IMR PhD Induction Day

26th of September 2019
Program

13:30 - 14:15 Overview NSM and IMR and Research Ethics for PhD candidates - Sandra van Thiel
14:15 - 14:45 Research Data Management - Mijke Jetten & Sandra van Thiel
14:45 - 15:00 PhD Council & Junior Faculty Consortium - Bart Voorn & Gaard Kets
15:00 - 15:15 Break
15:15 - 15:30 Workshops & Individual Coaching Communicative Competency - Michelle Mellion
15:30 - 15:40 NSM Library Team - Maarten Gubbels
15:40 - 16:45 Getting to know each other and overview IMR and Doctoral School - Daan van Bel
16:45 - 17:00 Break
17:00 - 17:30 The ins and outs of a PhD trajectory - Daan van Bel
   What does it mean to be a PhD candidate?
   Building a relationship with your supervisor
17:30 - 18:30 Afternoon drinks in the Sports Café for all PhDs at IMR
Diversity in aged care

"We are looking for a better match between what the elderly person needs and what the healthcare worker can offer."

Refugees at Work

“The most qualified person for the job is not necessarily the person who is most similar to you.”

An integrated approach to sustainable development?

"No matter how much companies work on being sustainable, they are dependent on their environment."

Innovation and entrepreneurship in Africa and Asia

“We need to take off our western glasses if we want to advice on sustainable growth.”

More information: Our research
Research culture: seminars, lectures, and presentations

Seminars
The acceptance of innovations in multi-stakeholder settings

IMR Academy Seminar
Meet the panel members

Alexander von Humboldt Lectures
Creating “Market Cities”: Leveraging the power of public markets as public spaces
City Water matters: Cultures, Practices and Entanglements of Urban Water

Presentations
Gender and Diversity Studies: European Perspectives

More information:
IMR events
Research culture: IMR Research Day – January 7th 2020

- Keynote lecture by prof. dr. Bas Bloem, neurologist and health care innovator
- PhD presentation sessions
- Series of seminars on issues that concern all IMR researchers

More information: IMR events
Research culture: Conferences

- Present your work (get feedback)
- Get inspired
- Find your academic community
- Build a network
Research facilities: Travel funding

Radboud Internationalization Grants
- 2x in the PhD trajectory
- 400 euro for travelling in Europe
- 700 euro outside Europe

Erasmus + programmes
- Staff training
- Staff teaching
- (PhD) Student mobility

PhD budget
(for internal PhD candidates)

More information:
Financing international mobility
Research facilities: IMR Labs

- Individual Decision Lab
- Group Decision Lab
- Maplab
- Global Data Lab

More information: https://www.ru.nl/nsm/research/imr-labs/
Research facilities: Ethics committee

Ethics committee of the Faculty of Law and the Nijmegen School of Management

- informs and advises
- ethical review
- research proposals
- journal articles

- Dr. Inge Bleijenbergh
- Dr. Ronald Tinnevelt
- Prof. dr. Paul Bakker

More information: IMR research integrity
Research ethics for PhD candidates

1. Why research ethics?

2. Some key ethical issues to consider…

3. …And how to deal with them

4. Reflect: What issues could play a part in your PhD project, and how will you deal with them?
Why research ethics?

Because we must

Horizon 2020 Programme

Guidance

How to complete your ethics self-assessment

Because we want to

Academic and Research Integrity

INTEGRITY AND TRUST
Key ethical issues...

Proper referencing:
- Acknowledging original authors (findings, text, figures, tables, data...)
- Say it in your own words (don’t abuse quotes...)

YOUR conduct in the field:
- Integrity as an academic
- For whom are we doing this (own research vs org’s needs; management vs employees)
- Don’t make promises you can’t keep...
Key ethical issues...

**Participation**
- requesting informed consent
- freedom to withdraw from the research at any time

**Data**
- confidentiality & anonymity...
- ...re: data storage & use

**Informing all participants about:**
- findings
- how findings might be applied (in the org, society etc.)
Key ethical issues…

Transparency:

• of research goals
• of how data is processed & represented
How to deal with them

- Identify potential issue
- Identify its implications
- Actual, **concrete** measure(s) you plan to take in order to address it
What ethical issues could play a part in your PhD project, and how will you deal with them?

