching skills. Actual teaching by Fellows is not an MWP requirement, but taking into account that Fellows arrive with differing backgrounds and that teaching methods differ across fields and university systems, gaining further training and practical experience is a priority for many Fellows. The MWP offers various options for gaining practical teaching experience: *abroad*, through an innovative programme involving Teaching Practice Weeks at three top European universities (Humboldt, the London School of Economics and Pompeu Fabra); *at local universities* (including a number of the Florence-based American campuses) (<http://www.eui.eu/ProgrammesAndFellowships/MaxWeberProgramme/TeachingatEUIAndAbroad/Index.aspx>), and *at the EUI itself*. Since 2014-15 the College of Europe (Natolin) also offers teaching opportunities. In whatever context (or contexts) participants choose to gain experience, the focus of the module is on enhancing Fellows’ ability to respond flexibly and professionally to the teaching and learning needs of today’s increasingly diverse – and diversified – higher education scene.

A series of training activities involving experts in teaching and learning and in academic communication from the University of Oxford and from the institutions participating in the FIESOLE Group network (see above) constitutes the core of the MWP Teaching Module. At the beginning of the academic year preparatory meetings are held with representatives from the institutions involved in the Teaching Practice Weeks in order to familiarize Fellows with the typical organisation of and expectations about teaching in different national contexts. These are followed by a number of workshops and initiatives designed to encourage a reflective, transnational perspective on teaching/learning in higher education. In the 2014-15 academic year, for example, a four-day intensive workshop on course design by Lynn McAlpine (from the University of Oxford’s Centre for Excellence, Preparing for Academic

Practice) was followed by series of shorter workshops on small group teaching, on effective communication in the classroom, and on challenges involved in working with students of different cultural and linguistic backgrounds, held by members of the FIESOLE Group, and a workshop on syllabus development and assessment held by EUI faculty. Opportunities for practice and feedback included micro-teaching sessions and small-group teaching – at the EUI itself, at local universities and abroad. Support for preparation for small-group teaching and opportunities for in-class observation and feedback were provided throughout the year by the in-house Academic Communications teaching staff.

The Max Weber teaching programme incorporates the common components of other teaching programmes for postdocs. It also goes further than them in demonstrating best practice by drawing on a well conceptualized developmental process developed at McGill University over 20 years ago which is now used in many universities internationally (Saroyan & Amundsen, 2004). This series of developmental activities is complemented by workshops specifically designed with the transnational trajectories of many MW Fellows in mind. The key components of the certificate are currently the following:

- Introduction to a teaching portfolio: its role in personal development and institutional advancement
- Course design workshop: application of learning-centred thinking to the design of a course
- Microteaching workshop: teaching a component of the designed course using an interactive instructional strategy in a relatively risk-free environment
- Classroom observation workshop, with an emphasis on English as a Medium of Instruction (EMI) classrooms
- Workshop on teaching in culturally and linguistically diverse classrooms
- A teaching exchange: visit to another European university to teach undergraduate lessons
- Introduction to graduate supervision (rare in most programmes but a key responsibility of new academics)
- Submission by Fellows of a teaching portfolio summarizing their learning

The MW Teaching Certificate confers three ECTS credits, allowing for recognition in countries comprised in the European Higher Education Area (EHEA).

#### **2.4. Academic Practice Groups (APGs)**

The Academic Practice Groups (APGs), initiated in the second year of the Max Weber Programme, complement the Practice Workshops and often function as preparatory or follow-up sessions. They are discipline-bound and are organised independently by the four discipline groups represented at the EUI (economics, history, law, and social and political sciences). After a general introduction to their aims at the beginning of the academic year, each APG arranges its own schedule and programme of activities. The groups function as an informal setting for comparing and discussing experiences from different national contexts. Small-group discussion of a particular topic or issue at a disciplinary level (often, although not always, preceded by input from an EUI faculty member) is in some cases followed by a collective feedback and discussion session, a format which provides Fellows with an



opportunity to compare viewpoints and experiences from a multidisciplinary perspective.

The APGs foster leadership skills, as demonstrated by MW Mentorship Programme initiated by the SPS Academic Practice Group, in which SPS Fellows tutor two doctoral researchers over the course of the year, providing formative feedback on their written work. The APGs also offer a setting to stimulate reflection about and develop standards of academic excellence. For instance, a typical session may involve designing and discussing what participants feel constitutes an ideal graduate programme or reflecting on concrete examples that bring up issues in professional ethics, a topic which has been increasingly thematised in recent years. Fellows commonly find that the APGs help establish very close working and personal ties.

### 3. Brief self-assessment of the Academic Practice Activities

The main achievements of the Academic Practice component of the Max Weber Programme to date, with particular reference to the last three academic years, can be synthesised as follows:

- Provision of effective support for career development and publishing of MW Fellows (as shown by the career trajectories and publishing records of the Programme's participants)
- Development of training approaches to English as an academic lingua franca that:
  - ✓ explicitly recognize the status of English as the language of *international* scholars and students and cater to the communication needs of both native and non-native speakers of English (thereby taking the internationalisation of higher education and the globalization of academic careers as the baseline against which to measure the effectiveness of training initiatives)
  - ✓ are sensitive to disciplinary differences (thanks to a close integration of training and research which make it possible to achieve an emic perspective on disciplinary-specific concerns and career trajectories)
  - ✓ have proved exportable to different national contexts (as shown by the fact that several previous Fellows have drawn on the Programme's AP activities framework to develop academic practice activities in their post-MWP institutions)
- Development of a training programme – the *Max Weber Teaching Certificate* – designed to prepare young scholars for effective teaching in an increasingly globalized academic context. The Certificate can be seen as a concrete example of a set of structured, interconnected activities that reflect best practices in professional development and are designed to respond to the challenges of teaching to culturally-diverse groups of students in an increasingly integrated HE space (EHEA) and beyond.
- Development of an international network – the *FIESOLE Group* – dedicated to developing best practices in academic communication in a European perspective. In exploiting the potential for collaboration among group members and their home universities in different national contexts, the network represents a potential

model for other EU institutions of higher education for the training of early-career scholars.

The main challenges in training for Academic Practice that have emerged over the last three years or so and that will need to be systematically monitored and addressed in upcoming years can be summarised as follows:

- With the emergence of a more diversified approach to the academic job market on the part of recent cohorts of Fellows, there is a need to monitor ‘emerging’ academic job markets beyond the Programme’s traditional focus on Europe and North America (the initiatives being undertaken by the Robert Schuman Centre in this regard should prove a useful source of input).
- An increasing number of Fellows are moving on to teaching/research positions in institutions in non-anglophone countries in which English is a language of instruction, a tendency that, according to some observers, may increase post-Brexit (see comment by Ignacio de la Rasella del Moral in the *MWP Newsletter*, Winter 2017). There is thus a need to monitor emerging trends in training for EMI (English Medium Instruction) and reflect these in the AP training provided. Fittingly, this year’s 11<sup>th</sup> FIESOLE Group Symposium, hosted by LSE in March 2017, focuses precisely on this topic.
- With institutions of higher education in various national contexts increasingly attentive in recruitment to not just research excellence but also outreach and media impact, it will be important in upcoming years to dedicate more systemic attention to these latter two aspects of Fellows’ preparation.

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### **III. Multidisciplinary Research Activities**

The Multidisciplinary Research Activities aim at improving the Max Weber Fellows' understanding of the four disciplines of the Programme, while deepening their engagement with their own.

#### **1. Thematic Research Groups (TRG)**

As has already been noted, the main innovation in this area and the core of the Programme's multidisciplinary activities are the Thematic Research Groups. These groups are organized on an interdisciplinary basis and bring together Fellows from different disciplines working on a similar range of issues. The groups meet regularly with the faculty members acting as Thematic Leads throughout the course of the academic year. The regular meetings of the groups consist of presentations of work in progress and the discussion of more general research issues, such as the reading of key or recent works related to the group's theme.

All Max Weber Fellows must produce a Working Paper (see below), which they can present to their group, and a research proposal (see below), which likewise they can discuss as a group. A feature of the groups is to focus on the readability and accessibility of the work presented, which often leads to changes that improve its structure and clarity. Many book series, journals and research funders have an initial scrutiny of submissions by non experts in the subfield and/or specific topic of the article or proposal, and an ability to grasp the reader's interest and indicate the importance of one's research is an important skill to acquire. Likewise, it can be important for authors to show an awareness of parallel research in other disciplines, something that the TRG encourages. In their comments on the Programme both Frank Marx from the Research Executive Agency of the European Commission, responsible for the Marie Curie Programme, Sebastian Winkler from the ERC Executive Agency, believed that the appreciation of other disciplines and an ability to engage in multidisciplinary research was a crucial aptitude to acquire for success in their respective funding programmes.

The vast majority of the Fellows participate in the TRG and most find them a useful experience. For example, of the cohort 2015/2016, 63.64% thought that participation in the group enhanced the value of their fellowship, up from 52% in 2014/15, when 88% had nonetheless expressed satisfaction with the Groups and only 12% of participants would have preferred not to have been allocated to them.

#### **2. Working Papers and Research Proposal**

Producing a Working Paper (WP) and Research Proposal (RP) are the two compulsory outputs demanded of Fellows during their Fellowship.

The WPs are a way of ensuring that all Fellows produce a piece of research of publishable quality that has benefited from peer feedback from both a substantive and formal (linguistic and presentational) point of view. We are aware that not all disciplines use the WP format to the same degree; Fellows are therefore invited to

view the requirement flexibly as an occasion to produce draft articles or book chapters if these are more appropriate formats in their fields. Ideally, we would like to see the WP(s) appear in the EUI's open-access repository Cadmus, as this will not only insure that they will be widely disseminated but also provide a concrete output of the research undertaken by Fellows during their time in the Programme. We appreciate, however, that some Fellows may wish the WP not to be made public, and if adequately motivated this is also an option. As reported above, we advise the Fellows to present their working paper to a TRG,

The Research Proposal is a short proposal (typically 2 pages and a maximum of 5) conceived as the core section of a possible grant proposal. This can be seen as an abridged version of The Scientific Proposal of an ERC Starting Independent Researcher Grant, which could later be developed into a more detailed grant application, or a 'Research Statement' in a job application. Again, we see getting feedback from a multidisciplinary audience, such as the TRG, as important part of this process. Many Fellows go on to a further research Fellowship following their period at the MWP, and the RP often provides the basis for their future application. We tie in the preparation of the RP with the ACO Research Funders Conference, where Fellows can get feedback on their drafts from representatives of these funding agencies as well as a team from UCL who provide Top Tips on writing research proposals.

### 3. Max Weber Lectures (MWL)

The nine monthly Max Weber Lectures are given by leading scholars from around the world working in one or more of the four disciplines of the EUI. The Programme aims to invite world renowned scholars who address topical issues from an interdisciplinary perspective that will appeal to the EUI academic community as a whole.

At least one of the lecturers is related to each of the Thematic Research Groups, and every group has an opportunity to organize a Master Class on the following day with the relevant lecturer. Most lecturers also do a videoed interview on their work with one or more of the Fellows. All lecturers are also available to discuss the work of Fellows on an informal basis.

The Lectures have proved for many Fellows a highlight of their year and they play a central role in bringing the entire EUI Community together. Most are also podcast afterwards and a few even live streamed. Thomas Piketty's lecture broke all records with not only packed lecture theatre but a packed overflow theatre as well, followed by Quentin Skinner. The podcasts of the lectures regularly get around 3-400 downloads, with some, such as Quentin Skinner's with 1,709 views, getting far more. Likewise with the interviews, with Piketty and Skinner again leading the pack with 881 and 1,795 respectively.

