

Deliverable 2.1_B

D 2.1_B Report on academic and professional training of WB staff/ professionals based on Individual Mobility Reports from participants of the training

Report

1st MARDS Training on “Professional Management of Doctoral Studies”

Place: Vienna, Austria,

Date: 25 - 28 June 2019

No. of participants: 23

Main target group of the training: Administrative and scientific staff with management responsibilities in doctoral studies

Content of the training: The main content of the workshop was the training of Professionals in Doctoral Education, i.e. employees in universities who deal with the operative implementation of doctoral training or are responsible for it. This includes scientists who (for a limited period) take on an operative task, e.g. as Head of School or Programme Manager, as well as employees of the general administrative staff. The aim was to achieve a balanced group of participants between scientific and administrative staff.

Main points of the training:

- Doctoral education in Europe: Trends and challenges
- Trend towards structured programmes and doctoral/ research/ graduate schools
- Organization, development and implementation of joint doctoral programmes
- Discussion on different alternatives/methods of organizing joint doctoral programmes
- Discussion about advantages and disadvantages of each alternative and which fits better to Albanian and Montenegrin circumstances
- Technology Transfer is a highly non-linear complex and case by case process which needs time, know-how, commitment and communication
- Advice and Support for PhDs – University of Vienna good practice recommendations
- Admission to a doctoral/PhD programme
- Funding and selection processes
- Transferable Skills Training & Career Development

REFORMING DOCTORAL STUDIES IN MONTENEGRO AND ALBANIA – GOOD PRACTICE PARADIGM

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University of Montenegro, Cetinjska 2, Podgorica, Montenegro

www.mards.ucg.ac.me, mards@ucg.ac.me

A big discussion was done about the collaborative doctoral programmes, how they are provided, what are the main components, the advantages and disadvantages followed by brainstorming and discussion. Different factors and barriers for development and implementation of successful collaborative doctoral programmes.

List of the improved knowledge and skills

Participants of the training gained new knowledge, skills and expertise on:

- joint doctoral programmes;
- improving collaboration of Universities in doctoral education;
- doctoral candidates' support;
- preparing doctoral curricula;
- organizing and structuring doctoral education;
- selection and admission of doctoral candidates in a joint doctoral programme
- different ways of funding new doctoral programmes in Albania and Montenegro
- good practice examples from the experience of Vienna University;
- establishing a successful partnership between doctoral candidate and mentor (supervisor);
- setting up a successful quality assurance system for a doctoral programme;
- the importance of including digital technologies as part of the scientific research of PhD candidates.

Set of recommendations to be implemented in local institutions:

- Start the collaboration between MARDS partner Universities in the preparation of new joint doctoral programmes.
- Introduce professional development seminars for supervisors with the aim to improve skills for mentoring doctoral candidates.
- Try to involve the Ministry of Education in new processes of creating new/joint doctoral programmes.
- Intensify activities at the local institution regarding doctoral studies, make connections within the relevant institutions, point out the importance of the support of the responsible persons or bodies, work on legal documents etc.
- Development of an interdisciplinary doctoral programme based on the example of Vienna University can serve as a good example to be followed by Albanian universities.
- Define quality assurance strategies and develop the set of criteria for the scientific research, publications, and obligations and rights of PhD candidates and supervisors.
- Develop and provide transferable skills training and career development courses.

2nd MARDS Training on “Professionalization of Ph.D. Supervision”

Place: Dubrovnik, Croatia

Duration: 04 - 06 September 2019

No. of participants: 19

Target group: university staff members from Montenegrin and Albanian universities who supervise doctoral candidates; and experienced supervisors who want to share their insights with starting supervisors.

Content of the training: The training was focused on supervision, its changing role in doctoral education, professionalization of supervision, principles of successful supervision, and exchange of supervisory experience among participants.