Areas:
- Participants
- Collecting and handling data
- Findings / interpretation (how they may be used, interests)
- Confidentiality / Anonymity (& publications and/or Radboud Repository)

Consider:
- What areas of your PhD project do these issues impact?
- What promises might you make? What would you need to discuss?
  - Agreements with the organisation vs the participants.
- Can you do something about it BEFORE or AFTER data collection? BEFORE or AFTER data analysis?
Research facilities: Library support

Workshops on Research Data Management and check of your Data Management Plan

- **practical issues**: from planning your research, to collecting data and making it available for reuse;

- **relevant for**: PhDs just starting out, but also if working on your research for some time.

- **Next workshop**: **November 19th, 13:00 – 17:00**
Research data management (RDM)

Mijke Jetten, PhD

Data steward IMR (rdm@fm.ru.nl)
Central RDM support, University Library (rdmsupport@ubn.ru.nl)
**What are data?**

Types of research data

- Qualitative
- Quantitative

Notes
- Text
- Questionnaires
- Images
- Videos
- Audio files
- Architecture
- Observations
- Measurements
- Analysis schemes
- Interviews
- Lab results
- Patient data

**Research data** is all information, digital and non-digital, generated as part of the scientific process, on which scientific conclusions are based.
Ask yourself in an early stage of your research

- Where do you store your data during research?
- What is your backup strategy? How do you handle versioning?
- How do you make sure that unauthorized people can’t access your data?
- In case you are working with co-researchers: how do you arrange access?
Reasons for research data management (RDM)

• It prevents unauthorized access, avoids data loss and facilitates the documentation and reuse of data

• Radboud University values proper storage and management of data as well as making data available to others

• A growing number of funders and journals have set conditions to the management of research data

• RDM stimulates open science, FAIR data and GDPR compliance

Data is research output! RDM helps you to make conscious decisions about the data in your project
The RDM policy of the Institute for Management Research

Stage 1: planning your research
• Data management paragraph and plan to make conscious decisions

Stage 2: storage during research
• Use RU file folders and Surfdrive
• Storage options for personal data are limited
• Protect data during fieldwork, and structure and document data

Stage 3: archiving, including potential reuse of data
• Reuse: RIS (www.ris.ru.nl) (→ DANS archive)
  Options: open access, restricted access and an embargo
• Scientific integrity: RU file folders; in development: Radboud Data Repository

See https://www.radboudnet.nl/nsm/research/research-data-management/ for practical guidelines
Data management plan (DMP)

A data management plan helps you to anticipate to and organize all aspects of proper data management. Writing a data management plan will be mandatory for new PhD projects.

Goals:
• You think and decide timely about research data management issues
• Use it as a dynamic document (mention date / version)
• Use it as a discussion document
• Useful in meetings for monitoring progress of your research

Do you want your DMP reviewed, or do you want help in writing it? Don’t hesitate to contact IMRs RDM support at rdm@fm.ru.nl.

Note about long term storage of data:
• It may not be allowed to store your data (publicly), e.g. due to agreements with funder or research subjects
• Due to integrity reasons, the deletion of data is strongly discouraged
PhD workshop on RDM and writing a DMP

- As part of the IMR’s increasing attention to RDM, the doctoral school organizes a **workshop** on research data management and writing data management plans, which is organized for our PhD candidates.

- The workshop will cover several practical issues, from planning your research, to collecting data and making it available for reuse. It will be relevant if you’re just starting out, but also if you’ve been working on your research for some time.

- **November 19, 13.00-16.00 hrs** (location to be announced)

- Registration via Daan van Bel at d.vanbel@fm.ru.nl
- More information via Mijke Jetten at rdm@fm.ru.nl
IMR PhD Network

The IMR PhD Council
phdcouncil@fm.ru.nl

- Advises the IMR Doctoral School on PhD policy issues;
- Contact point for PhDs in case of problems or questions;
- Signals PhD problems & proposes solutions;
- Represents the IMR in PON;

The IMR Junior Faculty Consortium
jfc@fm.ru.nl

Building a thriving academic community among IMR PhD candidates

The IMR PhD FB Group
RU PhD Network

- PhD Organisation Nijmegen (PON)
- [https://www.ru.nl/pon/](https://www.ru.nl/pon/)
Communicative Competency