Given that these Lecturers are often booked up at least a year and sometimes more in advance, it is rarely possible to consult existing Fellows about who might be invited, although the Director consults widely with colleagues and particularly the leads of the TRG. He also takes into account suggestions made by Fellows from previous years. Moreover, we also have a series of Occasional Lectures by leading scholars suggested

by Fellows, many of whom also do a Master Class and/or an interview. These often include non-European academics who happen to be visiting Europe over the year.

#### **4. Multidisciplinary Research Workshops (MRW)**

All Fellows have an opportunity to organize a day or half-day workshop or mini-conference involving other Fellows, possibly one or two external speakers, and often a number of EUI Faculty and researchers as well. Ideally workshops should involve Fellows from more than one discipline. These workshops often lead to collaborative publications between Fellows but also give them a stimulus to write and try out new papers and to get feedback from the invited external speaker(s) as well as EUI Faculty.

#### **5. Mission Funding**

All Fellows receive 1000 euros for research Missions for activities such as attendance at conferences or visits to archives – an increase of 500 euros on previous years. All research activities must be approved in advance and a draft budget prepared. Fellows with exceptional research needs can apply to the Director for up to 500 euros in addition to their allocation of a 1000 euros.

#### **6. Max Weber Fellows' Conference**

The culmination of the academic year within the MWP is the Social Issues for Social Sciences MW Fellows' Conference in June, where all current and a selection of former Fellows present their work. It provides a suitable summing up of the research Fellows have undertaken over the year, and is organised by a committee of Fellows from across all four disciplines with advice from the MWP team. As well as giving Fellows experience of organising a major conference, it also showcases their work to the entire EUI community as well as to each other, and enables networking with former Fellows as well.

## IV. ACO: Job Success and Career Prospects of MWFs

A key feature of the Programme is its phenomenal success in placing Fellows on the job market or helping them obtain further funding for a longer period, either as a postdoctoral research fellow or as the principle investigator on a research project. Between 2011 and 2016 there were 157 Fellows on the job market, of whom 148 had found a position by the end of their Fellowship – a success rate of 94.2%. In this section we set out the structures we have put in place within the Academic Careers Observatory (ACO) for looking at the careers of young academics – a structure which informs the advice and training we give to Fellows in the Academic Practice activities related to job searches, applications, and talks and interviews described above. As we shall see, ACO also offers an increasingly used service to the wider academic community. Not the least important part of the information and support offered by ACO is that provided by former Fellows, who increasingly provide a network across all the major universities in Europe, North America and beyond. We then turn to facts and figures on the sorts of positions Fellows get and where. As will be seen, the majority stay in Europe, with the UK the main employer for full-time positions followed by Germany, though a number go to North America, especially if their PhD was done there, and a few much further afield to Asia or Africa.

### 1. The Academic Careers Observatory

The Academic Careers Observatory offers an online resource for early-career scholars looking for a job in academia and, in general, for people interested in the international comparison of academic careers.

It provides information on academic careers in Europe and beyond. Its website offers exhaustive, comparative data on topics such as career curricula, salary levels, degree of openness and job security in a variety of national settings. The Observatory in addition functions as a resource for scholars on the job market with links to job platforms and funding resources. In order to enhance its accessibility and relevance, it also regularly organizes international conferences and collaborates with the main European research associations to discuss and evaluate academic careers and research funding schemes.

The main sections of the website are:

- Information on career opportunities and development
- Comparison of career progression across different countries – national academic structures, their accessibility, the positions they offer, the salaries they pay.
- Comparison of career progression across different disciplines
- Funding resources – selection of job-search resources, links and descriptions for job databases and funding resources available online



- Career tips – focused and valuable tips provided by experts in academic practice, regarding questions such as applying for a postdoc, turning a PhD into a book and what to do (and not to do) before and during a job interview.

ACO is currently working on the interview section of the website in order to disseminate the experiences of Fellows who have found success on the job market, with the aim to provide clear and directed tips on different interview styles and possible scenarios (see section below).

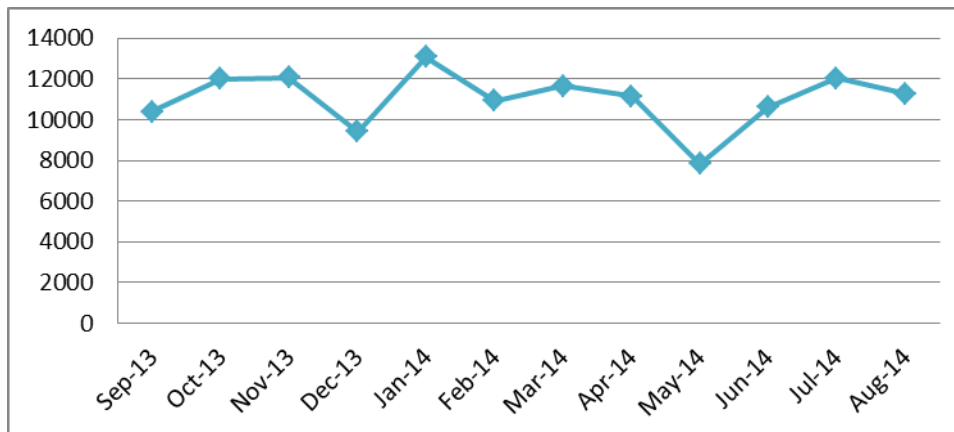
## 2. ACO webpage monthly hits

The information posted on the ACO website is intended for the use of not only MW Fellows but also early career researchers across the world. As the tables and figures set out below show, the ACO website is reaching an increasing number of people: in March 2016 the website surpassed 18,000 monthly hits, by far the highest number since September 2013.

**Table 10: ACO web visitors September 2013-August 2014**

Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14
10.385	11.999	12.06	9.398	13.079	10.924	11.668	11.158	7.831	10.595	12.026	11.286

**Figure 33: ACO web visitors, trend 2013-14**



**Table 11: ACO web visitors September 2014-August 2015**

Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15
11.956	12.894	11.329	10.21	14.054	13.467	15.686	14.558	15.765	15.984	15.914	15.067



Figure 34: ACO web visitors trend 2014-2015

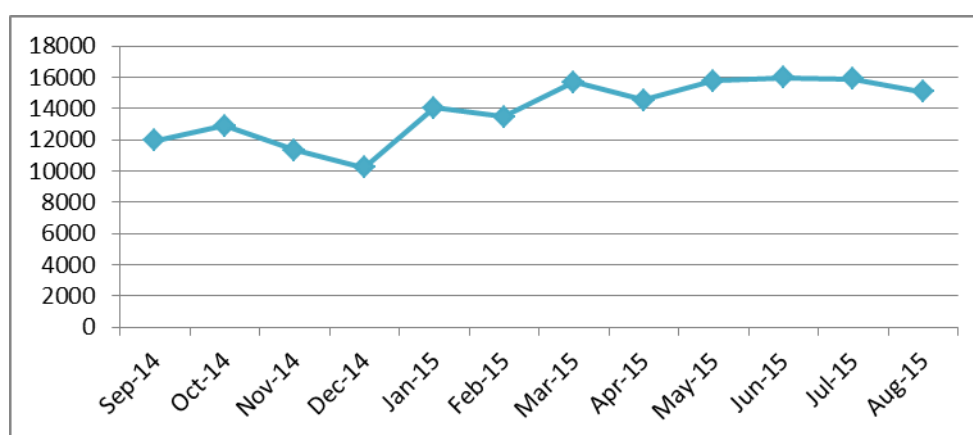
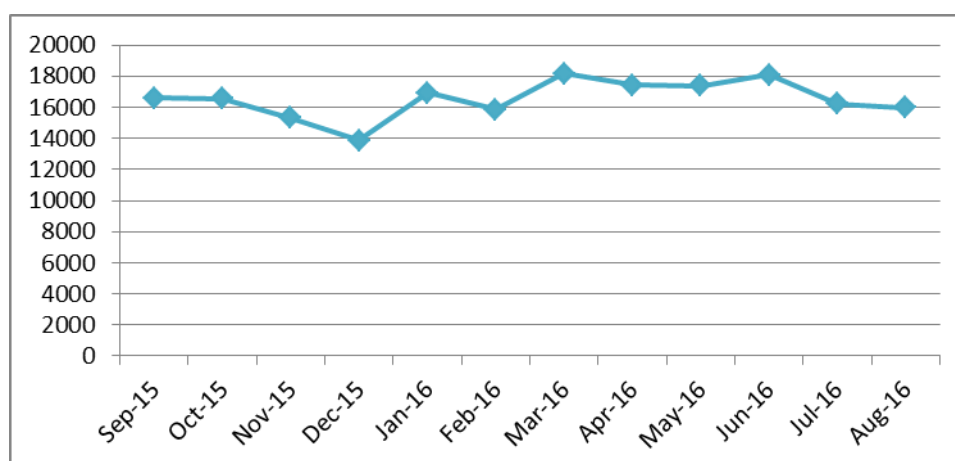


Table 12: ACO web visitors September 2015-August 2016

Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16
16.59	16.56	15.31	13.866	16.915	15.869	18.188	17.434	17.373	18.098	16.209	15.973

Figure 35: ACO web visitors, trend 2015-16



### 3. The ACO Conferences

The Academic Careers Observatory regularly holds conferences, with the aim of circulating information about national and international research and fellowship and funding opportunities in the social sciences and humanities within the EU. Between 2013 and 2016 the following conference were organised by ACO:

- The Academic Contract: How Careers and Universities are Changing, 19-20 November 2013
- National and European Funding Opportunities, 26 February 2014
- Exploring National and European Funding Opportunities, 26 November 2016

- Exploring National and European Funding Opportunities for Young Academics, 2 December 2015

The conference titled ‘National and European Funding Opportunities’ serves as a forum for representatives of different funding programmes and national research representatives to discuss and promote project funding, grants, and fellowships at the national and international level. Delegates of these agencies and funding charities explain their programmes and offer advice and insight on the application process.

In the last two conferences, the ACO team also invited experts from the research office at University College, London (UCL) who provided advice on top tips for grant-writing. They shared with the audience the details of application procedures and practical advice on how to successfully apply for research funding. All Fellows do a draft research proposal, for which the conference in general and this session in particular provide a useful background.

#### 4. The Job Market Experience Interviews Project

In 2013, ACO started a new project, collecting interviews and reports from former Max Weber Fellows on their job market experience. These interviews and reports cover all four disciplines, law, economics, history and social and political science, and document their experiences of the job market in countries such as Italy, Greece, Sweden, the United Kingdom, Switzerland, Austria and the United States. The information provided in the interviews will enable ACO to learn about the Fellows’ experiences, compare these experiences across countries and disciplines, and provide first-hand insight into different job markets: how to prepare for the job market, how to best complete the application, do a job talk or negotiate terms and conditions when offered a job.

**Table 13: Job market experience interviews by discipline, position and country**

Job market experience interviews		
Discipline	Position	Country
HEC	Lectureship (2)	UK
	Assistant Professorship	UK
	Assistant Professorship	USA
ECO	Economist	France
	Assistant Professorship	Greece
	Assistant Professorship	Sweden
	Assistant Professorship	USA
	Assistant Professorship	Italy
SPS	Research Fellowship	Switzerland
	Assistant Professorship	Austria
	Lectureship (2)	UK
LAW	Lectureship	UK
	Assistant Professorship	South America
	Lectureship	Italy

**Table 14: Job markets experience interview follow-ups**

Follow-up interviews – after two years		
HEC	Assistant Professorship	UK
SPS	Assistant Professorship	UK

Over the last year, the research project has expanded its goal, and the ACO team is conducting follow-up interviews two years after the first. The interviews bring the ACO web site up-to-date on the experience of Fellows since then. The aim is to investigate the difference between expected and real duties, current job responsibilities and future plans of the former Fellows involved. The research is carried out with the help of Karin Tilmans and Lynn McAlpine.