Main points of the training:

- Putting doctoral education and supervision into the global context
- Transferring knowledge about the state of art of supervision and linking it to participants’ local context
- Supervision in Doctoral Education: Who? What? How?
- Professionalization of Supervision
- Preparing supervisors, looking at the relationship doctoral candidate – supervisor, factors of success, doctoral candidate - supervisor expectation scales
- Sharing and reflecting on own supervisory experience
- Understanding basic principles of good supervision practice and different elements of supervision
- Role of supervision in planning of the PhD project and formulating points for concrete individual actions
- How to develop a well- designed structure of a doctoral programme including more than two universities
- How to establish a successful partnership between doctoral candidates and their mentors
- The importance of including the soft skills in the doctoral programme as the part of the curricula of the doctoral programme
- How to set up a successful quality assurance system for a doctoral programme
- Balanced transfer of knowledge on theory and policy on the one side and the exchange of valuable experiences between participating universities.

List of the improved knowledge and skills:

- New experience in the field of supervision and mentoring
- Improving communication skills with doctoral candidates

- Raising awareness about the importance of individual attitude while working with diverse candidates who come from other countries with different cultural and educational backgrounds
- Clarification on key roles and responsibilities of supervisors
- Improved knowledge on the importance of policy analysis, development and implementation through an appropriate professional practicum, as a part of the scientific research of PhD candidates
- Improved knowledge on joint doctoral programmes
- New expertise on doctoral candidates' support
- Gaining information on preparing doctoral curricula
- More knowledge on organizing, structuring and implementing doctoral programmes

Set of recommendations to be implemented in local institutions:

- PhD studies should be research-based and research oriented
- The result of a good doctoral education is not a good doctoral thesis, but good new doctor
- Helping a new scholar to become an independent researcher is a significant achievement
- Develop workshops / seminars for the academic staff supervisors of doctoral candidates based on good practice examples from universities in Western Europe
- Develop a set of criteria for research performance, obligations and rights of PhD candidates and supervisors (a very important step to develop a high quality doctoral programme)
- The joint doctoral program should have a link with objectives of the internationalization strategy at the institution.
- Support team/ multiple supervision (for example one professor (as principal supervisor) and one PhD holder (as co-supervisor). The former will meet less frequently with the doctoral candidate discussing the main issues and determining the research directions. The co-adviser will meet with the doctoral candidate more often, helping him/her with more technical aspects. This solves the problem of professors having less time to dedicate to PhD doctoral candidates, and helps assistant professors with PhD to learn how to properly guide a doctoral candidate.
- The professor should tailor the process towards doctoral candidate interest and capabilities. He/she should not have a single approach with all doctoral candidates.

3rd MARDS Training of academic and professional staff on EU practices of doctoral education: Collaborative Doctoral Programmes

Place: Banská Bystrica, Slovakia,

Date: 02 – 05 October 2019

No. of participants: 23

Target group: Administrative and scientific staff involved in doctoral studies and responsible for preparation of collaborative doctoral programmes

Content of the training: The training was focused on joint/ collaborative doctoral programmes, their types and main components. Training involved brainstorming and discussion on advantages and disadvantages of different types of collaborative doctoral programmes in relation to situation in Montenegro and Albania. The last part of the training was dedicated to working group sessions oriented towards preparation of curricula for joint/ collaborative doctoral programmes.

Main points of the training:

- Introduction to collaborative doctoral programmes, important components of collaborative doctoral programmes, main factors for success of collaborative doctoral programmes
- Organization, development and implementation of joint doctoral programmes
- Different alternatives/methods of organizing and implementation of joint doctoral programmes
- Advantages and disadvantages of different types of collaborative doctoral programmes and which type fits to Albanian and Montenegrin circumstances
- Preparation of PhD curricula and its key elements
- Possible courses provided by each partner
- Success factors and bottlenecks in the development and implementation of collaborative doctoral programmes

List of the improved knowledge and skills

Participants gained new knowledge, skills and expertise on:

- joint doctoral programmes generally
- improving collaboration between Universities in doctoral education
- ways how to develop a collaborative doctoral programme between two or more partner universities
- preparing doctoral curricula within a collaborative doctoral programme with necessary courses and their respective workload
- the importance of including soft and transferable skills as a part of the curricula and training of doctoral candidates in order to improve employability of doctoral candidates
- ways how to improve dissemination of results of PhD research through publication of papers, articles, books etc.
- exchange of good practice and examples on joint/ collaborative doctoral programmes.

