We invite you to

*Change Perspective*

The introductory guide for IMR PhD candidates

Radboud University
Dear PhD candidate,

We invite you to join us in the exciting world of interdisciplinary research at the Doctoral School of the Institute for Management Research (IMR). We hope that this guide will help you to make the most of your time at our institute. The guide is intended for all our PhD candidates, both new and experienced, and structured as follows. After a short introduction to the research institute and a description of its organisation, the major challenges and milestones of PhD projects are identified, followed by an overview of the many services and facilities offered by the IMR Doctoral School and Radboud University. Our aim is to make your PhD project as exciting and productive as possible.

This brochure provides only a snapshot of the IMR. More information can be found on the website of the IMR (www.ru.nl/imr) and Radboud University (www.ru.nl/phd). Make sure you check out these websites!

Professor Allard van Riel
Head of the IMR Doctoral School

Ms. Daniela Patru
Doctoral Officer
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Introducing the Institute for Management Research (IMR)

Research and education profile
As a PhD candidate, you will be a junior researcher at the Institute for Management Research (IMR). The IMR is the multidisciplinary research institute of the Nijmegen School of Management (NSM). The faculty was founded in 1988, and is one of the seven faculties of Radboud University (RU). Approximately 3400 undergraduate and graduate students are enrolled at the faculty in various degree programmes. It has a research, teaching, and support staff of about 260 fte.

The faculty is organised in four departments: Business Administration, Economics and Business Economics, Geography, Planning & Environment, and Political Science and Public Administration. Together, these departments offer a range of BSc and MSc degree programmes.

The IMR’s mission is to carry out state of the art research into complex problems of governance and management, in order to explain the causes of these problems, and to use that knowledge to create potential solutions. The complexity of the problems under study calls for a combination of knowledge and expertise from multiple disciplines, and for collaborations with societally relevant parties. The IMR hosts researchers from business administration, economics and business economics, political science, public administration, geography, planning and environmental sciences. By fulfilling this mission, IMR researchers combine scientific excellence with societal relevance. This is reflected in the IMR’s motto: creating knowledge for society.

The IMR’s multidisciplinary research is organised in so-called Hot Spots: small groups of researchers from different disciplines who focus on specific, highly relevant societal issues: Europeanization of Policy and Law (EUROPAL); Gender and Power in Politics and Management (GENDER); Governance and Innovation in Social Services (GAINS); Integrated Decision Making (ID); Global-Local Divides and Connections (GLOCAL); and Innovation and Entrepreneurship in Business Ecosystems (INNOVATION). All researchers can take part in the activities of the Hot Spots, while having a firm base in one of the faculty’s four departments.
February and October – the Doctoral School also organises PhD Induction Days, where new PhD candidates are introduced to the institute and its key contact persons, receive information and advice about relevant courses and activities, and socialise with their peers.

The Doctoral School’s portal to information and advice is the Doctoral Office, located at TvA 1.1.42. Daniela Patru (g.patru@fm.ru.nl, tel. 024-3620063), the IMR’s Doctoral Officer, is available Mondays to Thursdays for questions on the courses offered by the faculty or university, or various Dutch and international disciplinary research schools and associations; administrative issues and regulations; possibilities for acquiring additional research and travel funding, doctoral and post-doctoral grants; various IMR- and university-level PhD activities, or simply advice and sympathy. Feel free to contact the Office with suggestions on specific workshops, courses or other activities that could be added to our agenda.

Scientific Advisory Committee
The Scientific Advisory Committee (SAC) is an independent body consisting of researchers from each of the IMR’s disciplines. It advises the Faculty Board and the Vice-Dean of Research, either upon request or pro-actively, on strategic issues regarding the development of the IMR. Moreover, the SAC has the important task of assessing the progress of all formal IMR PhD candidates. PhD candidates are individually assessed after their first nine months at the IMR on the progress they have made during this period, as well as on the quality and viability of their projects, after which the SAC makes a recommendation on the continuation or termination of the PhD project. Based on this assessment, the doctoral supervisor(s) and the Dean (who has the final decision-making authority) decide whether or not the project should be continued. In practice, this early review of PhD projects offers a good opportunity for feedback and reflection.

The Vice-Dean of Research, Prof. Sandra van Thiel heads the IMR. She is responsible for the organisation and coordination of research efforts at the institute and advises the Dean on research policy. Several faculty units lend their support to the IMR in general and to PhD candidates in particular.

The IMR Academy
The IMR Academy is a platform for all IMR researchers where science meets society, building a climate of dialogue, debate, and exchange for researchers from various disciplines and backgrounds. The academy aims to create a community within the faculty and IMR.

The head of the IMR Academy is Dr. Sander Meijerink. The academy offers a programme of activities, where fundamental, methodological and interdisciplinary debates take place, and ideas and knowledge are exchanged among IMR researchers and with external researchers (see the Events Calendar on the IMR website). The IMR Academy also organises the annual IMR Research Day, which is often combined with the IMR PhD Day – the latter being organised by the Doctoral School. During the Research Day, researchers and Hot Spots can present their work, or attend presentations by colleagues or guest speakers.

As a PhD candidate, you are strongly advised to participate in these seminars. You’re also encouraged to suggest themes and guest speakers to the seminar organisers, or directly to the IMR Academy. The seminars provide you with an opportunity to learn about new developments, and encourage you to share your ideas with peers.

The IMR Doctoral School and IMR Doctoral Office
One of the explicit objectives of the IMR is to prepare future generations of researchers for their challenging tasks. For this purpose, the IMR has established the Doctoral School. All PhD candidates at the IMR Doctoral School are supervised by senior IMR staff and will defend their PhD thesis at Radboud University. The Doctoral School integrates all supporting services and training, collects and disseminates information, organises research events and activities, and facilitates communication between the institute, its PhD candidates and their supervisors.

The IMR Doctoral School organises a range of academic and social events throughout the year. The most important academic event provided by the Doctoral School is the PhD Research Day, a yearly, faculty-wide “mini conference” during which PhD candidates can present their work to their peers and to senior staff, and receive constructive feedback. Submitted papers are reviewed beforehand by at least one expert in the field, and each year the Best Paper is awarded with an Internationalisation Award. Twice a year – in
IMR Research Services
The IMR Research Services department also provides a range of services to PhD candidates, such as: coaching and information about grants (please contact Dr. Stefan Dormans, s.dormans@fm.ru.nl and Ms. Sanna van Roosmalen, s.vanroosmalen@fm.ru.nl) and the registration of research output (please contact Mrs. Marieke Uden-Gommers, m.gommers@fm.ru.nl). Furthermore, the IMR Doctoral School benefits from administrative and logistical support provided by Ms. Anneke Verbogt (a.verbogt@fm.ru.nl).