#### **4.1 Two excerpts from interviews**

...What worked well for me was to assemble a calendar with application deadlines and then because most of the documents are to be re-used I think this really cuts down on preparation time and allows you, especially after the first or first 2 or 3 applications, to not have to work too much on following applications. You just slightly modify the application letter and send out the same in an almost automated fashion. So I guess the preliminary research of putting together a list of positions to which one applies to is very important. This of course only works for postdocs, and not all postdocs, because faculty positions are advertised in a more-or-less chaotic way at any time of the year, whereas postdocs are often recurrent and have their timetable which you can look up in advance. From what I know about Europe and what I've been told by more senior academics is that there are a couple of websites (jobs.ac.uk; academicpositions.eu) which have email lists every week. So there's nothing to really prepare for. The emails come and then you have a certain time period to prepare for the position in question.

...For the interview, I did mock interviews both with the ACS staff and with a couple of people that are familiar with the topic or the British system, or both. This was really helpful because it gave me the opportunity to test myself and to receive some feedback. One of the most important things is to smile and try to be relaxed. If you cannot answer something you can always convey that you will have something to say about this in a while: it is ok to say 'let me think about this for a minute' or, what I did actually, 'I haven't thought about that before, let's see here' and I felt it was really fine – I got the feedback that I seemed confident but not over-confident and it was really important for them because it gave them the idea of a person that they would like to have as a colleague and not just a good candidate.

This was a job that I was not looking for: it happened, so I treated it as an experiment – so at the beginning I said, let's think about whether I would want it or not. When it is a long term job, it is not just about them thinking about me as a potential colleague but also the other way round – this means I can ask things, I can try and be myself, as it has to be something that works for me as well. So being yourself works for both sides, even with insecurities that are not disruptive. It is important to not put on a big show, but present yourself as you are.

#### **5. Future developments**

The ACO team will carry out more interviews with current Fellows and further follow-up interviews with those former Fellows who have been interviewed over the past two years. The plan is to produce published papers on how best to support postdoctoral Fellows as they advance along their career trajectories.

More conferences on European and national funding opportunities will be organised – this has become an increasingly important event for the whole EUI community: more and more researchers (as well as Fellows) are interested in the conference, and more delegates of national agencies as well as research funding charities are willing to take an active part in the event for the networking opportunities it also gives them.

The ACO team will continue to update and integrate its different sections and pages, and will put more emphasis on the promotion and diffusion of the projects and research activities of the ACO team in view of the increasing the visibility of the Observatory. The team will keep monitoring academic careers and offering support to researchers and Fellows.

## 6. Career moves – Geographical Mobility

Table 15: List of MW Fellows 2013-14 (N=32), data on demographics and mobility (as of January 2017)

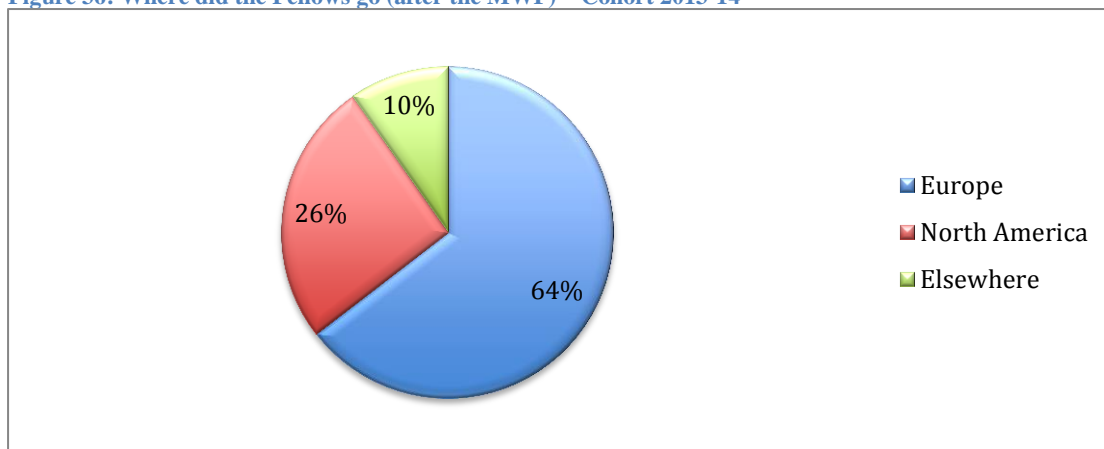
Max Weber Fellows 2013-2014									
	Fellow	Year 2013-2014	Discipline	Nationality	Coming from	Position before MWP	Going to	Current position (January 2017)	Notes
1	<b>BRILLI Ylenia</b>	2013-2015	ECO	Italy	Italy	PhD Student, Catholic University Milan & University of Milan-Bicocca	Sweden	Postdoctoral Researcher, University of Gothenburg	
2	<b>CRESPO RODRIGUEZ Aranzazu</b>	2013-2015	ECO	Spain	Spain	PhD Student, Universidad Carlos III de Madrid	UK	Lecturer, Middlesex University in London	
3	<b>DUMAY Martin</b>	2013-2015	ECO	Turkey	Germany	Postdoctoral Researcher, University of Bielefeld	Spain	Assistant Professor, Universidad Carlos III de Madrid	Phd Awarding Institution: University of Texas at Austin, US
4	<b>RIEGER Matthias</b>	2013-2014	ECO	Germany	Switzerland	Research Assistant, Graduate Institute of International and Development Studies, Geneva	NL	Assistant Professor, Erasmus University	PhD Awarding Institution: Graduate Institute of International and Development Studies, Geneva
5	<b>VELLA Eugenia</b>	2013-2014	ECO	Greece	Greece	PhD Student, Athens University of Economics and Business	Italy	Assistant Professor, University of Sheffield	
6	<b>APPLEBAUM Rachel</b>	2013-2014	HEC	USA	USA	Visiting Assistant Professor, Lafayette College Easton, PA	USA	Assistant Professor, Tufts University, USA	Phd Awarding Institution: University of Chicago, US
7	<b>BROCH Ludivine</b>	2013-2014	HEC	France	UK	Teaching Fellow, University of Bristol	UK	Lecturer, University of Westminster, London	PhD Awarding Institution: University of Oxford, UK

8	<b>DO PACO David</b>	<b>2013-2015</b>	HEC	France	France	Lecturer, Université Paris 1, Université de Cergy-Pontoise et Institut Catholique de Paris	France	Postdoctoral Researcher, SciencesPo Paris	PhD Awarding Institution: University of Paris 1 Panthéon-Sorbonne, France
9	<b>EXELER Franziska</b>	2013-2014	HEC	Germany	USA	PhD Student, Princeton University	Russian Fed.	Lecturer, Freie Universität Berlin Mellon Postdoctoral Research Fellow, University of Cambridge	
10	<b>KARAMOUZI Eirini</b>	2013-2014	HEC	Greece	USA	Lecturer/Postdoctoral Fellow, Yale University	UK	Lecturer, University of Sheffield	Phd Awarding Institution: London School of Economics, UK
11	<b>MALIK Hassan</b>	2013-2014	HEC	UK	USA	PhD Student, Harvard University	France	Emerging Market Strategist, London, UK	
12	<b>McGINNESS Anne</b>	2013-2014	HEC	USA	USA	PhD Student, University of Notre-Dame	USA	Part-time Professor, John Carroll University	
13	<b>McGUIRE VALERIE</b>	2013-2014	HEC	USA	USA	PhD Student, New York University	USA		
14	<b>SILVA Sebastiao Nuno</b>	2013-2014	HEC	Portugal	UK	PhD Student, University of Oxford			
15	<b>FASONE Cristina</b>	<b>2013-2015</b>	LAW	Italy	Italy	Postdoctoral Fellow, LUISS Guido Carli, Rome	Italy	Assistant Professor, LUISS Guido Carli, Rome	Phd Awarding Institution: University of Siena, Italy
16	<b>KALMANOVITZ Pablo</b>	<b>2013-2015</b>	LAW	Colombia	USA	Postdoctoral Fellow, Yale University	Colombia	Assistant Professor, Universidad de los Andes, Bogotá	Phd Awarding Institution: Columbia University, US
17	<b>LEPENIES Robert</b>	<b>2013-2015</b>	LAW	Germany	USA/Germany	PhD Student, Yale University, Hertie School of Governance, Berlin	Germany	Postdoctoral Fellow, Freie Universität Berlin	
18	<b>MALECKA Magdalena</b>	<b>2013-2015</b>	LAW	Poland	Poland	PhD Student, Graduate School for Social Research, Polish Academy of Sciences, Warsaw	Finland	Postdoctoral Fellow, University of Helsinki	
19	<b>PSYGKAS Athanasios</b>	2013-2014	LAW	Greece	USA	J.S.D. Candidate, Yale University	UK	Lecturer, University of Bristol	
20	<b>WOLF Annika</b>	<b>2013-2015</b>	LAW	Germany	Germany	PhD Student, Humboldt University Berlin	Germany	Postdoctoral Fellow, Goethe-University in Frankfurt	

21	<b>ADRAOUI Mohamed-Ali</b>	2013-2015	SPS	France	France	Lecturer, Researcher Institute of Political Studies, Grenoble	Singapore	Senior Research Fellow, National University of Singapore, Middle East Institute	Phd Awarding Institution: SciencesPo Paris, France
22	<b>AYOUB Phillip</b>	2013-2014	SPS	USA	USA	PhD Student and Teaching Assistant, Cornell University, USA	USA	Assistant Professor, Drexel University, USA	
23	<b>BOERTIEN Diederik</b>	2013-2014	SPS	NL	Spain	PhD Student, Universitat Pompeu Fabra, Barcelona	Italy	Researcher, CED Centre for Demographic Studies, Barcelona	
24	<b>BONCOURT Thibaud</b>	2013-2014	SPS	France	France	Teaching and Research Fellow, Institute of Political Studies Bordeaux, Centre Emile Durkheim	France	FNRS Research Fellow, Université Libre de Bruxelles	Phd Awarding Institution: Institute of Political Studies Bordeaux, France
25	<b>BUNEA Adriana</b>	2013-2014	SPS	Romania	USA	Fulbright Schuman Postdoctoral Research Fellow, University of North Carolina at Chapel Hill, Centre for European Studies	UK	Lecturer, University of Southampton	Phd Awarding Institution: Trinity College Dublin, Ireland
26	<b>CEKA Besir</b>	2013-2014	SPS	Macedonia	USA	PhD Student, University of North Carolina at Chapel Hill	USA	Assistant Professor, Davidson College, USA	
27	<b>CENDON BOVEDA Karina</b>	2013-2014	SPS	Spain	USA	Research Assistant, Yale University	USA	Career Development Fellow, University of Oxford	Phd Awarding Institution: Yale University, US
28	<b>CORDUNEANU-HUCI Cristina</b>	2013-2014	SPS	Romania	USA	Consultant, World Bank, Washington DC	Hungary	Assistant Professor, Central European University	Phd Awarding Institution: Duke University, US
29	<b>DONNELLY Michael</b>	2013-2014	SPS	USA	USA	PhD Student, Princeton University	Canada	Assistant Professor, University of Toronto	
30	<b>LEFKOFRIDI Zoe</b>	2013-2015	SPS	Greece	Austria	Postdoctoral Fellow, University of Vienna	Austria	Assistant Professor, University of Salzburg	Phd Awarding Institution: Institute of Advanced Studies and University of Vienna, Austria

31	<b>MEISSNER Fran</b>	<b>2013-2015</b>	SPS	Germany	Germany	Doctoral Research Fellow, Max Planck Institute for the Study of Religious and Ethnic Diversity, Göttingen	Germany	Junior Research Group Leader, University of Kassel	Phd Awarding Institution: University of Sussex, UK
32	<b>TUSICISNY Andrej</b>	2013-2014	SPS	Slovakia	USA	PhD Student, Columbia University, New York	USA	Senior User Experience Researcher, Google	

**Figure 36: Where did the Fellows go (after the MWF) – Cohort 2013-14**



64% of the Fellow remained in Europe after their Fellowship – while 26% went to the US and Canada, and 10% in Asia and South America.