Dec. 2019 - June 2020
Workshops & Individual Coaching

Goals
• improve fluency in English
• communicate effectively at professional and academic level
• practice presentation skills
• prepare research pitches
• determine CEFR level of English (RATEr - Radboud Academic Test of English)
• revise research articles in English

Michelle Mellion, MA
NSM Language Consultant
m.mellion@fm.ru.nl
EOS 03.514
Communicative Competency at NSM

From Pagodas to the Polder – the PhDs have arrived!
Communicative Competency Workshops

Trainer: Michelle Mellion, MA
Time: twice a month on Wed. afternoons from 2:30 pm to 4:30 pm
Duration: from Dec. 2019 until April 2019

Goals of workshops:

• to improve fluency in English
• to communicate effectively at professional and academic level
• to make use of self-study course material
• to practice presentation skills
• to make a research pitch to colleagues
• to determine your CEFR level of spoken English (RATEr)
• to improve your writing
Communicative Competency at NSM

• Created fluency workshops

• Tested level of spoken English

• Evaluated the workshops

• Interviewed the supervisors

• Recommended Analytical Storytelling workshops & language: courses at Radboud in’to Languages

• Formed Radboud Post-colonial reading group for discussion of articles
Determine your CEFR (Common European Framework Reference) Level of spoken English (RATEr - B2 level)

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<th></th>
<th>B2</th>
<th>C1</th>
<th>C2</th>
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<tbody>
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<td><strong>Understanding</strong></td>
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<td>Listening</td>
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<td><strong>Speaking</strong></td>
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<td>Spoken interaction</td>
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<td>Spoken production</td>
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<td>X</td>
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<td><strong>Writing</strong></td>
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<td>X</td>
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Communicative Competency C1 level proves you ‘can’

- communicate effectively at a professional and academic level
- participate with confidence during meetings and presentations
- express yourself with a high level of fluency
- react appropriately in different cultural and social situations

Face2face Advanced > C1

www.cambridge.org/elt/face2face/cef
Communicative Competency at NSM

RATER - Radboud Academic Test of English

Speaking Skills (approx. 20 mins.) 10 oral assignments
- Describing and explaining a graph
- Describing study performance to a student counsellor
- Presenting a motivated opinion

Points awarded for
- Content
- Grammar
- Vocabulary
- Consistency & Pronunciation
Communicative Competency Workshops

• Send an e-mail to register for workshops
• Write English language learning history
• Make a SWOT analysis of your English
• Register for RATEr tests at language center
• Buy course book Face2face Advanced > C1
  [www.cambridge.org/elt/face2face/cef]
Like to receive advice for improving your fluency in English?

Contact the NSM English Language Consultant, Michelle Mellion, at m.mellion@fm.ru.nl/office EOS 03.514 to register for workshops
Research facilities: Library support

NSM Library Team

Dini van Engelen  
d.vanengelen@ubn.ru.nl

Maarten Gubbels  
m.gubbels@ubn.ru.nl

Norma Fötsch  
n.fotsch@ubn.ru.nl

Robin Burgers  
h.burgers@ubn.ru.nl

Elinor Ostrom building, room 01.545  
1st floor, next to the Management Study centre  
Tel.: (+31 24 36)15950 / (+31 24 36)11688
Research facilities: Library support

Research services – we can partner with you on:

✓ (advanced) search strategies
✓ (systematic) literature review
✓ reference management
✓ purchase recommendations
✓ open science
✓ workshops & guest lectures
✓ bibliographical databases & search engines
✓ quantitative economic/business databases
✓ data retrieval on demand
Research facilities: Library support

NSM Library guides – all resources in one place

- Business Administration & Economics – [https://libguides.ru.nl/BE](https://libguides.ru.nl/BE)
- Geography, Planning and Environment – [https://libguides.ru.nl/GPE](https://libguides.ru.nl/GPE)
- Political Science & Public Administration – [https://libguides.ru.nl/PPA](https://libguides.ru.nl/PPA)
IMR PhD Cohort meetings

- Targeted to first year PhDs
- 1-1.5 hr seminar on a particular topic

#1 NSM Library Team workshop: Systematic literature search for your PhD – November 2019

#2 SAC Research Proposal – February 2020
Facilities: For international PhDs (1)

- **Global Lounge**
  - Available for any questions!
  - Legal Service: Explanations, clarifications, translations;
  - Dutch Language Lunches, Book club, etc.

