

tions. But we must not be complacent about the future, and there are some grounds for apprehension:

- SPS is alone among the Institute's departments in its current rising applications; for how long can we continue this exception?
- There is a general decline in interest in studying for PhDs across western Europe and in the USA, from which the Institute cannot expect to remain immune.
- For its current growth SPS is depending strongly on Poland. For how long will our popularity there continue?
- In the longer term the Institute as a whole will have to come to terms with the Bologna programme. This envisages that eventually the structure of higher education in EU member states will take the following form: three years for a first degree; then two more years for a masters; and a final three for those who want a PhD. Many universities will want to build their doctoral programmes on to their masters. Will the Institute therefore develop masters courses? Or hope to prise students away from their university programmes after that stage?

On the optimistic side, however, we do not believe that SPS has exhausted its recruitment possibilities. We attract good numbers of applicants from most EU member states - Sweden and the UK are the main exceptions. But these come from a rather narrow band of universities within each country. We need to move out to the others, and convince them that we certainly have no desire to cultivate a clique of favourites, but welcome eagerly bright potential researchers from all Europe and, if possible, beyond.

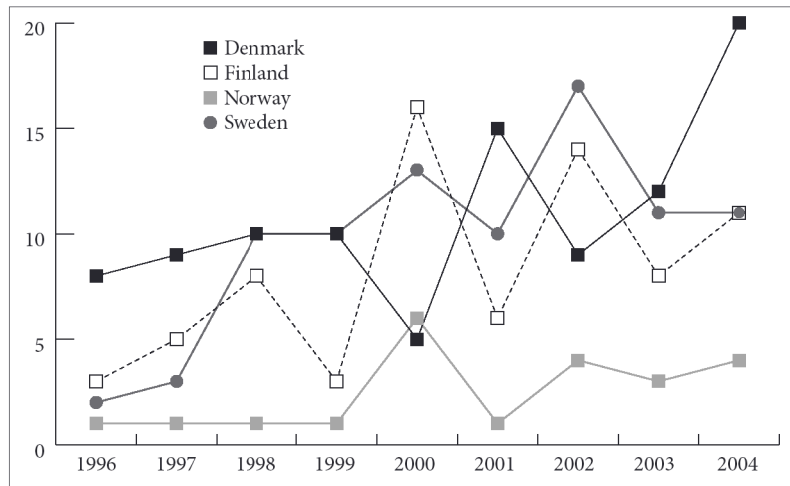


Figure 6a: SPS applicants from Nordic countries 1996-2004

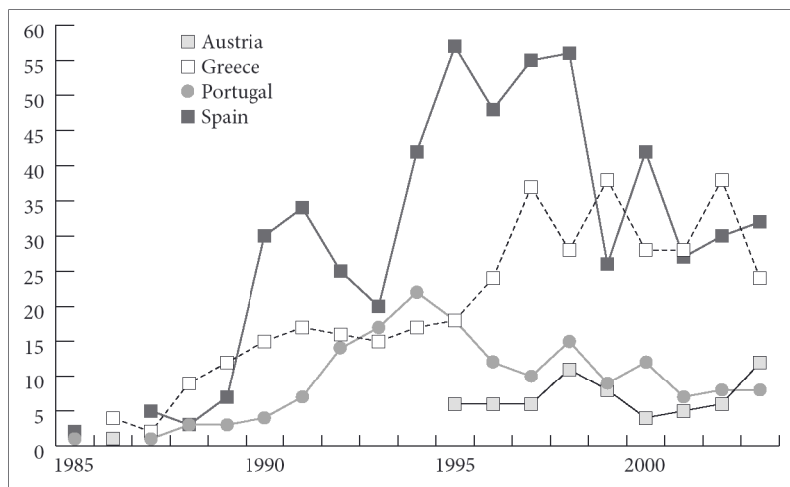


Figure 6b: SPS applicants from other 'new' countries 1986-2004

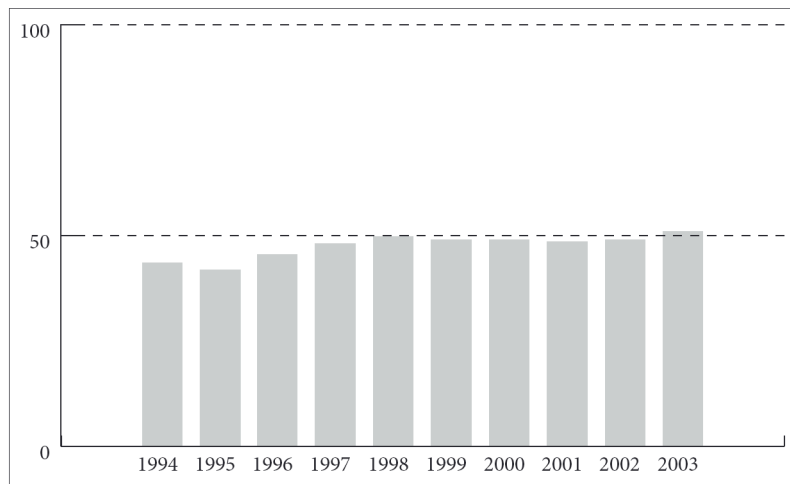


Figure 7: Female applicants as % of all SPS applicants, 1994 to 2003

The changing profile of SPS researchers

For some reason the Institute's archive has statistics on admissions of researchers that date back one year earlier than those on applications. Perhaps the first, 1976, cohort just appeared in the Via dei Roccettini without anyone asking them to come.

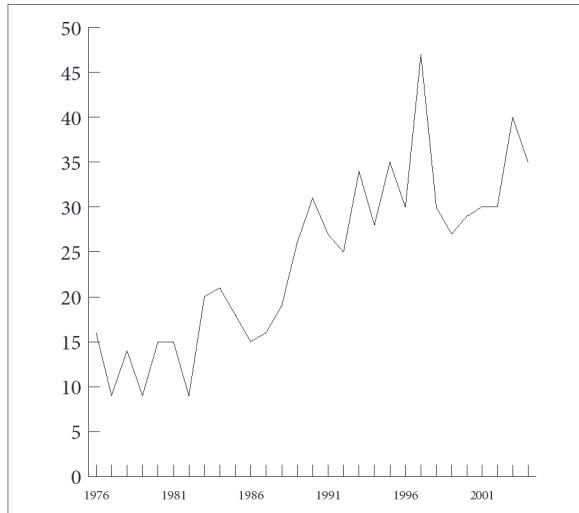
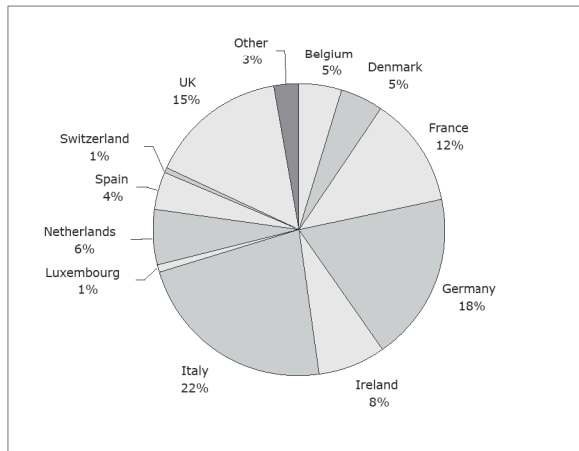