**Figure 37: Current location of employment by country (as of January 2017) - Cohort 2013-14**

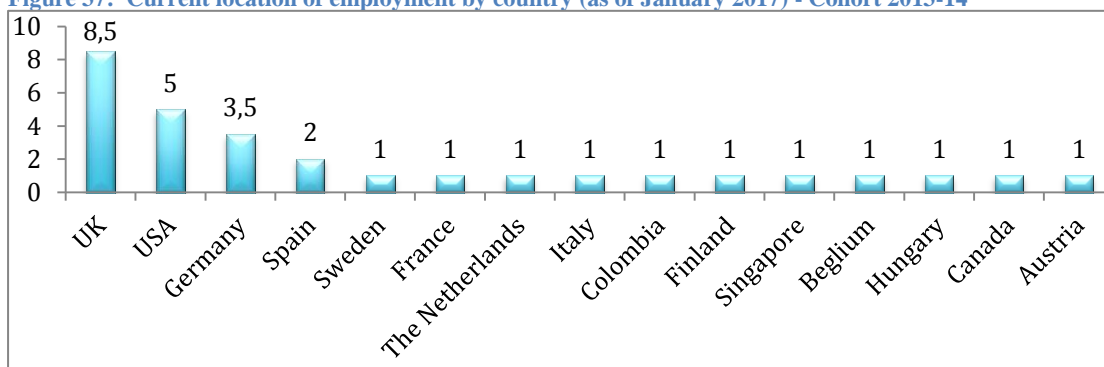
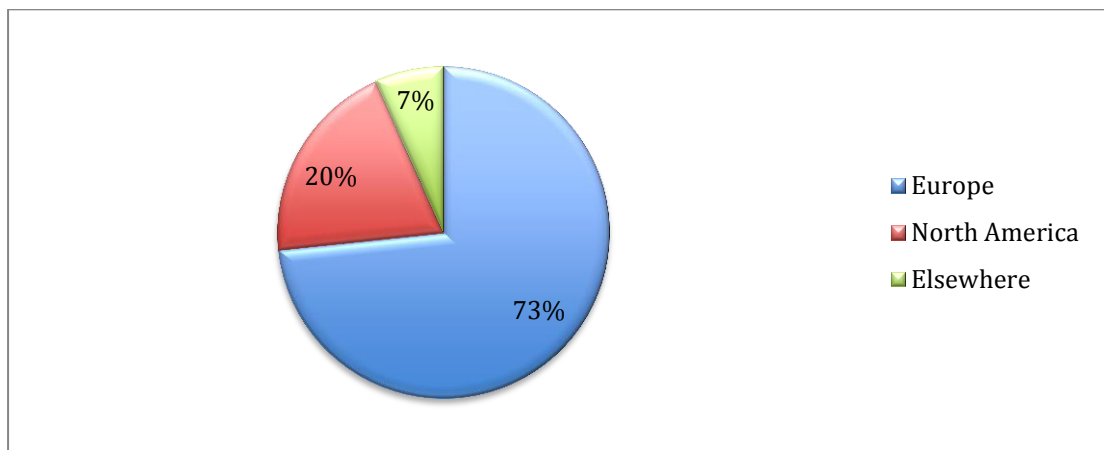
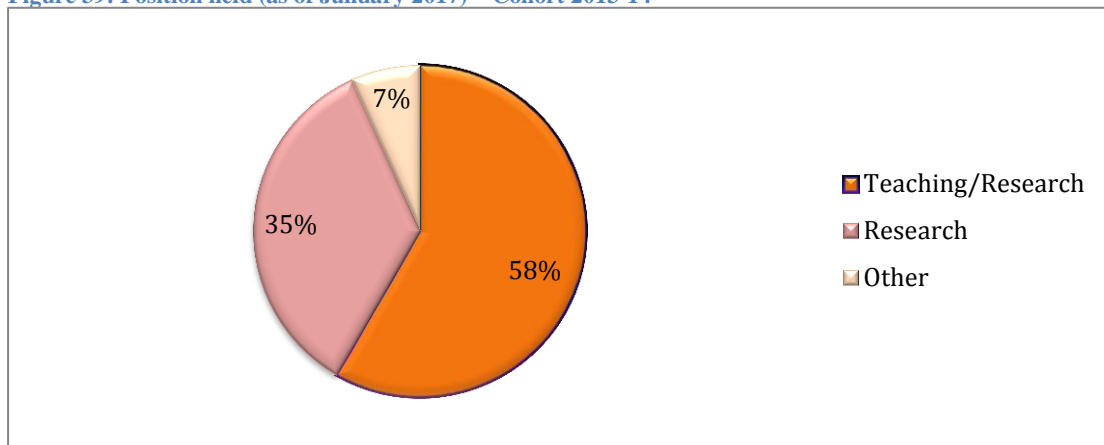


Figure 38: Current location of employment by geographical area (as of January 2017) - Cohort 2013-14



After two years from their Fellowship, 73% of the former Fellows are currently located in Europe while 20% have an academic or other position in the US and Canada (and 7% elsewhere). The majority of them have a position in the Teaching and Research area (58%) while 35% are Research Fellows. Only 7% are not in academia anymore.

Figure 39: Position held (as of January 2017) – Cohort 2013-14



- (2) Fellows – position unknown
- (11) Assistant Professors
- (1) Part-time Professor
- (6) Lecturers
- (1) Senior Research Fellow
- (5) Postdoctoral Fellows
- (4) Research Fellows
- (2) Non-academic positions



Table 16: List of MW Fellows 2014-15 (N=38), data on demographics and mobility (as of January 2017)

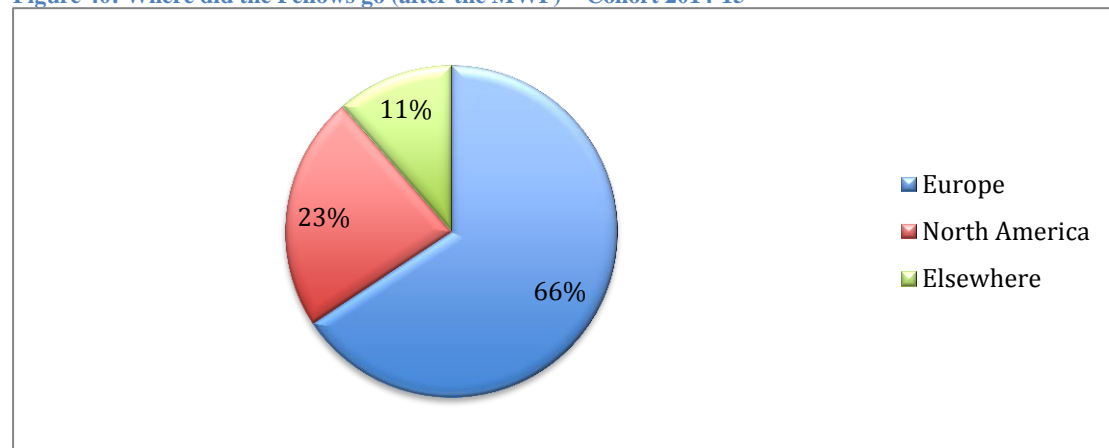
Max Weber Fellows 2014-2015									
	Fellow	Year 2014-2015	Discipline	Nationality	Coming from	Position before MWP	Going to	Current position (January 2017)	Notes:
1	ALLUB Lian	2014-2017	ECO	Argentina	Spain	PhD Student, Universidad Carlos III de Madrid		3rd Year Max Weber Fellow	
2	ARQUIÉ Axelle	2014-2016	ECO	France	France	PhD Student, Paris School of Economics	France	Junior Economist, OECD	
3	BANULESCU Georgiana Denisa	2014-2015	ECO	Romania	NL/France	PhD Student, Maastricht University and University of Orléans	France	Assistant Professor, University of Orléans	
4	ESPOSITO Elena	2014-2016	ECO	Italy	Italy	PhD Student, University of Bologna	Switzerland	Assistant Professor, University of Lausanne	
5	ESTRADA MARTINEZ Ricardo	2014-2016	ECO	Mexico	France	PhD Student, Paris School of Economics	Argentina	Principal Economist, Development Bank of Latin America	
6	FARINHA LUZ Vitor	2014-2015	ECO	Brazil	USA	PhD Student, Yale University	Canada	Assistant Professor, University of British Columbia	
7	MICHAELI Moti	2014-2016	ECO	Israel	Israel	PhD Student, The Hebrew University of Jerusalem	Israel	Assistant Professor, University of Haifa	
8	ROMEI Federica	2014-2015	ECO	Italy	Italy	PhD Student, LUISS Guido Carli, Rome	Sweden	Assistant Professor, Stockholm School of Economics	
9	CARRUTHERS William Edward	2014-2015	HEC	UK	UK	PhD Student, University of Cambridge	UK	Gerda Henkel Stiftung Postdoc Fellow, German Institute in London	
10	CHATANI Sayaka	2014-2015	HEC	Japan	USA	PhD Student, Columbia University, USA	Singapore	Postdoctoral Fellow, National University of Singapore	
11	COMTE Emmanuel	2014-2016	HEC	France	France	PhD Student: University of Paris-Sorbonne	USA	Lecturer, University of California, Berkeley	
12	FILLAFAER Franz Leander	2014-2015	HEC	Austria	Germany	Postdoctoral Fellow, University of Konstanz	Austria	Assistant Professor, University of Konstanz	PhD Awarding Institution: University of Konstanz, Austria

13	<b>GEORGESCU Diana</b>	2014-2015	HEC	Romania	USA	PhD Student, University of Illinois at Urbana Champaign	UK	Lecturer, UCL School of Slavonic and East European Studies, London	
14	<b>GRACHOVA Sofiya</b>	2014-2015	HEC	Ukraine	USA	PhD Student, Harvard University	USA		
15	<b>KOZAKOWSKI Michael</b>	2014-2015	HEC	USA	USA	PhD Student, University of Chicago	USA	Instructor, University of Colorado-Denver	
16	<b>McCLURE Julia</b>	2014-2015	HEC	UK	USA	Postdoctoral Fellow, Harvard University	UK	Lecturer, University of Warwick	PhD Awarding Institution: University of Sheffield, UK
17	<b>O'CONNOR Eric</b>	2014-2015	HEC	USA	USA	PhD Student, University of Wisconsin-Madison	USA	Interim History Teacher, Sidwell Friends School, USA	
18	<b>PRIYADARSINI Meha</b>	2014-2015	HEC	India	USA	PhD Student, Columbia University, USA	Italy	Postdoctoral Fellow, Kunsthistorisches Institut in Florence	
19	<b>RAINEAU Thomas</b>	2014-2015	HEC	France	France	PhD Student, University of Paris-Sorbonne			
20	<b>BASSOK Or</b>	2014-2016	LAW	Israel	USA	Postdoctoral Fellow, Buffalo Law School, USA	UK	Assistant Professor, University of Nottingham	PhD Awarding Institution: Yale University, US
21	<b>BOTTALICO Barbara</b>	2014-2015	LAW	Italy	Italy	Lawyer and Researcher, University of Pavia	Italy	Lawyer, Researcher, European Centre for Law, Science and New Technologies (University of Pavia)	PhD Awarding Institution: University of Pavia, Italy
22	<b>FROMAGE Diane</b>	2014-2015	LAW	France	Spain	Teaching Fellow, Pompeu Fabra University, Barcelona	NL	Assistant Professor, University of Utrecht	PhD Awarding Institution: Pompeu Fabra University and University of Pavia
23	<b>GERARD Damien</b>	2014-2015	LAW	Belgium	Belgium	Visiting Lecturer and Research Fellow, Université Catholique de Louvain	Belgium	European Commission	PhD Awarding Institution: Université Catholique de Louvain, Belgium
24	<b>KALMO Hent</b>	2014-2015	LAW	Estonia	France	PhD Student, University of Paris X-Nanterre	Estonia	Lecturer, University of Tartu	