I am a PhD candidate now at the Institute of Management Research of Radboud University. After receiving my BA and Master’s degree in China, I decided to study abroad for some time to acquire more knowledge and enrich my experience. The Netherlands seemed a very good choice because of the high quality of education. I applied for a scholarship from the Chinese Scholarship Council, and in Radboud University I met my current supervisors, who have the same research interests as me.

My PhD research is about firms’ sustainable technology adoption in China and the Netherlands. The start of the PhD project was hard. However, at the beginning of the scholarship application and also after I came to the Netherlands, my supervisors gave me a lot of help and devoted much time to my project. Even though there are so many challenges for the project, I quite like it and enjoy this process. At least from these experiences, I learned a lot and developed my own abilities.

After I came to the Netherlands, I met new friends and colleagues from many different countries. They are all very friendly and always willing to help. I really enjoy the IMR’s international environment and the friendships I developed here.

- Yao Fu, PhD candidate
Being a PhD candidate

Types of PhD candidates at the IMR
The IMR and the IMR Doctoral School consider all their formal PhD candidates to be junior researchers. Some are employed by the university ("internal" candidates); others are not employed, but conduct their research under the supervision of one or more IMR researchers ("external" candidates). The academic requirements for both categories of PhD candidates are identical, and their doctoral degrees are equally valued and appreciated.

The "internal" PhD candidates are recruited and appointed to conduct research on a specific topic, which is often proposed and developed by their supervisor(s). In particular, they are employed by one of the faculty's four educational departments. The head of the department in question is in charge of staff and financial means. Their contract of employment is usually split in a first term of 1.5 years and a second term of 2.5 years. Receiving a contract for the second term depends on the candidate’s progress in the first term, which is evaluated by the candidate’s supervisor(s), based on advice from the Scientific Advisory Committee. The employment of these candidates is governed by the provisions of the collective labour agreement, the RU Doctorate Regulations, and the regulations imposed by the faculty and the Institute for Management Research. The special conditions applying to this group are described in detail in the chapter dealing with terms of employment.

Formal “external” PhD candidates receive a statement of registration from the faculty and conduct at least part of their training in accordance with faculty guidelines. Being formally recognized as an IMR PhD candidate gives candidates a number of basic rights: they receive a staff number (u-number) and a staff pass that grant them access to facilities such as the university library and databases. They are recognized as members of the IMR Doctoral School (with a number of benefits, as described below), and are provided (in consultation, and if available) with a flexible workstation. Formal external PhD candidates can also present themselves as IMR PhD candidates at conferences and in publications (in accordance with the standard affiliation statement). Their research relationship with the university is governed by the provisions of the IMR Regulations for External PhD Candidates (available on the Doctoral School’s website: http://www.ru.nl/nsm/imr/doctoral-school-0/), the Radboud University Doctorate Regulations, and the regulations imposed by the faculty and the Institute for Management Research.
**IMR Doctoral School membership**

All internal IMR PhD candidates are automatically members of the IMR Doctoral School. External PhD candidates can join the IMR Doctoral School following a request for admission by their main supervisor, to the Head of the Doctoral School, together with the documents outlined in the IMR Regulations for External PhD Candidates.

Being a member of the Doctoral School gives PhD candidates the opportunity to participate in the research activities organised by the IMR Academy, those of the Doctoral School (i.e., the IMR PhD Research Day, IMR PhD Induction Days, various workshops), as well as those organised by PhD candidate bodies such as the PhD Council and Junior Faculty Consortium (see the “PhD networks” section for more details on this latter point). All Doctoral School members can make use of facilities such as the Visa Skills Lab and the Decision Lab, follow the university’s courses for PhD candidates, and also register for PhD-level courses organised by the Dutch National Research Schools that the IMR is affiliated with. Participating in courses offered by Radboud University is free of charge to all PhD candidates. Fees for the courses organised by the Research Schools vary on a case-by-case basis.

**Doctoral supervisor(s), daily supervisor, and supervision**

Supervisors are an important source of support and inspiration for PhD candidates during their doctoral training. As the name implies, they supervise the research project and provide feedback, advice and support. Apart from developing a number of research and transferrable skills during their PhD projects, PhD candidates also develop their personalities and academic attitudes; supervisors play an important part in this development as well.

In the Netherlands, only full professors are permitted by law to act as a doctoral supervisor (promotor, in Dutch). Sometimes, a PhD candidate will have two promotors, for instance when expertise from different disciplines is needed to carry out the research. Often, a second supervisor (co-promotor, in Dutch, being an assistant or associate professor, or another expert with a PhD degree) joins the supervisory team, sometimes from a different department, faculty, university, or research institute.

The IMR recommends that PhD candidates also have a daily supervisor (dagelijks begeleider, in Dutch), who is often more easily accessible (in terms of availability) than a promotor and can be consulted more frequently regarding practical issues. The daily supervisor role is generally fulfilled by an Assistant or Associate Professor, who is often employed at the department where the PhD candidate conducts his or her research. The daily supervisor and the co-promotor can be the same person, but this is not necessarily the case.

**Counsellor for PhD candidates**

The IMR has appointed a counsellor for PhD candidates. If a candidate experiences a problem or conflict with any of their supervisors that cannot be solved between the candidate and the supervisors, the candidate can contact the counsellor. With the consent of the candidate, the counsellor may approach the most suitable person to handle and - whenever possible - solve the problem. The current counsellor is Professor Ed Vosselman (e.vosselman@fm.ru.nl).
Your PhD project: Formal milestones

The beginning: Registration and Hora Est
The Doctoral School tracks the progress of both its internal and formal external PhD candidates. At the level of the university, this is done using an online system called Hora Est (accessed via: http://metis.ru.nl/horaest). This system provides an overview of all the university’s formal PhD candidates (whether internal or external, whether active or graduated), as well as the particular research stage they find themselves in and the upcoming PhD trajectory milestones. Hora Est can be used by the PhD candidates themselves, as well as by their supervisors, the Doctoral School, the faculty administration, and the university Beadle (Pedel, in Dutch).

The beginning: Training and Supervision Plan
At the beginning of your PhD project (within six weeks for internal PhD candidates, and within two months for external candidates), you and your supervisory team must agree on and fill in a “Training and Supervision Plan” (TSP) (Opleidings- en Begeleidingsplan, OBP, in Dutch). This document formalizes a number of agreements regarding research tasks, supervision schedule, the types of courses a PhD candidate will be following, and – in the case of most internal PhD candidates – their teaching duties.