Figure 1: SPS researchers admitted 1976-2004

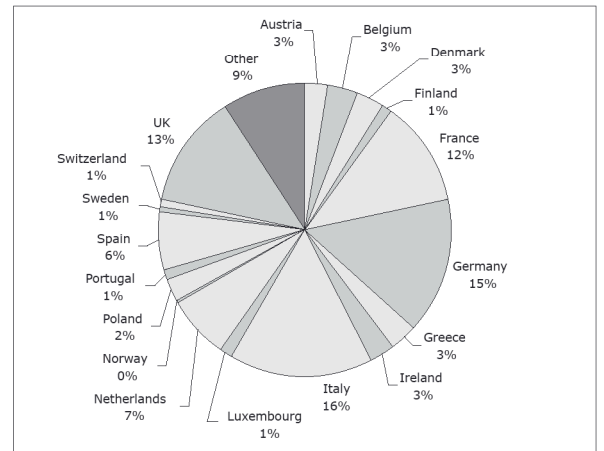
Figure 1 shows admissions growing as steadily as did applications. (It must be noted that these statistics do not take account of any loss of numbers if researchers did not take up offers of places, which usually reduces the numbers admitted by four or five each year. Also, they do not take account of those dropping out during the year, or failing the June paper at the end of it.)

The extraordinary blip 1998-2002 occurred within living memory, and can therefore be explained. In 2000, having congratulated ourselves on taking ever larger numbers, we suddenly realised that the Institute allocated money for researchers' missions and visiting teachers on the basis of 25% for each department, irrespective of numbers of researchers. We then understood why the Economics department took fewer students than we did; it was not, after all, because our applicants were so much better than theirs, but that economists knew how to respond to incentives and to do their arithmetic.

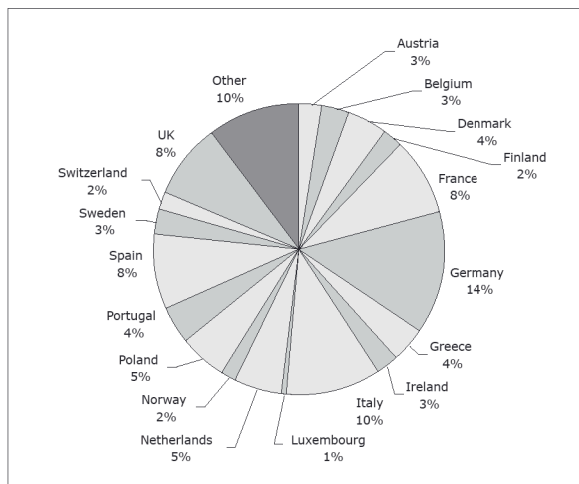
The new surge in admissions in 2002 is explained in the same way. In that year the Institute started allocat-



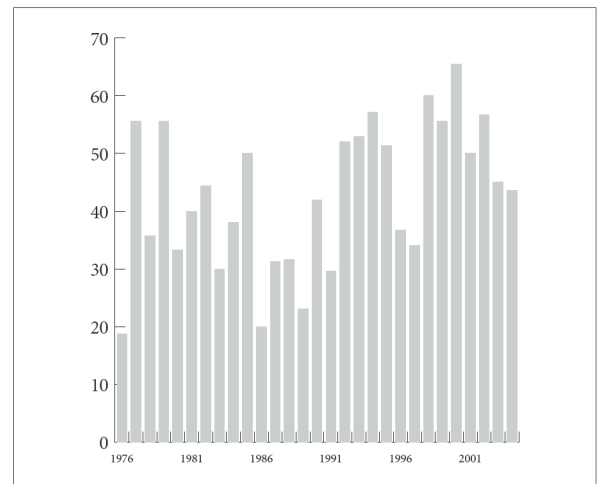
2a: National composition of SPS admissions, 1976-1985



2b: National composition of SPS admissions, 1986-1995



2c: National composition of SPS admissions, 1996-2004



3: % female of researchers accepted by SPS, 1976-2004

ing funds on a *per capita* basis, and so we were willing to accept more researchers. Moral of the story: it is not that social and political scientists do not respond to incentives; we are just rather slow in perceiving them.

Figures 2a to c show the national admissions pie, divided into decades as we did with applications. Nothing dramatic should be expected here: admissions are primarily governed by national quotas, and these rarely change. However, we again note the decline of the British and the recent rise of the Poles. Our admissions have responded to the trend in applications.