25	<b>MARZAL Yetano Antonio</b>	2014- 2015	LAW	Spain	France	Assistant Professor, University of Paris I Panthéon- Sorbonne	France	Assistant Professor, University of Paris I Panthéon- Sorbonne	PhD Awarding Institution: University of Paris I Panthéon- Sorbonne, France
26	<b>ABRAMSON Scott</b>	2014- 2015	SPS	USA	USA	PhD Student, Princeton University	USA	Assistant Professor, University of Rochester, USA	
27	<b>ANDREW Megan</b>	2014- 2015	SPS	USA	USA	Assistant Professor, University of Notre Dame, USA	USA	Assistant Professor, University of Notre Dame, USA	PhD Awarding Institution: University of Wisconsin- Madison, US
28	<b>BIDADANUR E Juliana</b>	2014- 2015	SPS	France	UK	PhD Student, University of York	USA	Assistant Professor, Stanford University, USA	
29	<b>CHINO Takahiro</b>	2014- 2015	SPS	Japan	Japan	Assistant Professor, Waseda University	Japan	Postdoctora l Fellow, Japan Society for the Promotion of Science	PhD Awarding Institution: University College London, UK
30	<b>HAFFERT Lukas Martin</b>	2014- 2015	SPS	Germany	Germany	Doctoral Fellow, Max Planck Institute for the Study of Societies, Cologne	Switzerland	Senior Researcher, University of Zurich	
31	<b>KELLER Eileen</b>	2014- 2015	SPS	Germany	Germany	PhD Student, Humboldt University of Berlin	Germany	Research Associate, Deutsch- Französisch es Institut	
32	<b>ONDERCO Michal</b>	2014- 2015	SPS	Slovakia	NL	Phd Student, Vrije Universiteit Amsterdam	NL	Assistant Professor, Erasmus University Rotterdam	
33	<b>SARDELIC Julija</b>	<b>2014- 2016</b>	SPS	Slovenia	UK	CITSEE Research Fellow, University of Edinburgh	UK	Postdoctora l Fellow, University of Liverpool	PhD Awarding Institution: University of Ljubljana
34	<b>SCHOONVEL DE Martijn</b>	2014- 2015	SPS	NL	UK	Associate Research Fellow, University of Exeter	NL	Postdoctora l Fellow, Vrije Universiteit Amsterdam	PhD Awarding Institution: Stony Brook University
35	<b>STOECKEL Florian</b>	<b>2014- 2016</b>	SPS	Germany	USA	PhD Student, University of North Carolina at Chapel Hill	UK	Lecturer, University of Exeter	
36	<b>TARLEA Silvana</b>	<b>2014- 2016</b>	SPS	Romania	UK	PhD Student, University of Oxford			
37	<b>WALSHE Garvan</b>	2014- 2015	SPS	Ireland	UK	PhD Student, University of Manchester	UK	CEO, Brexit Analytica (think tank)	

38	ZHANG Nan	2014-2016	SPS	USA	USA	PhD Student, Stanford University, USA	Germany	Senior Research Fellow, Max Planck Institute for Research on Collective Goods, Bonn	
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Figure 40: Where did the Fellows go (after the MWF) – Cohort 2014-15



After the MW Fellowship, 66% of the Fellows remained in Europe.

Figure 41: Current location of employment by country (as of January 2017) – Cohort 2014-15

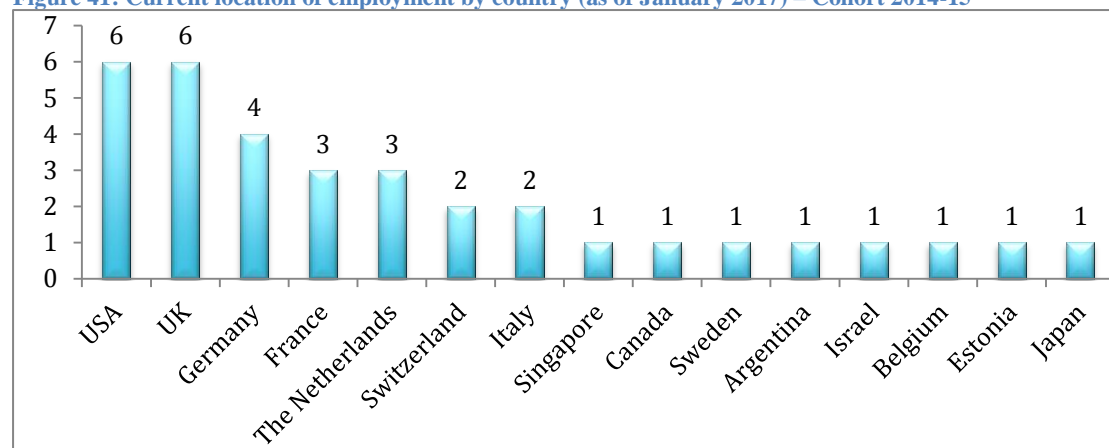
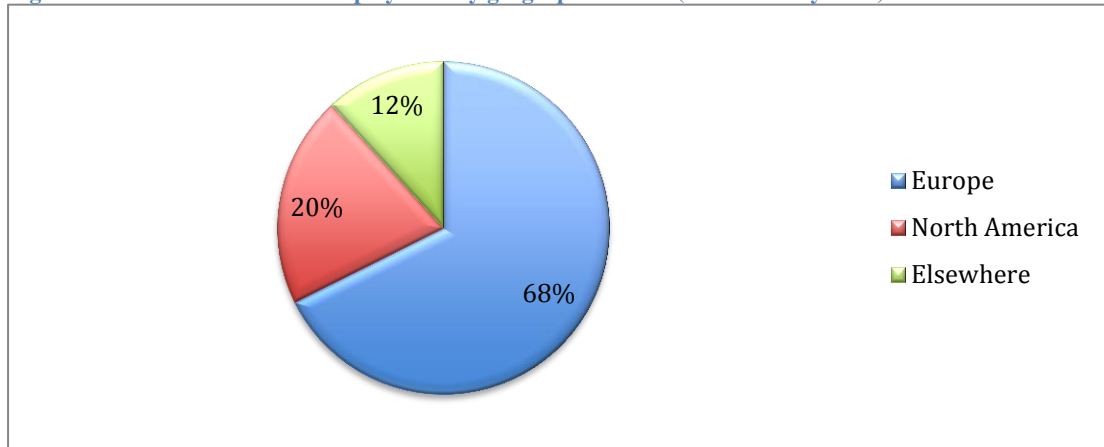
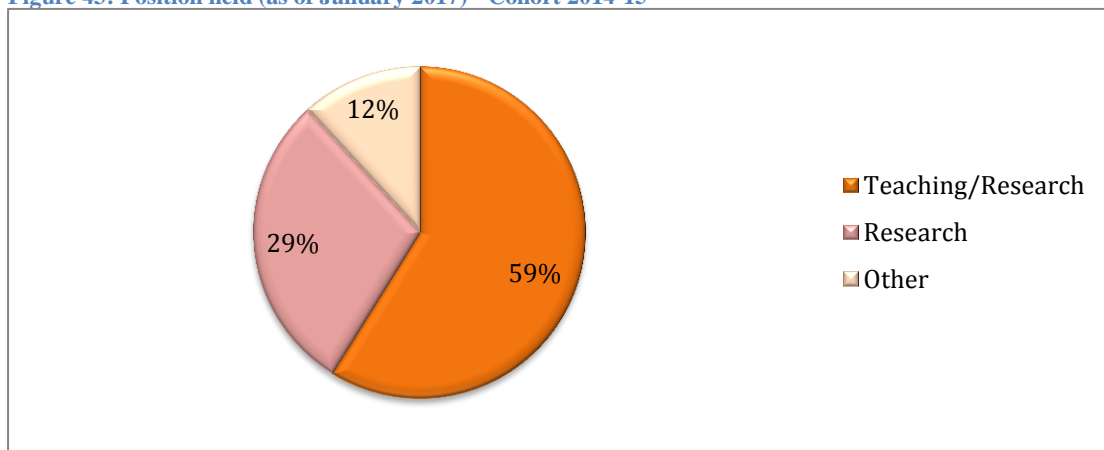


Figure 42: Current location of employment by geographical area (as of January 2017) – Cohort 2014-15



The majority of Fellows have a position in Europe (68%) – as of January 2017. Six of them are in the US, one in Canada, while the remaining three are in Asia and South America. In Europe, UK and Germany are always at the top of the list.

Figure 43: Position held (as of January 2017) - Cohort 2014-15



- (3) Fellows –position unknown
- (1) Fellow – is still at the MWP as 3<sup>rd</sup> Year MW Fellow
- (13) Assistant Professors
- (6) Postdoctoral Fellows
- (5) Lecturers
- (3) Research Fellows
- (6) Non-academic positions

**Table 17: List of MW Fellows 2015-16 (N=49), data on demographics and mobility (as of January 2017)**

<b>Max Weber Fellows 2015-2016</b>									
	<b>Fellow</b>	<b>Year 2015-2016</b>	<b>Discipline</b>	<b>Nationality</b>	<b>Coming from</b>	<b>Position before MWP</b>	<b>Going to</b>	<b>Current position (January 2017)</b>	<b>Notes</b>
<b>1</b>	<b>BERNIELL Maria Ines</b>	2015-2017	ECO	Spain	Spain	PhD Student, CEMFI, Madrid		<i>2nd Year Max Weber Fellow</i>	
<b>2</b>	<b>CHAPMAN Jonathan</b>	2015-2016	ECO	UK	USA	PhD Student, California Institute of Technology	UAE	Assistant Professor, New York University Abu Dhabi	
<b>3</b>	<b>EILAT Ran</b>	2015-2017	ECO	Israel	Israel	PhD Student, Tel Aviv University		<i>2nd Year Max Weber Fellow</i>	
<b>4</b>	<b>ENACHE Andreea</b>	2015-2016	ECO	France/Romania	USA	Price Theory Scholar, University of Chicago	Italy	Carlo Giannini Postdoctoral Fellow, Bocconi University Milan	PhD Awarding Institution: Paris School of Economics and CREST
<b>5</b>	<b>ZHENG Yu</b>	2015-2016	ECO	China	China	Assistant Professor, City University of Hong Kong	Italy	Visiting Fellow, Department of Economics, EUI	Phd Awarding Institution: Washington University in St. Louis, US
<b>6</b>	<b>BAUGHAN Emily Catherine</b>	2015-2016	HEC	UK	UK	Lecturer, University of Bristol	UK	Lecturer, University of Sheffield	Phd Awarding Institution: University of Bristol, UK
<b>7</b>	<b>BRUNET Luc-André</b>	2015-2016	HEC	Canada	UK	Pinto Postdoctoral Fellow, London School of Economics	UK	Lecturer, Open University	Phd Awarding Institution: London School of Economics, UK
<b>8</b>	<b>CROUZET Guillemette Aline</b>	2015-2016	HEC	France	France	Temporary Lecturer, Sorbonne University, Paris	Switzerland	Postdoctoral Fellow, The Graduate Institute Geneva	Phd Awarding Institution: University of Paris-Sorbonne, France
<b>9</b>	<b>DAVIS Murian Haleh</b>	2015-2016	HEC	USA	USA	PhD Student, New York University	USA	Assistant Professor, University of California, Santa Cruz	
<b>10</b>	<b>LORAND Zsofia</b>	2015-2016	HEC	Hungary	Hungary	Postdoctoral Research Fellow, Central European University, Budapest	Germany	Research Fellow, Lichtenberg-Kolleg of the Georg August University, Göttingen	Phd Awarding Institution: Central European University, Hungary
<b>11</b>	<b>MACDONALD Simon</b>	2015-2016	HEC	UK	Canada	Banting Postdoctoral Fellow, McGill University, Canada	France	Research Fellow, Paris Institut for Advanced Studies	Phd Awarding Institution: University of Cambridge, UK