The TSP must be updated every year, based on past developments and the newly developed plans for the year to come. This is done during an annual appraisal interview (jaargesprek, in Dutch) between the PhD candidate and his or her supervisor(s). The TSP template can be downloaded from the faculty’s Intranet: http://www.radboudnet.nl/fm/.

During the project: Being assessed by the Scientific Advisory Committee
About nine months (for internal candidates) or eighteen months (for formal external candidates) into your project, the Scientific Advisory Committee (SAC) will invite you to report on the progress of your PhD project. You will be evaluated based on:

• a project proposal and work plan, and if possible the first research results (a first paper or draft chapter, whether a literature review or preliminary empirical results), all of which you are asked to submit beforehand; and
• your oral report of your progress.

The project proposal and work plan should clearly identify and communicate the research problem that is addressed in your PhD project. The proposal should also demonstrate how your research helps deal with the problem, which gap in the relevant academic
literature it addresses, and what exactly the research project's contribution will be. The project proposal should also clearly show your thorough understanding of the literature in the relevant domain(s), by referring correctly to the “classics” and to the most recent articles dealing with the research topic in question. The work plan should establish a time-phased agenda for the PhD project and its sub-projects, identify important milestones, and set deadlines. It should also indicate the journals in which you would ideally like to publish your research.

Not all of the SAC members who will assess the project proposal and plan will be specialists in your research area. The information provided in these documents should therefore help them to understand the relevance of the research problem, and show in concrete, convincing terms, that you have chosen the most suitable methods and approach to deal with the research problem. After reading the proposal, a non-specialist should understand the debate(s) in which you are going to participate, what your contribution will be, and that you have an ambitious but realistic plan to carry out your project. Communicating this clearly in a limited number of pages is certainly not an easy task, but the IMR is confident that its PhD candidates will manage to do so.

The SAC will evaluate your progress on a scale from: accept, minor revisions, major revisions and reject. ‘Accept’ implies a positive recommendation for the continuation of your project or contract. ‘Revisions’ means that the proposal needs additional work in order to clarify certain issues brought up by the SAC – which you will have the opportunity to carry out over a period of three months. If the proposal addresses these issues appropriately, it will be evaluated as ‘accept’. A ‘reject’ implies that the SAC does not have confidence in your abilities to successfully finish your proposed research. In this case, the SAC would also recommend that you not continue the project after the first 1.5 year term. Although the SAC’s recommendation is not binding, it plays a serious role in the supervisors’ one-year assessment of whether a PhD candidate’s contract – or, in the case of external PhD candidates, their statement of registration – should be extended with a second term or not.

Evaluating a PhD candidate’s progress and research proposal

Roughly nine months into your four-year term as a PhD candidate, you (or rather your supervisor(s)) will be asked to submit information on your progress, as described in the main text, to the SAC. You will also receive a form for the research proposal that is based on the requirements of organisations involved in funding academic research, such as NWO. The headings on the form, such as ‘research question’, ‘social and academic relevance’, ‘methods’, etc., will therefore not come as a surprise to you. In fact, many PhD research proposals start as revised and improved versions of an initial NWO grant proposal. The maximum length of the proposal is 4500 words, including footnotes, references, biographies, tables, and pictures. As indicated, papers describing the first results are more than welcome, because they show that you’ve really made progress!

The SAC determines which of its members (currently fifteen) has sufficient expertise to deal with your research topic, but does not have direct ties with the project and contract; the SAC is an advisory committee, so we neither hire nor fire anyone. It’s the Dean who does that (thank goodness).

We understand that a ‘revisions’ assessment may sometimes come as a shock, but you should remember that this assessment is never meant as a vote of no confidence in you as a researcher; it simply means that we still have questions and are therefore still interested in you as a PhD candidate.

Dr. Inge Bleijenbergh, Chair of the Scientific Advisory Committee
During the project: Participating in PhD courses and research schools

The IMR recommends that PhD candidates follow a minimum of 30 ECs (or the equivalent of 840 hours) worth of courses, addressing content related topics, methods skills, and/or transferrable skills. Deciding on a distribution of courses that would best fit your research topic and skill set will still fall to you and your supervisor(s), and is typically addressed when drafting/adjusting your Training and Supervision Plan (as mentioned above).

The IMR is a member of several national and international research schools. PhD candidates in most disciplines within the IMR are also enrolled in these research schools and are encouraged to follow courses in light of the skills they need to develop as part of their training programme.

NETHUR (Netherlands Graduate School of Urban and Regional Research): Offers a 900 hours training programme, of which 520 hours are mandatory. The programme covers 200 hours of ‘communicative skills’, which is equivalent to the core courses suggested in the training programme. For more information, please refer to: https://nethur.nl/

NIG (Netherlands Institute of Government): Has an extensive training programme, requiring a total of 1120 hours, or 40 ECs, over two years. The programme includes content-oriented and methodology-oriented courses, core courses (skills) and tutorials. PhD candidates may substitute some of the courses with those taken at other schools. For more information, please refer to http://www.utwente.nl/nig/

NOG (Netherlands Research School of Gender Studies): Offers a one year - or alternatively a five month, intensive - training programme in the fields of women, gender and ethnicity studies. Both programmes feature several PhD courses and research seminars, as well as master classes with experts in the field of gender and postcolonial studies. For more information, please refer to: http://www.graduategenderstudies.nl/

TRAIL (Transport, infrastructure and logistics): Provides a core training programme consisting of 39 ECs and offers courses from other universities in the Netherlands and abroad. For more information, please refer to: http://www.rstrail.nl

CERES (Research School for Resource Studies for Development): Is one of the few accredited (KNAW accreditation 2010-2016) research schools in the Netherlands that offers research training for Dutch and foreign PhDs in the field of social transformations in a globalized world. For more information, please refer to: http://ceres.fss.uu.nl/

EIASM and EDEN (EIASM’s Doctoral Education Network): Organises doctoral seminars and tutorials, intensive methodology-orientated courses, path-breaking workshops, and state-of-the-art conferences in economics and management. For more information, please refer to: http://www.eiasm.org/

In addition to the courses offered by the research schools mentioned above, Radboud University offers PhD candidates a wide range of research methodology and transferrable skills courses. Most courses are offered in Dutch and in English, and the course offer is regularly updated. The current PhD-specific offer features:

**Scientific skills**
- Designing a PhD research project
- Digital tools
- Perfecting your academic writing skills
- Refresher courses in statistics for PhD candidates in the behavioural and social sciences
- Presentation skills
- Qualitative research methods and analysis
- Research data management for PhDs
- Scientific writing for PhD candidates
- The art of presenting science

**Personal effectiveness**
- Achieving your goals and performing more successfully in your PhD
- Advanced conversation

**Career development: General**
- Career guidance for international PhDs
- Coaching

**Career development: Specific**
- Education in a nutshell
- Entrepreneurship and innovation for PhD candidates
- University teaching qualification (UTQ/BKO) courses
During the project: Publishing your work

During your PhD project, you will conduct original research that makes a contribution to science and society. In many cases, you will report your research in articles to be published in international peer-reviewed journals. Increasingly, producing a monograph as the result of PhD research is becoming the exception, rather than the rule. Publishing findings in articles during the course of your research not only helps you to receive feedback from independent peers sooner, but also better prepares you for an academic career after graduation. With this in mind, your supervisors will help you to prepare the manuscripts, and select the right journals for your articles.