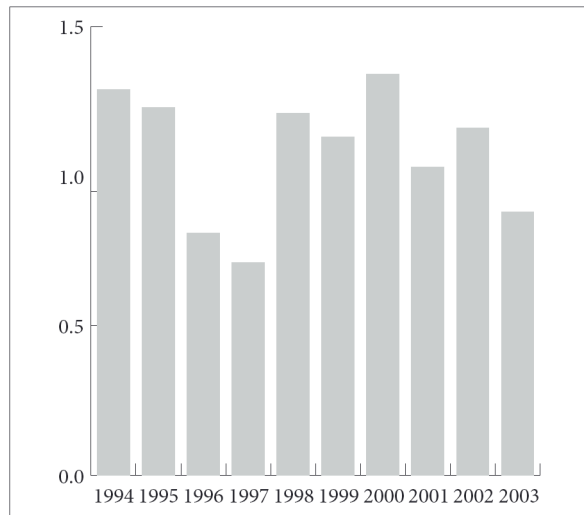
The gender balance is more interesting, because this is not determined by quotas. The department seems to have shared in the global trend for women to be improving in their educational ambitions and achievements, but the pattern is uneven (Figure 3). Different subject balances within the department will affect this; for example, sociology usually attracts far higher percentages of women than does political science. Also, the educational position of women within different countries varies, so fluctuations among these is likely to be reflected in the resulting gender balance.

It will be remembered from an earlier page that, at least during the past decade, our proportion of *female applications* has, except for 2003, always been below 50%. This means that in most years the success rate of female applicants has been higher than that of males. Figure 4 displays this, by showing the proportion of women among those accepted as a ratio of the proportion applying; any figure above unity indicates a higher success rate for women.

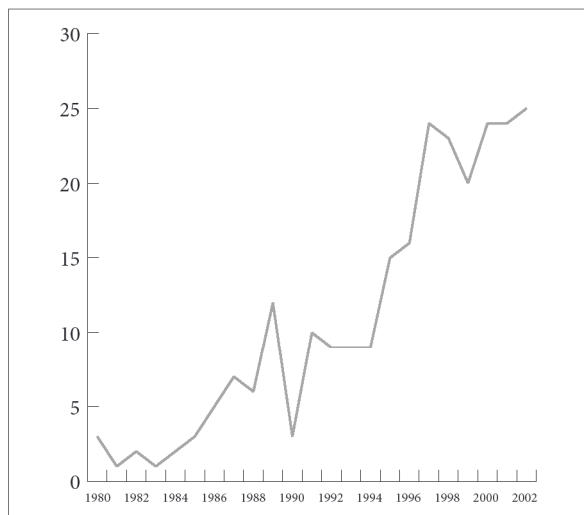
The final product: thesis completion

Finally, yes, something does come out at the other end. Figure 5 shows an appropriately rising trend in successful thesis defences over the years. No national breakdowns here: by the time we leave the Institute we are all Europeans.

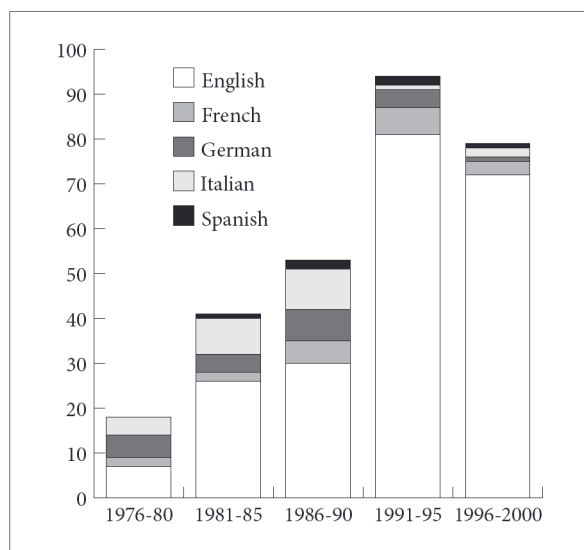
It is however interesting to note the growing dominance of English as the language in which theses are written (Figure 6). In the early years English was only just *primus inter pares*. During the 1980s it starts to account for more than 50%, but German and Italian, to a lesser extent French and Spanish, have a clear presence. It is since the 1990s that these other languages have had an only minimal presence.