12	<b>van MEERSBER GEN Guido</b>	2015-2016	HEC	NL	NL	Temporary Lecturer, University of Amsterdam and University of Leiden	UK	Leverhulme Early Career Fellow, University of Warwick	Phd Awarding Institution: University College London, UK
13	<b>PALMA Nuno</b>	2015-2016	HEC	Portugal	UK	PhD Student, London School of Economics	NL	Assistant Professor, University of Groningen	
14	<b>PUCCI Molly</b>	2015-2016	HEC	USA	USA	PhD Student, Stanford University, USA	Ireland	Assistant Professor, Trinity College Dublin	
15	<b>STEVENS Simon Murray</b>	2015-2016	HEC	UK	USA	PhD Student, Columbia University, USA	UK	Postdoctoral Fellow, University of Cambridge	
16	<b>TARRUELL Cecilia</b>	2015-2016	HEC	Spain	France	PhD Student, School for Advanced Studies in the Social Sciences, Paris	UK	Newton International Fellow, University of Oxford	
17	<b>BECKERS Anna</b>	2015-2016	LAW	Germany	NL	Associate Scholar, Maastricht University	NL	Assistant Professor, Maastricht University	Phd Awarding Institution: Maastricht University, The Netherlands
18	<b>CARRAI Maria Adele</b>	2015-2017	LAW	Italy	China	PhD Student, The University of Hong Kong		2nd Year Max Weber Fellow	
19	<b>CHADWIC K Anna Elizabeth</b>	2015-2017	LAW	UK	UK	PhD Student, London School of Economics		2nd Year Max Weber Fellow	
20	<b>KOIVISTO Ida Ilmatar</b>	2015-2016	LAW	Finland	USA	Hauser Postdoctoral Global Fellow, New York University	Finland	Postdoctoral Fellow, University of Helsinki	Phd Awarding Institution: University of Helsinki, Finland
21	<b>ODERMAT T Jed</b>	2015-2016	LAW	Australia	Belgium	PhD Student, University of Leuven	Denmark	Postdoctoral Fellow, University of Copenhagen	
22	<b>PETKOVA Bilyana</b>	2015-2016	LAW	Bulgaria	USA	Postdoctoral Fellow, Jean Monnet Centre of New York University	USA	Postdoctoral Fellow, Information Law Institute at New York University	PhD Awarding Institution: University of Kent (Brussels campus), Belgium
23	<b>POULOU Anastasia</b>	2015-2016	LAW	Greece	Germany	PhD Student, Heidelberg University	Germany	Senior Research Fellow, Max Planck Institute for Social Law and Social Policy, Munich	
24	<b>SZIGETI Peter</b>	2015-2016	LAW	Hungary	USA	SJD Candidate, Harvard Law School	Canada	Bulton Fellow, McGill University, Canada	
25	<b>WANDAN Solongo</b>	2015-2016	LAW	Mongolia	USA	Assistant Professor, University of Oklahoma, USA	USA	Assistant Professor, University of Oklahoma, USA	Phd Awarding Institution: New School for Social Research, New York, US

26	<b>ZYSSET Alain</b>	2015- 2016	LAW	Switzerland	Germany	Early Postdoctoral Mobility Fellow, Goethe University Frankfurt am Main	Norway	Postdoctoral Fellow, University of Oslo	Phd Awarding Institution: University of Fribourg, Switzerland
27	<b>AITCHISON Guy</b>	2015- 2016	SPS	UK	UK	PhD Student, University College London	Ireland	Postdoctoral Fellow, University College Dublin	
28	<b>BAUER Paul</b>	2015- 2017	SPS	Germany	Switzerla nd	PhD Student, University of Bern		<i>2nd Year Max Weber Fellow</i>	
29	<b>GALARIOT IS Ioannis</b>	2015- 2017	SPS	Greece	Greece	Postdoctoral Fellow, Athens University of Economics and Business		<i>2nd Year Max Weber Fellow</i>	Phd Awarding Institution: University of Athens, Greece
30	<b>GRACIA Pablo</b>	2015- 2017	SPS	Spain	NL	Postdoctoral Fellow, University of Amsterdam		<i>2nd Year Max Weber Fellow</i>	Phd Awarding Institution: Pompeu Fabra University, Spain
31	<b>HERTEL Florian</b>	2015- 2016	SPS	Germany	Germany	PhD Student, University of Bremen	Germany	Postdoctoral Research Associate, University of Hamburg	
32	<b>HIGASHIJI MA Masaaki</b>	2015- 2016	SPS	Japan	USA	PhD Student, Michigan State University, USA	Japan	Associate Professor, Tohoku University	
33	<b>HIRSCHMA NN Gisela</b>	2015- 2017	SPS	Germany	Germany	PhD Student, Freie Universität Berlin	Germany	Junior Professor, Ruhr- Universität Bochum	
34	<b>HOBDEN Christine</b>	2015- 2017	SPS	South Africa	UK	PhD Student, University of Oxford	South Africa	Lecturer, University of Fort Hare	
35	<b>NICOL Olivia</b>	2015- 2016	SPS	France	USA	PhD Student, Columbia University, USA	Singapor e	Assistant Professor, Singapore University of Technology and Design	
36	<b>REHER Stefanie</b>	2015- 2017	SPS	Germany	UK	PhD Student, University of Oxford		<i>2nd Year Max Weber Fellow</i>	
37	<b>SALLOUM Cynthia</b>	2015- 2017	SPS	Lebanon	France	Phd Student and Junior Lecturer, School for Advanced Studies in the Social Sciences, Paris		<i>2nd Year Max Weber Fellow</i>	
38	<b>SCEPANOV IC Vera</b>	2015- 2017	SPS	Montenegr o	Hungary	Visiting Lecturer, Central European University, Budapest		<i>2nd Year Max Weber Fellow</i>	Phd Awarding Institution: Central European University, Hungary



39	<b>SEDDON Jack</b>	2015-2016	SPS	UK	UK	ESRC Graduate Student, University of Oxford	UK	Lecturer, Queen's University Belfast	
40	<b>AFESORGBOR Sylvanus</b>	2015-2016	RSC	Ghana	Denmark	PhD Student, Aarhus University	Denmark	Research Assistant, Aarhus University	
41	<b>BOZZOLA Martina</b>	2015-2016	RSC	Italy	Switzerland	PhD Student and Research Assistant, The Graduate Institute Geneva	Switzerland	Assistant Professor, ETH Zurich	
42	<b>CALO Silvia</b>	2015-2017	RSC	Italy	Italy	Postdoctoral Fellow, University Milano-Bicocca		<i>2nd Year Max Weber Fellow</i>	Phd Awarding Institution: Trinity College Dublin, Ireland
43	<b>GUIA Aitana</b>	2015-2016	RSC	Spain	UK	Sessional Assistant Professor, York University	USA	Assistant Professor, California State University Fullerton	Phd Awarding Institution: York University, Canada
44	<b>KEDEM Nadav</b>	2015-2016	RSC	Israel	Israel	Research Associate, The University of Haifa			Phd Awarding Institution: University of Haifa, Israel
45	<b>LEMIERE Sophie</b>	2015-2017	RSC	France	Italy	Jean Monnet Postdoctoral Fellow, EUI		<i>2nd Year Max Weber Fellow</i>	Phd Awarding Institution: SciencesPo, Paris, France
46	<b>LENNER Katharina</b>	2015-2016	RSC	Germany	Germany	PhD Student, Freie Universität Berlin	UK	Prize Fellow, University of Bath	
47	<b>LENZ Tobias</b>	2015-2016	RSC	Germany	Germany	Assistant Professor, Georg-August University of Göttingen	Germany	Assistant Professor, Georg-August University of Göttingen	Phd Awarding Institution: University of Oxford, UK
48	<b>SCHLEIFE R Philip</b>	2015-2016	RSC	Germany	Italy	Jean Monnet Postdoctoral Fellow, EUI	NL	Assistant Professor, University of Amsterdam	Phd Awarding Institution: London School of Economics, UK
49	<b>TEIXIDO-FIGUERAS Jordi</b>	2015-2016	RSC	Spain	Spain	Postdoctoral Fellow, Universitat Rovira i Virgili	Italy	Research Assistant, Robert Schuman Centre for Advanced Studies, EUI	Phd Awarding Institution: Universitat Rovira i Virgili, Spain

Figure 44: Current location of employment by geographical area (January 2017) – Cohort 2015-16