International conferences are a good opportunity to attend panel sessions on the art and practice of publishing, where editors or associate editors of well-known high quality journals will provide tips and tricks. The Doctoral School also regularly invites experts in a number of relevant academic fields, who can reflect on the process and provide a number of recommendations from their own experience. Beyond this, one of the best ways to prepare articles and to anticipate criticisms from the reviewers is to have them friendly reviewed by colleagues before submitting them “for real”. The IMR PhD Research Day offers a great opportunity for getting a sincere, but friendly, review.

PhD candidates are also encouraged to consider publishing their work in open access journals. Open access is a worldwide movement that aims to provide free, direct online access to scholarly and scientific information such as journal articles, theses, books and research data, and make scholarly publications and data free and available online. In an open access publication, anyone can read, download, copy, distribute and print this information, or look for and search within it, without financial, legal or technical barriers. Many open access journals (about 70%) are now completely free. Most are listed in the Directory of Open Access Journals (https://doaj.org/).

The University Library has launched various open access projects to support Radboud researchers and to encourage developments in this area. One of them is the Radboud Repository (http://repository.ubn.ru.nl/), which offers academics the opportunity to make the author or publisher version of their article available in Open Access, provided that the publisher agrees and that any agreed upon embargo period has ended. Nevertheless, PhD candidates should always discuss these option with their supervisors, as Open Access journals do not always have the same status as non-Open Access journals.

For more information, check out the Open Access section on the university library website, accessible at the following link: http://www.ru.nl/library/services/research/open-access/

During the project: Going abroad

Taking part in the international academic community is an important part of any doctoral training. The IMR strongly encourages its PhD candidates to participate in conferences, seminars and training abroad, and to develop their international network. Being active internationally is rewarding, as it creates opportunities for future cooperation and positions, and has become necessary for those wishing to pursue an academic career. More importantly, meeting scholars working in their field will enable you to develop yourself as independent researchers.

During your PhD project, you will present your work on a regular basis at various national and international conferences. This allows you to attend doctoral workshops, receive feedback on your project and papers from your peers, meet with fellow doctoral students in your domain, and network with internationally renowned researchers. You should try to attend at least one conference per year. To prepare for presentations at these conferences, you are encouraged to enrol in the courses offered by the University’s Human Resources Department to develop your presentation skills. If there is sufficient demand, a presentation skills course can be given at the IMR by our language advisor, Mrs. Michelle Mellion (m.mellion@fm.ru.nl).

Later in your training, it is strongly recommended that you try to arrange an extended visit abroad (of a few months). You can either use this stay abroad for conducting fieldwork, or join a research group in another country. PhD candidates can use their own international network or that of their supervisor(s) for help on organising such a visit. The Doctoral Office is also there to offer advice and – if possible – help.
The end: Manuscript committee and defence

After you have completed your thesis and – most importantly – your supervisors have approved it, your main supervisor (promotor) will request the Dean’s office to appoint a reading committee. This committee consists of an uneven number (at least three) of academic researchers. The committee will decide if the thesis meets the criteria for conferring the doctorate. Within six weeks after receiving the thesis, the reading committee’s chairperson will inform the Dean and your supervisor of the reading committee’s well-founded decision – either positive or negative. In case of a negative advice, the reading committee will provide structured instructions for improving the manuscript.

After the manuscript is approved by the reading committee, you must submit a formal request for admission to the public defence of your thesis to the secretary of the Board of Deans (the application form is supplied as an appendix to Radboud University’s Doctoral Regulations). The application is signed by your supervisor, who confirms that the reading committee has approved the thesis. The secretary will check if all criteria are met, and if so, will set the date and time of the public defence in consultation with you. At this point, a Doctoral Examination Board – consisting of your supervisor(s) and at least five other academic experts (among whom the members of the reading committee) – is appointed.

The public defence is a formal ceremony, which takes place in the Aula and follows a strict dress code. The Doctoral Examination Board will be seated in front of you in what is called the corona. After presenting your work in a maximum of 10 minutes, all members of the board (except your supervisor(s)) are required to pose questions; this is the actual defence. One hour after the meeting has formally opened, the Beadle will walk into the hall carrying a large, formal staff, bang the staff on the floor, and announce “hora est” (it is time). This will signal the end of the defence. The examination board will then retreat to deliberate, and following its deliberation (and assuming all went well) you will ceremoniously be granted the doctoral degree.

For more information, see: http://www.ru.nl/phd/phd-related-affairs/important-documents/

After obtaining my Master’s degree in sociology and publishing an article based on my thesis, I was fairly certain that I wanted to give an academic career a shot. My thesis supervisor turned my attention to a PhD candidate vacancy within a project on labor relations and conflict at the IMR department of political science. I applied, got the job and last February, I successfully defended my dissertation.

Writing the dissertation was a challenging, long and sometimes simply tough process, but it was also tremendously rewarding. I choose to collect my own data with a large scale survey and by carrying out a number of experiments in the NSM Decision Lab. In the end, I really reaped the benefits from my data collection, but of course it took a long time and a lot of effort. Fitting with the IMR’s character, my dissertation research was very much multidisciplinary, taking from, and challenging, sociological and economic theories. This was also something that I now look back on quite proudly but it did make it a challenge to get my work published, especially early on.

During my doctoral study, I started teaching. Against my own expectations, I really liked it and after my PhD contract ran out, I started to work as a lecturer and researcher. Last year, I got a position as Assistant Professor. Besides teaching, I continue with my research, which is broadly concerned with the relationship between, on the one hand, labor markets and working life, and on the other hand conflict, representation and political action.

- Alex Lehr, PhD
Conducting research at the IMR

Scientific integrity
Maintaining scientific integrity is crucial for all researchers and research institutes. Integrity is breached when research data are forged or manipulated; when researchers intentionally mislead colleagues or the institution; or when intellectual property rights are violated. Researchers at Radboud University are personally and legally responsible for maintaining high standards of integrity. Consequently, they are also co-responsible for the public image of Radboud University. The Doctoral School is committed to training young researchers in best practices, and promotes awareness of scientific integrity during the PhD Induction Days and through dedicated seminars.