4: Proportion of female candidates accepted as ratio of proportion of all female candidates, 1994-2003



5: SPS thesis completions since 1976



6: Languages of SPS theses by year of researcher admission

Destinations of SPS researchers

About 70% of former SPS researchers go on to work in academic teaching and research, according to the Institute's alumnus database. The base contains information on 302 people, a very high proportion of former researchers, and including some who have not yet completed their doctorate. The 'academic' category is widely defined, ranging from full professors to people on temporary research contracts, and includes a small number of school teachers. In addition to all these, a further seven people (over two per cent) work in academic administration.

Of the rest, about 10% (31 people) work in businesses of various kinds, including business associations. The biggest single category (just six) of these work in some part of the media industry. Over eight per cent (26) work for international public organisations, 17 of these in one or other European Union entities. Around seven per cent (21) are in national public administration or diplomatic services. All other categories of employment – like NGOs – account for very small numbers.

About two fifths (38.4%) of all SPS alumni are working outside their countries of origin. This is so for 34.4% of the academics, but only 20% of those in business.

Of the 73 academics moving to a new country, 62 remained with western Europe. The UK higher education system has proved by far the most hospitable to employing 'foreigners': 25 non-British SPS doctors are working there. Ten non-Germans are working in German universities and institutes, and five non-Dutch in the Dutch system – the same number as in the whole of the USA. Although six non-Italian academics are still in Italy, almost all these are in international institutions – including the EUI itself.



The 1983 Corporatism summer school



The 1983 Corporatism summer school organised at the Badia by Philippe Schmitter during his first period as a professor. Among those who should still be identifiable despite the marks of time are – besides Philippe himself: Franklin Adler, Noëlle Burgi, Jonathan Boston, Kevin Bonnett, Alan Cawson, Colin Crouch, Gøsta Esping Andersen, Peter Farago, Edgar Grande, Jürgen Grote, Josef Hilbert, Niamh Hardiman, Bob Jessop, Wolfgang Kowalsky, Steve Lewis, Rodolfo

Lewanski, Susanne Lindholm, Wolfgang Müller, Dick Moraal, Marco Maraffi, Michele Micheletti, Christine Mironeso, Lars Nørby Johansen, Salvatore Pitruzzello, Leonardo Parri, Henry Patterson, Marino Regini, Jordi Roca, William Roche, Ilja Scholten, Carlota Sole, Wolfgang Streeck, Martin Tognieri, Jelle Visser, Lynne Wozniak, Sarah Vickerstaff, Jan Warzyniak, Bert de Vroom, Stefano Zan.

The heart of the department: the SPS secretaries

In the 1970s the SPS department comprised about four professors at any one time, an annual entry of ten to fifteen researchers, and three secretaries. Thirty years later there were twelve professors, over 30 new researchers a year - and just four secretaries. True, in the meantime the information technology revolution had occurred. Whereas in the seventies professors would pass their hand-written scrawl to a secretary to be 'typed up', today keyboard skills are a necessary part of any academic's repertoire. Nevertheless, typing has never been more than a part of the role of EUI secretaries. All the other components of their work have risen *pari passu* with the constant growth in numbers of professors and researchers:

- organising the teaching programme;
- helping professors organise their research and missions - at times even their lives;
- ensuring that professors, post-doctoral fellows, researchers, academic visitors - all transient birds of passage through the Institute - receive a warm initial welcome, and then find their way around and do not remain totally ignorant of local rules and customs;
- taking charge of thesis juries and defences;
- managing workshops and conferences;
- providing researchers with care and sympathy at their not infrequent moments of stress;
- operating in several languages at once;
- guaranteeing that all callers and visitors to the department meet at least one smiling, welcoming face.