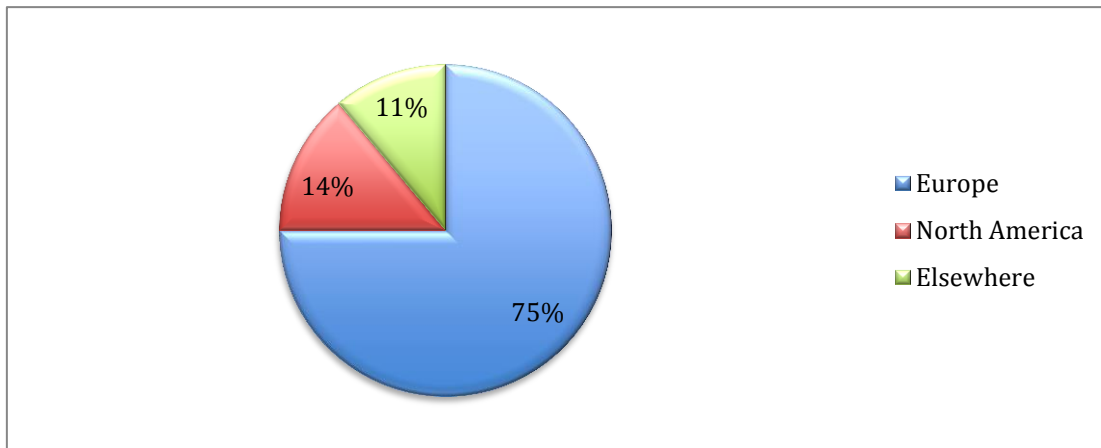
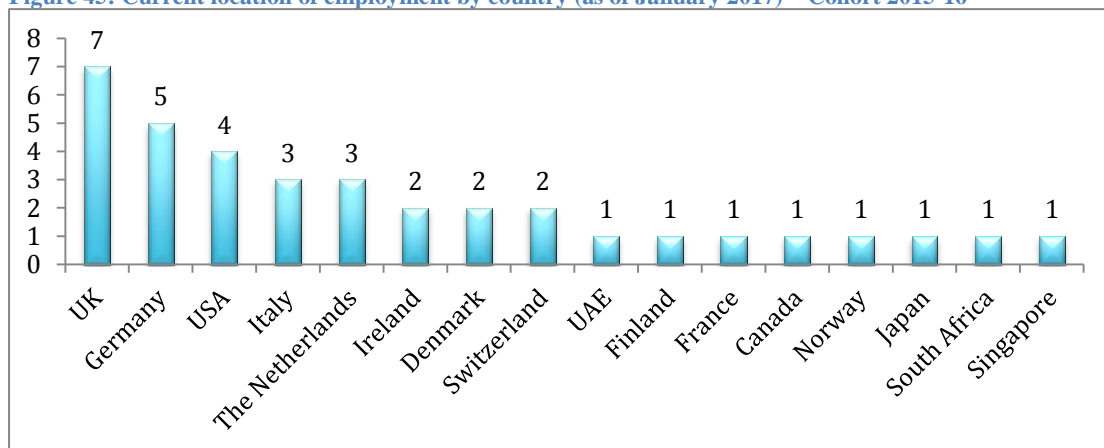
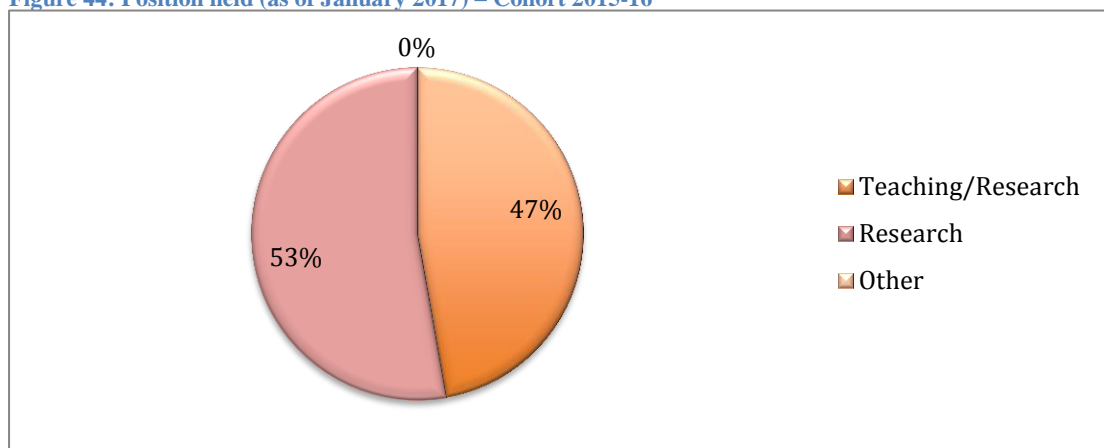


Figure 45: Current location of employment by country (as of January 2017) – Cohort 2015-16



75% of the Fellows of the cohort 2015-2016 are now located in Europe – while four are in the US and one in Canada. The remaining four are in UAE, South Africa, Singapore, and Japan.

Figure 44: Position held (as of January 2017) – Cohort 2015-16



- (1) Fellow –position unknown
- (12) Fellows – are still at the MWP as 2<sup>nd</sup> Year Fellows
- (12) Assistant Professors
- (9) Postdoctoral Fellows
- (8) Research Fellows
- (4) Lecturers
- (2) Research Assistants
- (1) Associate Professor

### 6.1 Main patterns

There are four potential patterns as far as the eventual country MW Fellows find a position in is concerned,

- 1) Return to the country of position before the MWP:
  - Same country of his/her nationality
  - Different country than his/her nationality
- 2) Country of position held after the MWP (when it differed from the country of position before the MWP):
  - Same country of his/her nationality
  - Different country than his/her nationality

The analysis below of the above four main patterns show the high degree of mobility of Fellows within and outside Europe.

#### Cohort 2013-2014

- 1) (10) Fellows returned to the country of position before the MWP – that is the same country of their nationality (USA, France, Italy, Germany)
- (5) Fellows returned to the country of position before the MWP – that is different than the country of their nationality
- 2) (1) Fellow that after the MWP went to a country different from the country of position before the MWP – that is the same country of their nationality (Colombia)
- (15) Fellows that after the MWP went to a country different from the country of position before the MWP – that is different than the country of their nationality

#### Cohort 2014-2015

- 1) (11) Fellows returned to the country of position before the MWP – that is the same country of their nationality (USA, France, Italy, Germany, UK, Belgium, Israel, Japan)
- (6) Fellows returned to the country of position before the MWP – that is different than the country of their nationality

- 2) (4) Fellows that after the MWP went to a country different from the country of position before the MWP – that is the same country of their nationality (Austria, Estonia, The Netherlands, UK)

(14) Fellows that after the MWP went to a country different from the country of position before the MWP – that is different than the country of their nationality

### **Cohort 2015-2016**

- 1) (6) Fellows returned to the country of position before the MWP – that is the same country of their nationality (USA, Germany, UK)

(7) Fellows returned to the country of position before the MWP – that is different than the country of their nationality

- 2) (4) Fellows that after the MWP went to a country different from the country of position before the MWP – that is the same country of their nationality (UK, Finland, Japan, South Africa)

(19) Fellows that after the MWP went to a country different from the country of position before the MWP – that is different than the country of their nationality

## **6.2 Placement records**

The MWP has been very successful in placing its Fellows in academic positions after their Fellowship in an increasingly competitive academic job market.

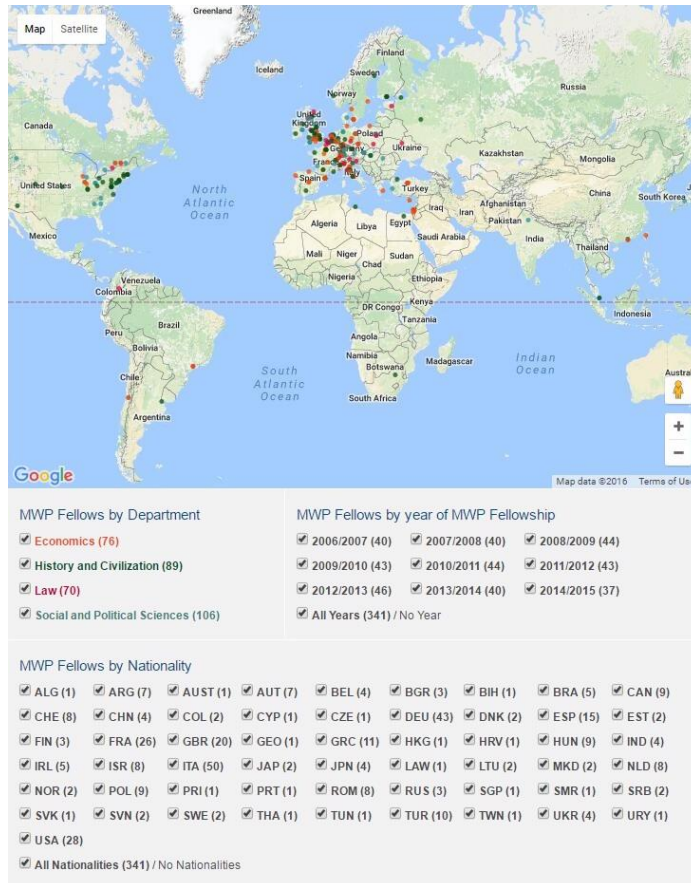
**Table 18: Placement records of MW Fellows 2011-16**

<b>MWF Cohort</b>	<b>Fellows on the job market</b>	<b>Fellows with a job</b>	<b>Fellows without a job (in August of their Fellowship year)</b>
<b>2011-2012</b>	30	29	1
<b>2012-2013</b>	26	25	1
<b>2013-2014</b>	30	29	1
<b>2014-2015</b>	39	35	4
<b>2015-2016</b>	32	30	2

The majority of the Fellows landed positions that enabled them to pursue their academic endeavours

## **6.3 Network map**

The Max Weber Fellows interactive network map (Image 1) includes the current position of former Fellows. The map is regularly updated by the team of the Academic Careers Observatory. This map shows visually the impact of MW Fellows in international academia and social science research, in Europe and in the rest of the world.



Also a directory (email address, personal website) of former Fellows has been created – it provides information of the current job positions of the Fellows of all ten cohorts. This directory is now visible on the MWP website, under the section Fellows. When Fellows get fly outs to institutions in which former Fellows now hold positions they regularly contact them and have found their advice invaluable when preparing their job talks and interviews.

Image 1: Max Weber Fellows Map

## V. The Digital Max Weber Programme

Between September 2013 and 2016 the Max Weber Programme has been working towards making its digital profile more visible on the web. This goal has been pursued in a number of ways. First, the [Programme homepage](#) in the EUI domain has been entirely revamped with the objective of making it more dynamic and viewer friendly. By working in close contact with the EUI Web Unit we have created a new individualised homepage – while keeping the corporate markings of the EUI – including several visual components (pictures, videos and text) with the intent to facilitate the synergy between searching and an immediate and significant illustration of the searched objects. The main objective of this exercise was to create an effective overview of the Programme at a glance, responsive to different devices (PC, laptops, phones, iPads). A further improvement currently under development is a brief video presentation of the Programme (10m max) to be ready for the upcoming call for application in the Summer 2017.

Further to that, the Programme has been establishing its presence on social media:

- An existing [Facebook account](#) has been successfully revitalised and has grown from an audience of about 400 to 2,520 ‘followers’ in three years. The account is used to promote academic activities such as lectures and workshops, announcements about Max Weber Fellows and former Fellows successes, and relevant available jobs.
- A [Twitter account](#) has been created with the intent to amplify the Programme activities in synergy with the Facebook account and working in cooperation with the RSC and the EUI Communication teams.

Finally we have been increasing the production of academic content available to the public on line. We are creating a digital archive of academic material useful for teaching and research. There is an on-going project with the EUI Library to transfer this material into a permanent archive within the Library catalogue:

- The Max Weber Lectures since 2013 are available in full on our [YouTube channel](#). Previously only excerpts were published.
- Alongside the Lectures, in 2014 we started the production of video interviews of the Max Weber lecturers by Max Weber Fellows, in order to offer Fellows the opportunity to acquire media experience, while at the same time contributing to the digital academic environment.
- Both lectures and interviews have also been available in podcast format available on the [Max Weber Blog](#) since 2015.
- The Max Weber Blog is part of the EUI blogs platforms that are constantly updated and upgraded. Initially the blog was thought of as a migration host for the MWP Newsletter content. Now it has become independent from this periodical digital publication and offers a platform to Max Weber Fellows and

former Fellows to publish in blog format news about their on-going research, to promote their publications and to spread their informed views on current affairs.

In conclusion the digital profile of the Max Weber Programme has been growing in the period between 2013 and 2016 both as a relevant tool to promote the Programme activities and research but also as a provider of academic content for the wider public.

Planning for the future, the Programme is exploring ways to expand the digital expertise of the Fellows. It is revamping an online platform open exclusively to MW Fellows and MWP alumni for networking purposes and to facilitate common research and academic activities. Furthermore, the Programme is planning to expand its offering about E-learning; digital strategies to archiving data and the use of digital resources for research will be the focus of activities in order to help MWFs respond effectively to the challenges deriving from the interconnection between research and its impact through the digital world.

## Conclusions and Recommendations for the Future

The overall conclusion of this report is that the MWP has remained and even grown in attractiveness and success – numbers of applicants have increased overall, while Fellows have continued to be highly successful in obtaining positions despite a worsening job market. Fellows report an overwhelming satisfaction with the Programme. However, there can always be room for improvement, and to some degree the on-going achievement of the Programme arises from a willingness to make continuous adaptations and revisions to what we do. As was noted in the Introduction, we regularly seek feedback not just from existing but also former Fellows, and seek to respond to their suggestions. The following issues, many of them recurrent throughout the life of the MWP, have produced discussion and some proposals.