Radboud University has adopted the Netherlands Code of Conduct for Scientific Practice of the Dutch Association of Universities (VSNU). This Code of Conduct contains guidelines on how to ensure scrupuloseness, reliability, verifiability, impartiality and independence. For more information on the Code of Conduct please visit: http://www.vsnu.nl/en_GB/codes-of-conduct.html

In addition, Radboud University has published its own regulations on scientific integrity. Suspected breaches of integrity can be discussed with a confidant. A special committee then advises the university’s Executive Board, which may decide to launch a formal investigation. For more information on the regulations and the confidant, please visit: http://www.ru.nl/english/@884040/pagina/

At the level of the faculty, issues related to scientific integrity fall under the responsibility of the Ethics Committee of the Faculty of Law and Nijmegen School of Management (ECFLM). The ECFLM aims to ensure that publicly funded research conducted within these two faculties is carried out in accordance with the ethical guidelines of the funder, and in line with the applicable ethical principles prescribed at both local (Radboud University) and national levels. The task of the ECFLM is to inform and advise research applicants about the ethical acceptability of the research proposals. Moreover the ECFLM facilitates interim ethical reviews of research projects conducted within the faculties. For more information on these issues, please visit: http://www.ru.nl/nsm/imr/about-imr/regulations/ethics-committee/
Research data management and data archiving

It is important that all the data collected or produced in PhD and other research projects are stored and preserved in a responsible, safe and accessible way, together with the metadata that are necessary to interpret said data (questionnaires, log books, statistical scripts, transformations, etc.). The University Library can be consulted for more information regarding the requirements and options. See: http://www.ru.nl/library/services/research/researchdata/

Data and metadata can be stored and archived via RIS (Research Information Services), the front-end of Radboud University’s research information system. Through RIS, researchers can upload publications and datasets themselves, and make them accessible in the Radboud Repository, on the Internet, on researchers’ personal profile pages, and in the national research data bank, Narcis. For more information see: http://www.ru.nl/research-information-services/

You can learn how to properly store and manage your data by following Research Data Management for PhDs, a PhD-specific course offered by Radboud University for all internal and formal external PhD candidates. For more information about this course and how to register, visit: http://www.ru.nl/phd/@960941/research-data/

Research tools and facilities

IMR research facilities

The IMR provides unique research facilities, allowing its researchers to investigate decision-making while using a number of software packages, such as Geographical Information Systems, modelling software and Electronic Meeting Systems.

The Decision Lab is a computer laboratory, designed to conduct experiments in individual and group-based decision-making. It contains 32 partitioned units for subjects, each equipped with a computer (laptop). The facility is designed to simulate, track and register individual and group decision-making processes, thus allowing researchers to analyse these processes.

The VISA Skills Lab is a group decision room equipped with computers with special software that supports research activities focused on such issues as problem structuring, systematic agenda setting, exchanges of arguments among experts, building a conceptual model, etc. The VISA Skills Lab was established in response to developments in the business community, where specially developed software programmes that support group decision-making processes are being used.

For more information on both facilities, please contact Dr. Vincent de Gooyert, v.de.gooyert@fm.ru.nl or ir. Ron Wunderink, r.wunderink@fm.ru.nl, or visit http://www.ru.nl/nsm/labs/

The Global Data Lab develops instruments for measuring and analysing the progress of societies. These instruments include indicators, specialised databases and web-based tools for converting data into understandable and usable knowledge. At the heart of the Data Lab is the Database Developing World (DDW), containing harmonised data for 20 million persons in 1200 regions of 110 developing countries. For more information please visit: http://www.globaldatalab.org/

IMR databases

IMR researchers also actively participate in the construction of specialised data sets. For example, an IMR research group on Contagious Conflict, together with the Dutch trade union CNV, constructed a data set related to mobilisation and populism. Researchers have also constructed data sets in cooperation with the Cranfield Network on International Human Resource Management (Cranet) and other parties. Another group has completed a national database on the characteristics of and investments in Dutch industrial estates.

Web of Science

Web of Science (www.webofknowledge.com) is a leading research search engine and platform, allowing researchers easy access to citation databases. The Social Sciences Citation Index holds data from 3,000 social sciences journals across 50 disciplines. Searches are available from any location, but downloading sources is possible either on campus or by being logged into the university library environment using a u-number and password.

Google Scholar, ResearchGate, or ResearcherID profiles

These are a number of websites where PhD candidates – along with other researchers – can register as researchers, thus providing a solution to possible ambiguity problems within the research community. Each member is assigned a unique research identity (identifier). The websites allow users to create a profile and post lists of publications online, using Web of Knowledge services. All researchers should register in ResearcherID and create a personal page on Google Scholar. Via ResearchGate they can also engage with the academic community, by posing and answering questions and following discussion threads on a number of research topics that they can subscribe to. For more information, please visit: www.researcherid.com, www.scholar.google.com, and/or www.researchgate.org.
Other facilities

The University Library
The Radboud University Library (in Dutch, Universiteitsbibliotheek Nijmegen, UBN) has a large collection of academic books and journals covering all subject areas within the university. To help researchers access the collection, the library provides a range of catalogues and search engines, as well as online journals (full text), books, databases and electronic encyclopaedias. These resources can be located using the online catalogue. The library website, in Dutch and English, provides a portal to the Digital Library. The address is: www.ru.nl/library. Access to the library environment is automatic on campus, can be gained outside the campus by logging in with a u-number and password. For a how-to guide please visit http://www.ru.nl/library/services/study/access-off-campus/.

Researchers can usually borrow books from the library, but not periodicals or reference works. Books can be borrowed with a reader’s pass; staff passes (see the Campus Card section below) can be activated as a reader’s pass at the lending desks of the libraries on campus. Books can be ordered online, and checked out at the Central Library or other library locations on campus using one of the lending automats. Borrowing is free for students and staff of Radboud University, as well as formal external PhDs who have been allocated a u-number.

Library staff members can also help researchers perform complex literature and database searches, and offer support with systematic reviews or data management. For a full overview of the support that can be offered by the university library, please visit: http://www.ru.nl/library/services/support/services-catalogue/. For an overview of resources specific for particular IMR research areas (e.g. Economics and Business, Geographical Sciences, etc), visit the library’s Subject Portals: http://www.ru.nl/library/search/subject-portals-2/

EndNote
For its staff and students, Radboud University has acquired a site license for the EndNote Reference Management software. This software enables the management of references that have been personally entered or imported from bibliographic search systems. The software can be used in combination with word processors to insert and edit literature references in one’s manuscripts. The University Library also provides tutorials for using EndNote and other reference managers. For more information, visit: http://libguides.ru.nl/c.php?g=302819&p=2189020
At the faculty level, you can contact the faculty's personnel advisor, Mr. Cor Beverloo (c.beverloo@fm.ru.nl) for help with arranging a visa or residence permit. At the university level, the International Office provides a number of support services and facilities. For instance, the department can provide housing assistance through its housing desk (housing@io.ru.nl). Although it unfortunately cannot guarantee finding accommodation for every PhD candidate, it is a very good place to start.