Formally, this diversity of their role is not recognised. With the exception of the one of their number who serves as the department's administrator, EUI secretaries are officially designated 'typists'. Their application procedure prominently includes a typing test, contrasting oddly as an indicator of their capabilities with the quadrilingual interview that usually follows it.

SPS secretaries 'manage' their professors, and respond alertly and proactively to their administrative needs. They know all the researchers and serve as an early warning signal of problems that they are experiencing. The permanent core within a fluctuating mass of professors, researchers, visitors and post-doctoral fellows, they represent the only chance of continuity, long-term memory and avoidance of constant reinventions of the wheel that we possess. They also care: about the department and its reputation, about researchers, and about the need to conduct our work efficiently and correctly. And they convey the moral force of that care to every newly arriving professor, trying to socialise us all into what they have developed as the SPS way.

Also, as the only people in the department living normal lives rooted in the society around us, and not engaged in the nervous activity of academic research, they represent a point of calm and normality that we all need.

We have benefited greatly from their stability as well as from their ability. One of the original team of three, Maureen Lechleitner, is still a highly active presence within the department. Another left the Institute, but the third, Ursula Nocentini now works in the central administration. She was replaced in SPS in the early 1980s by Marie-Ange Catotti, now the department's administrator, co-ordinator of the secretarial team and therefore the heart of the SPS heart. When Philippe Schmitter first joined the department in the early 1980s he recruited Henrietta Grant-Peterkin, first on his research project until she became a full-time secretary. When he left he took her with him to Stanford University; sadly, when he returned in the 1990s he did not bring her back with him. While Marie-Ange was on maternity leave in the 1980s she was replaced by Julia Valerio - now in the economics department; and then by Eva Breivik, who eventually replaced Henrietta as part of the permanent team.

At the end of the 1980s the first expansion in numbers took place. The post of the departmental administrator was formally recognised and allocated to Marie-Ange, freeing a place for a fourth secretary. This was first filled



Eva Breivik, Liz Webb, Maureen Lechleitner
(standing) Gabriella Unger-Gentile, Marie-Ange Catotti

by Nancy Altobelli (now with Academic Service); then by Susan Garvin (now with the Secretary General); and now by Liz Webb.

Numbers of professors and researchers have now grown again; and, as in universities everywhere else, the amount of bureaucracy and record-keeping at the EUI has grown exponentially. Much of this burden falls on the secretaries. Thanks to the Swiss chair and some other external research funds, it became possible in 2003 to recruit Gabriella Unger-Gentile as a fifth member of the team, though only on a temporary contract.

Meanwhile, the shift of more responsibility for financial matters to the departments has created a need for some central accounts staff to be decentralised. Also in 2003 we were therefore able to welcome Gino Fabbrini as the SPS financial officer.

“New Modes of Governance”

An EU Framework 6 Integrated Project

Co-ordinated at the EUI

The EUI has been successful in attracting funding from the European Commission for a large pan-European Integrated Project (IP) under the Commission’s Sixth Framework Programme. With a budget approaching 4 million Euros, our multi-disciplinary IP on “New Modes of Governance”, includes around 25 projects and has almost 40 participating members from some 35 institutions in Western and Eastern Europe. The IP Consortium, acronym NEWGOV, will commence work later this year, will be co-ordinated from the EUI by a team led by Martin Rhodes as scientific director, and will be located for management purposes in the Robert Schuman Centre for Advanced Studies. Helen Wallace and Mei-Lan Goei will be responsible, respectively, for project supervision and management co-ordination.

New Modes of Governance

The aim of the Integrated Project as it unfolds over the next several years is to examine the transformation of governance in and beyond Europe by mapping, evaluating and analysing the emergence, execution, and evolution of ‘New Modes of Governance’. By new modes of governance we mean the range of innovations and transformations that are occurring in the instruments, methods, and systems of governance in contemporary polities and economies, especially within the European Union (EU) and its current and prospective Member States.