- **Social activities**
  - Buddy programme
  - Monthly Dutch Day
  - Trips in the NL

- **PON support** for international PhDs.

- Language courses

- **RU app** for international staff, from the App store / Play store.
Facilities: For international PhDs (2)

- **Websites**
  - [www.9292.nl](http://www.9292.nl), [www.ns.nl](http://www.ns.nl)
  - [www.weeronline.nl](http://www.weeronline.nl); [www.buienradar.nl](http://www.buienradar.nl)
  - [www.euraxess.nl](http://www.euraxess.nl) & VSNU app for expats

- **Events / Activities**
  - I am not a tourist Expat Fair
  - IamExpat Fair
  - National PhD Day

- **Networks**
  - Nijmegen Expats FB Group
  - MeetUps and Expatica
  - PhD candidates Network of the Netherlands (PNN)

- **Free online “Introduction to Dutch” language course**
What can the IMR Doctoral School do for you?

• Key contact point for you & your supervisors on administrative or policy-related issues;

• Facilitate & organize PhD events, activities & workshops;

• Register and monitor the progress of PhD projects;

• Discuss experiences, requirements, new ideas;

• Tea & sympathy.
Major milestones

1. Becoming an IMR PhD candidate
2. Training and Supervision Plan
3. Defending the SAC Research Proposal
4. Annual appraisals
5. Manuscript committee
6. Defence

PhD info on RU website
Doctoral School website
PhD info on FdM intranet

Radboudnet
Staff portal
Training and Supervision Plan

Overview of:
• Professional and skill development;
• Supervision & teaching agreements;

• Fill in for the 1st time:
  - Within 6 weeks / Within 3 months.

• Review yearly!

Supervision
The frequency of consultations with supervisor(s):

Task distribution of the PhD project

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<tr>
<th></th>
<th>Scope</th>
<th>1st year</th>
<th>2nd year</th>
<th>3rd year</th>
<th>4th year</th>
<th>5th year</th>
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<td>Research</td>
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<tr>
<td>Training</td>
<td>min. 840 hours</td>
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<tr>
<td>Teaching</td>
<td>max 360 hours</td>
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Research training
• IMR Training Component
• Methods related training
• Transferrable skills related training
• Content related training

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<tr>
<th>Training component</th>
<th>Planning (year)</th>
<th>Estimated no. of ECs / hrs. required for study</th>
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Teaching duties

<table>
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<tr>
<th>Training component</th>
<th>Planning (year)</th>
<th>Scope (hrs.)</th>
<th>Estimated no. of ECs / hrs. required for study</th>
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Training and development (1)

PhD-related

- **RU-level PhD courses**: [https://www.ru.nl/phd/courses/courses/](https://www.ru.nl/phd/courses/courses/)
  - **Methods**: Statistics Refresher, Qualitative Research Methods;
  - **Transferrable skills**: Designing a PhD project, The Art of Presenting Science, Effective writing strategies, Scientific Writing for PhD candidates, etc.

**IMR recommends:**
- Designing a PhD project
- Project Management for PhD candidates / Achieving your goals
- Academic Writing
- Presentation Skills / The Art of Presenting Science
Training and development (1)

PhD-related

- (inter)National Research Schools:
  - NETHUR: NL Graduate School of Urban and Regional Research
  - NIG: Netherlands Institute of Government
  - TRAIL: Research School for Transport, Infrastructure and Logistics
  - EIASM: European Institute for Advanced Studies in Management
Training and development (2)

Career development

- **Course offer**
  - Popular scientific writing
  - Media training
  - Writing policy memos
  - Time management
  - Networking
  - Practical PR

- **Coaching**
  ‘Guidance, advice and training in the field of professional growth’

- **Radboud Navigator**
  ‘An overview of all the career and personal development possibilities that Radboud University has to offer’

**Teaching support:** [Department of educational support](#)
IMR PhD Cohort meetings

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#1 NSM Library Team workshop: Systematic literature search for your PhD – November 2019

#2 SAC Research Proposal – February 2020
The ins and outs of a PhD trajectory

What does it mean to be a PhD candidate?
Building a relationship with your supervisor
When are you done?