Social activities are organised via the Global Lounge, a meeting point for all Radboud staff members and formal external PhD candidates who wish to participate in the Radboud international community. Such activities include Dutch Days, new staff orientations, the Bridges Book Club, Game Night, lunch lectures, and informational talks. The Global Lounge also features an Information Desk, where a colleague from the International Office or central Human Resource Department can answer your questions about working at Radboud University and living in the Netherlands.

Specifically for new international PhD candidates, the PhD Organisation Nijmegen (PON) organises a buddy support system. New PhD candidates (both international and Dutch, both internal and formal external PhD candidates) can contact PON to be put in contact with another, more experienced PhD candidate who has volunteered to help his or her new colleagues settle in. For a period of three months, buddies will show new PhD candidates around the city, inform them about life in Nijmegen (e.g. cultural events, sports opportunities, etc.), take them out for coffee and drinks, and introduce them to others. And of course, after the official first three months, new PhDs and their buddies can stay in touch if they want. For more information, visit: [http://www.ru.nl/pon/information-phds/welfare/buddy-support-system/](http://www.ru.nl/pon/information-phds/welfare/buddy-support-system/)

If you are interested in learning Dutch, you can follow language courses at Radboud In’to Languages. If you need to learn Dutch for work purposes, and are an internal PhD candidate, you can benefit from the university’s language policy, according to which the costs of these courses are fully or partially reimbursed by the university (for details, visit: [http://www.ru.nl/radboudintolanguages/en/languages/language-policy/](http://www.ru.nl/radboudintolanguages/en/languages/language-policy/)). If you are a formal external PhD candidate, you should contact your supervisors to check what possibilities exist for you in this direction.

More comprehensive information about these and other issues relevant to foreign researchers is available at [http://www.euraxess.nl/](http://www.euraxess.nl/) – a website set up by the European Commission, and a useful source of information about practicalities related to settling in a new country.

The University website for PhD candidates provides information for all current PhD candidates at [www.ru.nl/phd](http://www.ru.nl/phd). This website contains important information, including university and faculty regulations and an overview of PhD courses at Radboud University.
Financial matters: Research and travel grants and other facilities

Internal PhD candidates receive an annual working budget (typically, 1,700 Euros per year for four years) to conduct research, participate in workshops, or travel to conferences. The faculty’s financial department (bedrijfsbureau, in Dutch) can assist with an overview of this personal budget (please contact Mr. Jan van Nuijs, j.vannuijs@fm.ru.nl), with financial questions about the reimbursement of expenses or submission of invoices (please contact Mrs. Debbie Aalbers, d.aalbers@fm.ru.nl), or with questions on the administration of special projects (please contact Mr. Marko Martens, m.martens@fm.ru.nl).

If you would like to participate in several conferences or training programmes during one year – which sometimes happens along a PhD’s trajectory – a number of other budgets can also be accessed. Several of these options are also available for formal external PhD candidates, as outlined below.

The Radboud Internationalization Fund was established by the university’s Executive Board to develop and reinforce the international character of the university and to promote the international mobility of its PhD candidates. Both internal and formal external candidates are strongly advised to always apply for this fund, which provides a fixed contribution for travel and/or accommodation expenses abroad. Currently, this financial contribution is 400 euro for travelling within Europe and 700 euro for travelling outside Europe.

For more information, please visit www.radboudnet.nl/english/international/radboud-0 or contact the international Office’s dedicated contact person, Ms. Paula Haarhuis (p.haarhuis@io.ru.nl).

The Erasmus+ Staff Training programme can be used by PhD candidates to follow training programmes within Europe. Types of programmes include language courses, 1-on-1 job shadowing, attending a Summer or Winter School, or participating in an International Staff Training Week. The programme is mostly meant for relatively longer stays (up to 60 days), and thus cannot be used to attend conferences. More details about the programme and the application procedure can be accessed at this webpage: http://www.ru.nl/io/english/staff/financing-international-mobility/application/ or by contacting the International Office’s Mr. Rob van Leeuwen (r.vanleeuwen@io.ru.nl). While the programme is predominantly meant for staff development – and thus, mostly targets internal PhDs – formal external PhD candidates might also be able to make use of this.
opportunity, depending on the available funding for the year. More details on the matter can be gathered by contacting Mr. Rob van Leeuwen.

External grant options for PhD candidates – both internal and formal external candidates – can be found at http://www.grantfinder.nl. This database is updated by NUFFIC, the Netherlands Organization for International Cooperation in Higher Education. The EURAXESS portal at http://www.euraxess.nl/ contains additional information on funding.

Moreover, Radboud University has subscribed to Research Professional, a comprehensive online grants database that can be used to search for funding opportunities and receive research news. The database allows users to conduct and save specialized searches by discipline, type of grant, country, etc. The IMR Research Services unit has set up a specialized search for PhD candidates, which can be accessed by visiting www.researchprofessional.com on campus, or by logging into the website (as a guest of the institution or by creating a personal profile) when outside the campus. Training for using this platform is available online at www.youtube.com/researchprofessional, or by participating in online training sessions which Research Professional arranges for subscribers. For further instructions, you can contact Ms. Daniela Patru (g.patru@fm.ru.nl) or Dr. Stefan Dormans (s.dormans@fm.ru.nl), or go to: http://www.researchresearch.com/

The Frye Stipendium
The Frye Stipendium is a research grant introduced by the university’s Executive Board in 1990 and especially targeted towards excellent women PhD candidates. The goal of the Stipendium is to help PhD candidates kick start their academic career after successfully finalizing their PhD research. Candidates awarded the grant – which provides each winning candidate with 3,500 EUR – can use it to finance an extended research stay abroad. Women PhD candidates can apply for the grant in their second or third research year, by submitting a proposal to the SAC which outlines their research project – with a particular focus on its international nature – and the research stay(s) that would be undertaken with the help of the awarded grant (including an estimated budget). For more details about the Frye Stipendium, please contact Dr. Stefan Dormans (s.dormans@fm.ru.nl) or Ms. Anneke Verbogt (a.verbogt@fm.ru.nl). In addition, the financial department can provide advice regarding budgeting issues on this and other research proposals. For advice on these matters, please contact Mr. Peter van Eerde (p.vaneerde@fm.ru.nl).