New modes of governance cover a wide range of different policy processes such as the open method of co-ordination, voluntary accords, standard setting, regulatory networks, regulatory agencies, regulation ‘through information’, bench-marking, peer review, policy competition, and informal agreements, including new forms of governance and policy experimentation in different economic sectors, where a new mix of public and private goods is frequently sought. The policy areas concerned include macro-economic management, economic reform and innovation, research and development, employment, social inclusion, public service provision, sustainable development, migration, criminal prosecution, utility and service regulation, taxation, training and education. Innovation in governance usually occurs in the context of institutional inertia and complexity, demanding that the ‘old’ be examined along with the ‘new’. Indeed, the most fascinating puzzles are often found at the boundaries of old and new governing modes, where they overlap, merge and develop hybrid forms.



Martin Rhodes

How do we justify the devotion of a large pan-European, multi-disciplinary team to the study of the transformation of governance? Why do we find this subject compelling? First, while heterodox and innovative modes of governance have attracted academic interest for many years, their emergence, execution, evaluation and evolution in the context of the EU has not been systematically and comparatively studied. Second, contemporary innovation in governance has been driven by the turbulence of recent economic and political change, including the rapid changes in the social, economic, technological and natural environment that have challenged governments in Europe and beyond, and a new round of EU enlargement which incorporates the former socialist economies and societies into the EU. Third, this topic is particularly apposite given contemporary developments in the EU. In the recent evaluation of the EU’s institutional structure in the European Convention and subsequent Intergovernmental Conference, new modes of governance are being assessed as possible alternatives to traditional Community methods, or as complements in the quest for more effective and legitimate forms of policy making.

Integrated Project Organization

The work of the IP is organized into four different clusters, each of which contains a set of inter-linked projects: Emergence, Evolution & Evaluation (led by Wolfgang Wessels and Ingo Linsesmman, University of Cologne); Delegation, Hierarchy & Accountability (led by Adrienne Héritier, European University Institute); Effectiveness, Capacity & Legitimacy (led by Tanja Boerzel, Heidelberg University); Learning, Experimental

NEWGOV

Clusters & Component Projects:

Cluster 1: Emergence, Evolution & Evaluation

1. Wessels-Linsemann (and collaborators: Dezséri/ Inotai; Monar; Falkner; Pochet)
The Evolution & Impact of Governing
2. Laffan-Morth
Open Method of Co-ordination
3. Risse
Arguing & Persuasion in EU Governance
4. Peters-Griller
Legal Perspectives on Democracy & New Modes of Governance

Cluster 2: Delegation, Hierarchy & Accountability

5. Héritier
New Modes of Governance in the Shadow of Hierarchy
6. Coen-Thatcher
After Delegation: Regulatory Agencies & Network Governance
7. Bouwen-Bergstrom
Governance & the EU Securities Sector
8. De Bièvre
Expert Networks & Inter-Agency Co-operation
9. Moral-Soriano
European Public Services Regulation
10. Le Galès
Choice & Combination of Policy Instruments
11. Lehmkuhl
Private Dispute Resolution: Legitimate & Accountable?
12. Nanz-Smijmans-Steffek
The Role of Civil Society in Democratizing European & Global Governance

Cluster 3: Effectiveness, Capacity & Legitimacy

13. Boerzel-Koutalakis (and collaborators)
Coping with Accession: New Forms of Governance & European Enlargement

14. Schmidt
The Domestic Impact of European Law
15. Prange
Smoothing Eastern Enlargement:: Independent Regulatory Agencies & Non-Hierarchical Steering
16. Bruszt (and collaborators)
Evolving Regional Governance Regimes: Challenges for Institution Building in the CEE Countries
17. Lavenex-Lehmkuhl
Inside-Out:: New Modes of Governance in Relations with Non-Member States
18. Kolarska Bobinska-Kucharczyk
Democratization, Capture of the State & New Forms of Governance in CEE Countries