- **When your chapters / papers are done**
  - Clear problem statement
  - Connect to the relevant literature and show how you build on it
  - Clear contribution

- **Typically 3-5 papers “on their way to publication”**
  - Publications lend credibility
  - Journal review process may take longer than thesis

- **What ‘done’ means is a matter of negotiation**
  - Discuss with supervisors
Challenges:

Long-term, complex project:
• Break it down to ‘smaller’ milestones: *e.g. conferences.*
• Plan your work & focus on the task in front of you.

Finding your contribution:
• Engage in a dialogue.
• You don’t need to (re)invent the wheel.

There’s no such thing as ‘done’:
• Adjust expectations & reframe challenge.

Self-doubt:
• **DON’T** compare yourself with others; each project is unique.
• **DO** reach out: PhD community, supervisors, DS, friends & family.
What about this writing business?

• Academic Writing Courses:
  - 4 courses in the RU PhD course offer;
  - Coursera’s ‘Writing in the Sciences’

• Read journal Editorials (e.g. AMJ)
• Find an article you like and scan it, paragraph per paragraph; how do the authors build their arguments?
• Form a reading & reviewing group.
### Marriage vs. The Ph.D.

<table>
<thead>
<tr>
<th>Category</th>
<th>Marriage</th>
<th>Ph.D.</th>
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<tr>
<td>Typical Length</td>
<td>7.5 years</td>
<td>7 years</td>
</tr>
<tr>
<td>Begins with</td>
<td>A proposal</td>
<td>A thesis proposal</td>
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<tr>
<td>Culminates in a ceremony</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>you walk down an aisle dressed in a gown:</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Usually entered into by:</td>
<td>Foolish young people in love</td>
<td>Foolish young people without a job</td>
</tr>
<tr>
<td>50% end in:</td>
<td>Bitter divorce</td>
<td>Bitter remorse</td>
</tr>
<tr>
<td>Involves exchange of:</td>
<td>Vows</td>
<td>Know-how</td>
</tr>
<tr>
<td>Until death do you part?</td>
<td>If you're lucky</td>
<td>If you're lazy</td>
</tr>
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</table>

The candidate-supervisor relationship
Relationship with your supervisors

Relationships are hard work

- trust
- expectations
- dependence
- encouragement
- stress
- communication
- disappointment
- conflict
- support
- responsibility
- competition
- changes
- enjoyment
- compromise
Two key issues

Actively consider process issues (not just content)

Discuss:
- Working styles;
- Communication styles;
- Feedback styles (giving and dealing with it);

Manage expectations
- Make sure you agree on fundamental issues before you proceed to the next stage.
  ➢ For example, consensus about research question before you operationalize/collect data.
Managing your supervision

What you can expect from your supervisors:

- Regular constructive criticism on your written work
- Guidance & suggestions for research directions / opportunities
- Advice at each stage of the project
- Support
- Some direction.

What your supervisors expect from you:

- Show initiative, be proactive
- Produce quality written work (drafts, but not FIRST drafts)
- Meet deadlines (or explain why not)
- Regularly discuss your progress
- Tell them what you are learning
- Listen to their advice
- Be honest (and proactive) about how things are going.

Further reading (a very helpful book, strongly recommended)
Getting the most out of your supervision

• Supervisors are generally quite busy, so be pro-active!

• Planning of regular meetings
  - meetings serve as deadlines/(intermediate) goals/points on the horizon
  - stimulates progress
  - maximizes the amount of supervision/input
  - demonstrates professionalism and commitment → motivates your supervisor

• Compile an agenda for the meeting with a list of points/issues/questions and documents you want to discuss - ask your supervisor to study these beforehand

• Often you need answers/agreement to be able to proceed
Confidential advisors

At faculty level:
Prof. Ed Vosselman

At central level:
Academic Integrity
Undesirable Behaviour
Labour Conflicts
Whistle-blowing (other issues)

e.vosselman@fm.ru.nl