Reimbursement of thesis printing costs
The Radboud University regulations for the reimbursement of thesis printing costs apply to all IMR PhD candidates. A request for reimbursement, to a maximum of 2,200 EUR, must be made within six months after the costs have been incurred. The following documents must be submitted when requesting the reimbursement of thesis printing costs:
• An invoice which shows the thesis printing costs; and
• A statement signed by the Beadle, attesting that he/she has received the required number of copies of the thesis from the candidate.
For more information and the application procedure, please visit: http://www.ru.nl/phd/phd-related-affairs/regulation-printing/
For internal PhD candidates: 
Being a university employee

PhD projects nominally last for four years. A first work contract is offered for 18 months. After the approval of the Dean (based on the Scientific Advisory Committee’s and the supervisors’ positive assessment), the contract will be prolonged for the remaining part of the project.

Salary
Internal PhD candidates are employed by Radboud University, and consequently receive a salary. A special salary scale applies for PhD candidates, which consists of four salary steps: P0, P1, P2 and P3. For more details, please visit the VSNU website: http://www.vsnu.nl/Workstudy/Universities-as-employers.htm

Other terms of employment
In addition to a salary, PhD candidates are entitled to all other conditions of employment applicable to Radboud University employees. A complete overview of Radboud University’s conditions of employment can be found on the intranet pages: www.radboudnet.nl or www.portal.ru.nl

Personnel advisors
Every faculty or institute has personnel advisors who can be consulted with questions regarding one’s employment, career training and development, and various other questions related to one’s contractual obligations and rights. The personnel advisor for our faculty is Mr. Cor Beverloo (c.beverloo@dpo.ru.nl).

Coaching and career counselling
If things are not going as expected in your PhD project, or if they feel that you need some external advice (for instance regarding your career), you can contact the university’s Staff Development Team. The team can provide you with specific, individualized counselling throughout your PhD project. For more information, visit the Staff Development Team’s website: http://www.radboudnet.nl/english/employment/courses-offered/

Employment conditions selection model (FLeX)
Radboud University employees can also make use the Employment Conditions Selection Model to exchange certain conditions of employment (for instance salary, or holiday hours) for other terms of employment (for instance extra holiday hours or training expenses). Since the model makes use of the gross rather than the net values of the conditions of employment, these exchanges can often be advantageous. Participating in the Selection Model is entirely voluntary.
To make it easier to use the Selection Model, Radboud University has developed FLeX, which provides each employee with a simple overview of their exchange options, helping them to make a choice. To learn more, please visit: http://www.radboudnet.nl/english/employment/selection-model/

**Teaching duties**

PhD candidates employed by the Nijmegen School of Management may be required to teach at the faculty for a total of 360 hours throughout their trajectories, and up to 120 hours per year. You might, for instance, guide student discussions in working groups or be involved (under the supervision of a senior staff member) in the supervision of Bachelor or Master students’ theses. You might also be appointed as a teaching assistant, helping senior staff to grade student assignments and exams.

From the second year onwards, you may be assigned teaching duties of more than 120 hours per year/360 hours in total (but not more than 336 hours per year, or the equivalent of 0.2 FTE). This can only be done with the approval of your supervisors, chair, and department head.

You can also choose to attend training to improve your teaching skills. The Human Resources Department offers a course for these purposes that is specifically intended for PhD candidates: “Education in a nutshell.” For more details on this course, see: http://www.ru.nl/phd/courses/phdcourses/. At the level of the faculty, you can receive coaching and information regarding the various teaching support courses and workshops available at the university from the Study and Resource Centre (contact Mr. Rob Gerritsen, r.gerritsen@fm.ru.nl, for more information).

At the university level, the Department of Educational Support (Onderwijsondersteuning, in Dutch) provides a number of workshops and courses for those PhD candidates and other researchers who wish to develop their teaching skills (please visit http://www.ru.nl/oo/course-info/utq-courses/ for more details). These courses can be taken on their own, but also for the purpose of obtaining a University Teaching Qualification, UTQ certificate (referred to as Basis Kwalificatie Onderwijs, BKO in Dutch). This certificate is rarely obtainable during a regular PhD trajectory, as it requires a significant amount of teaching experience, which typical PhD candidates would not accumulate during their research project. Nevertheless, it can be helpful to be aware of its requirements and support services, in order to make the most of your teaching experience during your PhD trajectory, and thus make it easier to obtain the certificate at a later academic stage.

**Department of Occupational Health & Safety and Environmental Service**

The University Department of Occupational Health & Safety and Environmental Service (AMD) supports Radboud University employees in all issues related to working conditions and work-related health questions. The AMD monitors the execution of the working conditions and environmental policy at the university. Most PhD candidates will likely meet the AMD representatives at least once during their PhD project; for example, they make sure that each desk is properly adjusted to the candidate’s height. For more information, visit the Department of Occupational Health & Safety and Environmental Service website at: http://www.ru.nl/amduk/.

**PV Radboud: The staff association**

PV Radboud is the staff association for all current and retired employees (and their partners) of Radboud University and Radboud UMC, with more than 7000 members. The association’s main goal is to bring employees together, by providing them with opportunities for relaxation and personal development. PV Radboud not only organises social activities, workshops and courses, but also offers its members interesting discounts to a wide variety of companies and organisations (the membership fee is 18 EUR per year). More information on the association and its benefits can be accessed here: http://www.ru.nl/pv/pv-radboud/.

**Employee participation (in Dutch: medezeggenschap)**

Radboud University has a number of consultative bodies that regulate student and staff participation and input in the university’s decision making. At the central level, the interests of the university staff members are looked after by the Works Council (Ondernemingsraad, in Dutch). The interests of PhD candidates in particular are represented by PhD representatives in the PON-OR faction of the Works Council. The Works Council, the University Student Council, supplemented by four members from the UMC Council, together make up the University Council. They meet with the Executive Board on a regular basis to discuss university-wide issues, such as general and strategic policy.

At the faculty level, the Representative Council and the Faculty Student Council (together forming the Faculty Council) consult with the Faculty Board on such issues as education policy and faculty facilities.

More information on these participatory bodies can be accessed at the following link: http://www.radboudnet.nl/english/works-council-o/vm/works-council/
After receiving my BA in European Studies at Maastricht University, and a Master in European law from the University of Aberdeen, I deepened my academic skills through a Research Master in Political Science and Public Administration at Leiden University. During the Research Master, I came across a PhD position offer at Radboud University. The topic fit my research interests exactly, so I decided to apply. My PhD is about the practical implementation of EU migration law across EU Member States. It studies how discretion, bureaucratic structure and personal motivations relate to implementation practices at the final stage of EU law implementation. The project is interdisciplinary, my supervisors belonging to four different disciplines. While this can be challenging, it is also very inspiring and fits my interdisciplinary background particularly well.