Cluster 4: Learning, Experimental Governance & Participation

19. Visser-Rhodes-Ferrera
Distributive Politics, Learning & Reform
20. Begg-Weltecke-Jabko
New Approaches to Economic Governance in the EU
21. Hancké-Innes
'Varieties of Capitalism' & Economic Governance in CE Europe
22. Renneboog
Towards New Corporate Governance Regimes in Europe
23. Radaelli
Changing Governance Architecture of International Taxation
24. Crouch
Learning & Local Innovation Systems
25. Obradovic-Eijsbouts
Accountability/Participation of Civil Society in New Modes of Governance

Transversal Task Forces:

1. *Democracy & Legitimacy Task Force*
2. *Legal Task Force*

Governance & Participation (led by Martin Rhodes, EUI, and Jelle Visser, University of Amsterdam). The detailed project structure of the clusters is outlined on page 23. The IP also contains two transversal task forces. The Democracy & Legitimacy Task Force will help integrate the IP in terms of its treatment of democracy, participation, accountability, and legitimacy. The Legal Task Force, which has two separate teams, one focusing on the legal dimension of new modes of governance, the other dealing with more traditional forms of EU legal integration, will provide analysis and recommendations regarding the legal dimension of our collective work.

Joint activity across the consortium as a whole will be achieved via input from the NEWGOV steering committee (composed of cluster leaders plus external members), via regular input from the two task forces, and through consortium level activity in the form of workshops and conferences. Mutual exchange and the cross-fertilization of ideas, information and data will be achieved through structured communications organized by the co-ordinator and cluster leaders, and through research training conducted in two summer schools.

As far as day-to-day management is concerned, a project manager (to be appointed) will be located in the RSCAS, and work will begin on putting in place the basic infrastructure of the IP, a web site and communications later this year. Once in place, the NEWGOV web site will provide regular updates on the consortium's project research and collective activities. In the meantime, further information can be obtained from Martin Rhodes (martin.rhodes@iue.it).

Acknowledgements

As in previous EU framework funding programmes, the Sixth Framework Programme distributes research funding via a number of rounds of competitive bidding. The difference with previous Framework Programmes is the sheer scale of the research bids. Both Integrated Projects and Networks of Excellence – the two new instruments available under the Sixth Framework programme – are intended to be pan-European in scope, involving multiple partners and an extensive range of sub-projects. The contest for funds demands an enormous investment of time and energy. We submitted more than 500 pages of documentation in the first phase of the competition in spring 2003, and a similar quantity in the more recent negotiation phase this year.

Our capacity to engage in this exercise, and our eventual success, owe a great deal to the following people at the EUI: Yves Mény, for his constant encouragement and support; Helen Wallace, for her close engagement with the project from its outset

and her unfailing willingness to devote her attention and energy to the task amidst the many other pressing demands on her time; Adrienne Héritier, for her core contribution to the overall IP research design; Mei-Lan Goei, for her calm and collected input at some of the most hectic moments in the process; Robert Nocentini and Serena Scarselli, for their invaluable contribution on the financial and administrative side, from the early days of the bid through to the final negotiation phase – and beyond; and Jackie Gordon, the project's administrative officer, without whose hard work, dedication and attention to detail we would have failed to pass stage one, let alone succeed in winning the final prize. Thanks also to former EUI PhD student David Natali for stepping in at the last minute and working uncivilized hours to provide graphics for the original bid documents. Special thanks are also due to those outside the EUI who helped frame the bid, including our many project team leaders, but especially our core research organizers (and cluster leaders) Wolfgang Wessels, Christoph Meyer and Ingo Linsemann at the University of Cologne, Lena Bobinska at the Institute of Public Affairs, Warsaw, Tanja Boerzel at the University of Heidelberg, Jelle Visser at the University of Amsterdam, and Andreas Follesdal at the University of Oslo.

MARTIN RHODES
Scientific Director, NEWGOV