### *1. Applications*

Although numbers of applicants have risen, they have done so mainly in HEC and SPS, while LAW has remained relatively stable, albeit with a slight decline, and applications to ECO have dropped. All Departments believe they attract applicants of higher quality than before, as the MWP's reputation has grown (and no doubt also as the academic job market has worsened). The MWP now advertises (jointly with Jean Monnet Fellowships for the RSC) on jobs.ac.uk; academia.edu and on standard mailing lists for HEC, SPS, which are free, and LAW and ECO, for which we pay. We also inform all former Fellows of the call, and we know many are active in recommending us to others. For the future, we are preparing a promotional video and looking at ways we can make greater use of former Fellows to promote the MWP. However, it will always be likely that the MWP attracts more applicants in HEC and SPS than LAW and ECO simply because the job market is different in these disciplines, with a post-doctoral Fellowship more usual in the former two disciplines than in the latter two. That said, many ECO Fellows come for a year having negotiated this possibility with their prospective employer, and we have had similar cases in the other disciplines as well. That testifies to the fact that universities recognise the added value provided by the MWP in preparing Fellows for the role of a tenure track academic.

### *2. Awards and Selection Criteria*

With regard to awards we have always been sensitive to issues of geographical spread and gender balance. We also feel a need to give some consideration to university of origin, to ensure we do not simply recruit from the same small number of elite universities, although inevitably they will always figure prominently in a programme such as ours which stresses academic excellence. However, just as we bring figures on nationality and gender to bear when making the final selection of academically excellent candidates, so we will now also inform our decisions with information on universities where candidates took their PhD to try and get a degree of overall balance. Both Frank Marx from the Research Executive Agency of the European Commission, responsible for the Marie Curie Programme, Sebastian Winkler from the ERC Executive Agency, saw a role for the programme in supporting academics from Central and Eastern Europe in particular, and in giving them the training to apply to



their schemes, this being a group from whom they receive too few applications at present.

We have tried to simplify the information we give to Fellows and make the process as transparent as possible, including offering a full description of the selection process on the website. Some current Fellows have reported that they had not seen this information and we shall look into making it more prominent for the next call.

### *3. Special Grants*

A number of states (Greece, Poland and Slovenia, and from 2017-18 Portugal) have established bursaries for Max Weber Fellowships. These additional awards have enabled the Programme to expand to accommodate increasing demand and to ensure nationals from these countries are represented in the Programme. A number of states have also agreed in principle to the possibility of funding a MW Fellowship using unused PhD grant money, although as yet the mechanics of doing so has still to be clearly established. At present, the MWP tops up these Fellowships in cases where the stipend or research allowance falls short of what is standardly offered to other Fellows. These are welcome developments, although in many respects the success of the MWP rests on its Fellowships being available to all in open competition, so that ideally these extra grants should also be open to any nationality. There has also been interest in the scheme from countries outside Europe, including Venezuela and Qatar, and having funding from these states might help sustain and expand the global reach of the Programme. More links might be made to private foundations similar to Canon and the AEUIFAI to fund Fellows. It may also be possible to enter into MOUs with national research funders for schemes similar to that we have established with the Academy of Finland, whereby Fellows come to the MWP for one or two years as part of a longer Fellowship. However, expansion from these sorts of sources has to take into account the fixed costs of the Programme. The postdoc stipend is 24,000 euros, but the full cost of a Fellowship is around 35,000 euros/year once these additional costs are factored in.

### *4. Duration of Fellowships*

A constant source of dissatisfaction among Fellows has been the variation between, and in some cases within, a Department over the length of a Fellowship, with a large majority preferring a two- over a one-year Fellowship. The Director asked all Departments to reconsider yet again this issue, his personal preference being to make the standard offer two years while allowing applicants to opt for a year if they so wish, as is currently the case with ECO. The number of Fellows within the Programme would remain the same as at present, so the MWP would continue to benefit from having a critical mass. But a second year would enable Fellows to integrate more fully with Departments, possibly performing the role of junior faculty, and to have more time to develop their research profile, while benefitting more fully from the training of the Programme when it came to applying on the job market. At present, most Fellows find a single year a rewarding but extremely intensive period, and say they would have participated more in the Multidisciplinary and some of the Academic Practice activities had they had more time to do so. Against this view, lies the fact that 94% do get either a tenure track or temporary position or a further and

usually longer postdoctoral Fellowship after one year, and there is not compelling evidence that a further year would in most cases improve on these outcomes.

Among Departments, SPS was the most open to the Director's proposal and this past year did in fact make offers of either one or two years depending on the preferences of the selected applicants. LAW wishes to stick to one year, so as to increase the number of applicants who can take advantage of the opportunity. That has long been the view of HEC as well, although they would like to experiment with one or at most two, three year Fellowships, in which the selected applicant would conduct a long term project at the Department that might add to its research culture and teaching in a significant way by expanding what the Department might otherwise offer.

A more radical proposal came from ECO. They have the most difficulty filling their postdoc positions, although in most years they do manage to do so, even if many of their top ranked candidates turn them down or withdraw. They have proposed converting some of these postdoc Fellowships into an Assistant Professor position, for which they have had in the recent past far more numerous and often higher quality applicants. However, this would mean transferring funding currently employed for training to staffing a Department that would not only have fewer postdocs to mentor – the full costs of an Assistant Professor being in the region of four to five postdocs – but has also witnessed a drop in PhD applications and take-ups. Moreover, such a shift would not only weaken the postdoc programme in Economics, but the MWP being an multidisciplinary programme, detract from the Programme as a whole. Given there are also ever increasing demands in other disciplines, it might be fairer to transfer unused ECO postdocs to HEC and SPS, where applications have risen considerably and currently amount together to getting on for 70% of all applicants. A variant on this suggestion, which is more in keeping with the aims of the MWP, might be to have a postdoc of three years combined with a Assistant Professorship of five years, this latter funded by – as at present – converting a senior Professor position, where historically recruitment has also been difficult, into two more junior positions, thereby giving such Associate Professorships a three plus five year position that involved pre training that would enable them to perform a full role within the Department after three years. This strategy would reduce the number of ECO MW postdocs by one, if the others remained standardly two-year positions.

### *5. Academic Practice Activities*

The main development here is likely to be the replacement of the LSE as a partner for the Teaching Practice Activities, due to their withdrawal from the scheme this academic year as a result of staff changes in the relevant unit, with UCL. Here we have been able to come to what is in many respects a superior arrangement with the ESPS Programme, which combines a degree in Economics, History, Law, or Political Science with the study of a European language, including all Central and East European, Scandinavian and Mediterranean languages. This provides an ideal environment for our Fellows to gain some teaching experience, particularly but not exclusively for the large number who apply for and obtain jobs in the UK. We have also begun to explore cooperation with the UCL Centre for Academic Teaching and Learning (CALT) to provide support during the Academic Practice week and to provide additional options to our short courses here at the EUI.

We also are looking into having sessions on publishing in journals provided by the managing editors of social science journals at Cambridge University Press and/or Taylor and Francis, and into continuing our relationship with Richard Fisher, former CEO and, prior to that, Arts and Humanities and Social Science editor at Cambridge University Press, who provided a useful series of workshops and individual sessions on book publishing and proposals.

#### *6. Multidisciplinary Activities: Thematic Research Groups, MW Lectures, Data Clinic*

Under the previous President, Professor Weiler, it was agreed that Departments should consider their duties towards the MWP should be on a par to that towards PhD researchers, both regard to mentoring and involvement in MWP activities, especially the Thematic Research Groups. While HEC and LAW have moved in this direction in giving those involved relief from certain PhD related duties, such as some seminar teaching, that has yet to happen with SPS and ECO, and their involvement in TRGs is lower as a result. After four years of running more or less the same groups, there is perhaps a need for a rethink of these offerings, which have not always served ECO or HEC Fellows as well as LAW and SPS. HEC have come forward with some helpful suggestions that should be possible to follow up on, especially with more involvement from SPS. There is also an urgent need for a successor to the joint SPS-ECO TRG on Inequality and Efficiency in Education and Labour Markets. There is scope for having more involvement of third and fourth year PhD researchers in these groups as well as more Faculty or Visitors, but it is also important for them to remain a forum for work in progress, particularly the WP and RP, and for multidisciplinary exchange.

The MW Lectures remain a focus of both the MWP and the academic life of the EUI community as a whole. However, the Fellows would prefer the June MW Lecture to be allocated to a Plenary Lecturer for the June conference who is chosen by the organising committee, and this will be the case from 2017-18.

Finally, the MWP has been a major contributor to the Data Clinic from 2016-17 and is looking at how Fellows could be involved more both as consumers of its services and as potential contributors. At present, that tends to be true to a degree for some SPS Fellows but far less, if at all, for other disciplines. We see the greater involvement of Fellows as a potentially beneficial addition to the multidisciplinary training and appreciation we currently offer.

#### *7. The Job Market Experience Interviews Project*

ACO will continue to develop its resources for helping Fellows on the job market by making full use of the growing network of former Fellows. We already keep in regular touch with former Fellows through a newsletter, to which they often contribute, updating their web page and keeping a record of their career moves and developments, and allowing 25 former Fellows to return each year to attend the annual June Conference – this selection being made by the Fellows organising the Conference. By and large, we have found that former Fellows are very happy to give advice to existing Fellows when they apply for positions at their universities.

## *8. Media Training*

Partly as a result of the interviews with MW and some Occasional Lecturers, a demand has arisen for media training along with more advanced training in the use of digital resources than we currently offer. We hope to provide this from 2017-18.

## *9. Maternity and Paternity Leave*

Over the past two years, Fellows have asked about the possibility of maternity or paternity leave. The situation at present is that there is no provision for this. Instead, the Director exercises his discretion to allow Fellows 4-6 weeks leave from the Programme, with many returning home to have their baby or joining/accompanying spouse there. At the Fellow's request, we will this year provide those Fellows who wish it with a certificate noting they have been absent for this period. We have also always allowed those prospective Fellows who become pregnant prior to joining the MWP to defer for a year if they request to do so for this reason.

The MWP does aim to be family friendly, and we supplement Fellow's stipends by 200 euros/month for each child that accompanies them and 300 euros/month for an accompanying dependent partner. The number likely to request maternity or paternity leave each year is probably 1 or 2 a year. We believe we could probably offer a partially paid extension to the Fellowship comparable to the standard leave accorded to EUI researchers for those who requested it. That would be an extension for each child of an additional 6 months, of which 4 months could be paid maternity leave. Meanwhile, we are also exploring if Villa Paola could be more family friendly, with the provision of baby changing facilities in one of the toilets, and looking into crèche facilities for the conferences.

## *10. The MWP within the EUI*

It used to be said, and to a surprising extent still is said, that the core business of the EUI is the PhD Programme. But 25 years after the creation of the RSC and ten years after the creation of the MW Programme, and with the imminent creation of the Florence School of Government, it is more accurate to say that there are a number of core activities of the EUI, of which the MWP is one. These activities are best seen as mutually supportive and enhancing. The introduction of MW Fellows within the RSC has proved to the benefit of both, providing a stream of young academics doing cutting edge research into the activities of the RSC and bringing the Professors into more active engagement with the MWP, not least through such Thematic Groups as those on Citizenship and Migration, Europe in the World and the Padoa-Schioppa Group, where Schuman Professors have played a prominent part. SPS Fellows have piloted a scheme of mentoring PhD students, thereby showing how MWF can become a central part of the PhD programme, while their publications add to the research reputation and ranking of the EUI. Clearly, if the proposed School develops a Master's Programme, many Fellows would be able to play a part in the School's teaching Programme. The MWP has moved to the heart of the EUI in terms of location and the challenge of the next five years is to ensure it continues to do so to an ever greater extent in terms of the activities of the EUI. Doing so will be to the mutual benefit of both.

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