Since the start of my project, I’ve experienced the atmosphere between the IMR PhDs as extremely supportive. The PhD Day is great for learning what your peers are researching, and the yearly PhD weekends are excellent for finding out who they are beyond their research. Besides this, there are many informal opportunities within the PhD network for discussing common challenges, receiving help, or simply meeting for an after work drink.

- Nora Dörrenbächer, PhD candidate

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**PhD networks**

The **PhD Organisation Nijmegen** is the PhD candidate-managed consultative body for all PhD candidates at Radboud University and RadboudUMC. Along with the PhD representatives in the University Council, PON is one of the main contact points between PhD candidates and central university bodies, such as the Executive Board, the Central Human Resources Department (DPO), or the International Office. For more information about the organisation, as well as how to join their mailing list, visit: [www.ru.nl/pon/english](http://www.ru.nl/pon/english)

At the faculty level, the **IMR PhD Network** features two PhD bodies: the PhD Council and the Junior Faculty Consortium. Both bodies are supported by the IMR and the Doctoral School, but run by PhD candidates themselves.

The **PhD Council** (phdcouncil@fm.ru.nl) advises the Doctoral School on PhD policy issues. The PhD representatives that make it up signal and discuss PhD problems, propose solutions, and function as a bottom-up channel that directs PhDs’ voices towards the Doctoral School and faculty management.

The **Junior Faculty Consortium** (jfc@fm.ru.nl) is a social forum where PhDs from different IMR disciplines – and, thus, with different ontological, theoretical and methodological perspectives – regularly interact and learn from each other. The JFC organises regular events where PhDs can discuss a variety of topics – in a comfortable environment, and in the ‘company’ of pizzas and drinks – and reflect on the societal dimension and relevance of their research.
Life after your PhD

Post-doctoral funding
Although you may have just begun your project, it is not too early to learn about the various possibilities for continuing your career after graduation, at Radboud University and beyond. You may wish to remain in an academic environment, seeking further financing and an academic position. Or you may wish to embark on a new career, using your research experience and expertise – as well the many transferrable skills you have accumulated – to pursue new challenges.

Those wishing to pursue an academic career may consider applying for one of the prestigious grants that are targeted to recent graduates. In the Netherlands, the NWO offers the VENI and the Rubicon grants. The European Union offers the Marie Curie grant scheme to young researchers wishing to gain international work experience. Obtaining one of these competitive grants has almost become a pre-requisite for a successful academic career. It is therefore wise to prepare in advance, and already start to do so at an early stage in your doctoral training. “Preparations” can include publications, research visits, awards, and other achievements that can increase your chances of being eligible. Thus, discussing such plans with your supervisors early on in your training may be helpful in this respect.

For more information on the Veni grant, go to:  

For more information on the Rubicon grant, go to:  
www.nwo.nl/funding-rubicon

For more information on the Marie Curie grants, go to:  
http://ec.europa.eu/research/mariecurieactions/

Career development resources: Orienting inside and outside academia
Beyond the previously mentioned Career development for PhDs course (for both internal and formal external PhD candidates), the university also organises two yearly career events for its PhD candidates (and other young researchers). The events are mainly meant for staff members, but formal external PhD candidates can also join.
The first is “Get Inspired”, an event usually organised at the start of the calendar year. It is meant to help PhD candidates (and other young researchers) develop some starting ideas about their possible career options, both inside and outside the academic field. During the event, various speakers with diverse and successful career paths are invited to share their experiences. Participants can also be informed about the university's career support services.

The second event is the biannual “Get in Touch”, usually organised in the summer, and meant to get PhD candidates and other young researchers in touch – via round table and one-on-one discussions – with representatives from a number of consulting, governmental, and non-academic research organisations that are interested in hiring fresh Doctors. The event also features speakers sharing their experiences regarding their transitions to the external labour market via plenary sessions. For more details, visit: http://www.ru.nl/phd/practical-issues/get-touch-2016/

**Academic Transfer**
Academic Transfer is an Internet portal for Master students, PhD candidates, scientists and academic researchers. The portal contains a wide range of job openings at universities, research centres and businesses. For more information, visit: www.academictransfer.com/.

**Post-doctoral platform**
The Radboud PostDoc Initiative organises lectures, seminar/lunches and meetings to promote activities that may benefit your career. For details, go to: http://www.ru.nl/rpnuk/.

**Alumni**
As a former member of the IMR Doctoral School, you will be a Nijmegen School of Management alumnus. The Alumni Board and the Alumni Officer aim to improve and strengthen the connections between the NSM and its alumni. To this end, they organise various alumni activities, including informal gatherings, reunions with other graduates and former colleagues and lectures and symposia. After obtaining their doctorate titles, IMR PhD candidates will automatically receive invitations to these events. For more information, contact the NSM Alumni Officer, Jitske Rassa at j.rassa@fm.ru.nl,

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Resources for international PhD candidates

Networks
- Arnhem-Nijmegen City Region: www.arnhemnijmegencityregion.nl/
- Nijmegen Expats FB Group: https://www.facebook.com/groups/nijmegenexpats/
- MeetUps: http://www.meetup.com/cities/nl/nijmegen/
- Expatica: http://www.expatica.com/nl
- PhD candidates Network of the Netherlands (PNN): http://www.hetpnn.nl/en/

Events / Activities
- http://www.expatevents.com/
- Radboud Dutch Days: http://www.ru.nl/english/working-at/living-working/orientation/
- National PhD Day: http://nationalphdday.nl/
- IamExpat fair: http://www.iamexpat.nl/
- I am not a tourist expat fair (Amsterdam): http://expatfair.nl/

Useful websites
- Public transportation
  - www.9292.nl
  - www.ns.nl
- Housing
  - www.funda.nl
  - www.pararius.nl
  - Radboud Guesthouse: http://www.ru.nl/english/@672859/pagina/
  - Radboud University’s housing desk: housing@io.ru.nl
- Miscellaneous
  - In depth info about practicalities: www.euraxess.nl
  - Dutch immigration website: http://www.newtoholland.nl/
    - www.weeronline.nl / www.weer.nl
    - www.marktplaats.nl
    - www.dutchnews.nl

Free online "Introduction to Dutch" language course (MOOC):
https://www.futurelearn.com/courses/dutch
Colophon

The Introductory guide for IMR PhD candidates is a Nijmegen School of Management (Radboud University) publication and is intended for formal PhD candidates.

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