Set of recommendations to be implemented in local institutions:

- Develop training of academic staff that will be involved in teaching and supervision within the joint/ collaborative programme, based on the experience from more experienced universities

- Link the joint doctoral programme with objectives of the institutional internationalisation strategy.
- Consider the model presented by Vienna University “Cotutelle de These” as a model which can be implemented by Albanian and Montenegro Universities.
- Prepare curricula that will reflect and meet labour market needs.
- Develop workshops/ seminars for academic staff involved in joint doctoral programmes based on the experience from more experienced universities, participating in this project.
- Improve collaboration between business/ industry and universities and involved them in joint doctoral programmes if possible (e. g. as co-supervisors).
- For the development of a doctoral programme of high quality it is important to implement the set of criteria that should follow:
 - the level of scientific research,
 - the publications and participation on international conferences,
 - the obligations and the rights of PhD candidates,
 - the obligations of supervisors.

4th MARDS Training of academic and professional staff on EU practices of doctoral education: Quality Assurance of Doctoral Studies

Place: Maribor, Slovenia,

Date: 06 – 08 November 2019

No. of participants: 32

Main target group: Rectors and Vice-rectors from the partner Universities from Montenegro and Albania

Content of the training: The workshop organized by University of Maribor was focused on quality assurance of doctoral education and training of academic and professional staff on EU practices in doctoral education. The workshop included meeting with doctoral graduates and sharing their experience from their doctoral studies.

Main points of the training:

- A clear perception of the modern structure of doctoral programmes at Maribor University
- The importance of the establishment of the partnership between doctoral candidate and supervisor and the organization of the quality assurance system.

- Good practice example on development of the doctoral programme in agricultural economics
- Understanding the significant steps for establishment of the quality assurance system in doctoral education
- Increasing employability of doctoral graduates in emerging sectors with transferable skills training.

List of the improved knowledge and skills:

Participants gained new knowledge and skills on:

- formal requirements of doctoral programmes at the University of Maribor, the requirements for PhD-supervisors, the obligations and rights of PhD-candidates and supervisors and the procedures for the thesis approval, its evaluation and defence
- how to establish a successful partnership between the doctoral candidate and the supervisor
- how to set up a successful quality assurance system for a doctoral programme
- the importance of including digital technologies in the scientific research of doctoral candidates.
- administrative measures regarding the advancement in PhD research at University level
- better understanding of the importance of linkages between the university and business/ industry sector.

Set of recommendations to be implemented in local institutions:

- Improve the systematic quality assurance and monitoring in doctoral education.
- Improve the appropriate research environment and mechanisms to monitor the training process of each doctoral candidate.
- Develop procedures for the thesis approval, its evaluation and defence with the particular attention to evaluation of the doctoral candidates' progress and the work of supervisors.
- Develop systems of quality assurance in doctoral studies while reflecting the link between the assessment of the research performance of the institution and the assessment of the research environments that form the basis of doctoral education.
- Strengthen university and industry/ business collaboration in order to get a better PhD research and to increase employability of doctoral graduates outside academia.
- Empower the relationship between supervisor and doctoral candidate.
- Improve dissemination of results of PhD research through publication of papers, especially in SCI journals.
- Improve measures and mechanisms on plagiarism check at the university level, with special focus on PhD theses.
- Develop an interdisciplinary doctoral programme. The example of Maribor University (the model of the PhD in Agricultural Economics) can serve as a good example to be followed by Albanian and Montenegro universities.