Mission Statement

"As a Jean Monnet Centre of Excellence at the Vrije Universiteit Brussel, the IES aims to provide research, education and academic services that are focused on the European Union in an international setting and recognised for their quality, multi-disciplinarity and policy-relevance".
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A message from the President

Panta Rhei. Nothing remains still and neither does the Institute for European Studies.

When Rector Paul De Knop asked me whether I would be interested in taking over the presidency of the Institute for European Studies, I did not hesitate, not only because I stood at the cradle of the Institute when it was born and I have been following its growth ever since, but also because it has proven to be at the forefront of research on European issues, a matter that I take close to heart.

Taking over the legacy of my predecessor, however, is both hard and easy. Hard, because it is difficult to equal the accomplishments of the past, but easy because the inheritance is one to be accepted without reservations: the IES has a thriving team of academics and support staff that have brought the Institute to an internationally renowned level. Such has been recognised by the independent audit committee that advised the Government on the Institute’s progress, leading to the successful prolongation of our Government Agreement for another five years.

With a new Academic Director who will take up his function in the course of 2016, a renewed Board that will set the strategy for the next five years, and with novel ideas based on my background in European politics, I want to take up the challenge to bring this Institute to the next level and bring the efforts of the past to even better fruition. With the strong team that surrounds me, I am convinced that we will be able to grow further, both in content and in size. The accomplishments of 2015, ranging from the defence of the Institute’s 20th PhD, the many high-level publications, to the organisation of a multitude of events, may serve as an exemplary guarantee.

That is not to say that this happens automatically and that there is no work ahead. Promoting our Master programmes in an ever more competitive Brussels and international landscape is a first challenge for our team. Providing policy-relevant research on Europe in a time where the very foundations of the EU are being tested is another. I am, however, confident, that we will face these problems head on and that the IES will continue to make a difference to research, teaching and policy fields.

Prof. Karel De Gucht, President
March 2016.
1 PhD
62 Master Graduates
80 Media Appearances
172 Publications
76 Staff Members
7 Books
Social Media:
Facebook: 5,300
LinkedIn: 899
Twitter: 6,000
YouTube: 50+ Videos
29 Projects
Executive Summary

2015 was a year of change for the Institute, especially at management level. After nearly 15 years in office, founding President Prof. Dr. Bart De Schutter passed the baton to former European Commissioner Karel De Gucht to further lead the Institute's highest governing authority. Prof. De Gucht took office at the end of September 2015 and along with his arrival on the Board, two other new members joined the Board, while three former members left (see the chapter Management further in this report).

At the same time, academic management of the Institute also changed. After having served nearly 10 years as Academic Director, Prof. Dr. Sebastian Oberthür asked to be relieved of his management functions so that he could concentrate fully on his research and on the many externally-funded projects he is heading. The Board subsequently launched a vacancy for a new Academic Director and selected a new candidate at the end of 2015 who will start his mandate in September 2016. Meanwhile, IES Assistant Director Alexander Mattelaer replaced the Academic Director and ensured that the Institute's precious academic work continued.

Notwithstanding these changes, the Institute continued to bear the fruits of past investments in quality researchers and scholars. With more than 170 new publications, amongst which 7 new books and 23 peer reviewed articles, the Institute's output record continues to grow. The IES was also able to celebrate its 20th successful PhD defence. IES researcher Justyna Pozarowska graduated at the beginning of 2015 after four years of study on an FWO-endorsed project on the management of genetic resources (see more details under Teaching Portfolio). While 62 students graduated in 2015, the IES encountered a fallback in student numbers for the academic year 2015-2016. It now counts 75 Advanced Master students (as opposed to 100 the year before). Meanwhile, the Institute has taken measurements to increase its student numbers again for next academic year (see Teaching Portfolio). In line with the Government Agreement, the IES attracted two new PhD researchers that started in the fall of 2015. With a total of 29 externally funded projects running and services provided, the Institute was also able to secure more than 1 million Euros worth of external funding. Together with the income from tuition fees and university, the IES nearly matches the funding it receives as a subsidy from Government, and was able to end the year at break-even level (see more under Financial Report).

In 2015, the Institute employed 76 people (in total 36.2 full-time equivalents) and attracted another 30 associates and/or non-paid staff. The number of people directly involved in the IES work thus amounts to more than 100.

2015 also marked the expiry of the Agreement between the IES and the Flemish Government. According to its provisions, the prolongation for another five years depends on a review process initiated in 2015. A team of independent academics audited the Institute, based on a self-evaluation report compiled at the beginning of 2015. The visit of the audit committee took place in March 2015 and led to a very positive report (see further under Quality Assurance). At the end of 2015, the Flemish Minister for Education could subsequently announce the renewal of the contract, further proof of the quality of the hard work that the Institute's staff have been carrying out over the past years.
Education

Education is at the heart of IES strategy and plays out on a number of fronts. Formally, the Institute is required to issue 50 diplomas per year for its two Master-after-Master Programmes (LL.M. International and European Law and MSc European Integration and Development), which IES has comfortably achieved since its inception. The IES also organises an annual Summer School on European Policy-Making (together with the University of Vienna and the Diplomatic Academy of Vienna), five online EU-Modules courses, a Postgraduate certificate in European Policy-Making as well as a number of other activities such as the “EU in Close-up”, a 3 day intensive seminar.

LL.M. International and European Law

Aims, objectives and developments

The LL.M. in International and European Law has been at the core of IES activities since the inception of the Institute in 2001. Internally referred to by its historical name the “PILC” – Programme on International Legal Cooperation – PILC is one of the oldest of its kind in Europe, and has over the years attracted over 1200 high quality graduate students of 107 nationalities from all continents of the world. The Programme is tailored for demanding global careers in law, and the LL.M. alumni attests to that objective. The strategic focus of the IES (the European Union in its international context) provides an excellent fit with LL.M.’s focus on international and European law. The LL.M. retains its close ties with the Faculty of Law and Criminology (RC) of the VUB.

The LL.M. received a positive assessment by the Flemish educational authorities (VLUHR) in 2014–2015, and is proud to have a few “excellent” scores in its final, official assessment of its performance. The Programme has, in the interim, implemented the three suggestions put forth by the Committee to further fine-tune the quality of its offer. The assessment of the VUB Educational services on the LL.M. remains very positive, with the “quality dashboard” indicating success across all except one of the criteria: the issues to keep an eye on are the European crises on migration, economy and security, together with stiffening competition between an increasing number of similar programmes. These trends are affecting the general interest and financial means of students to participate in programmes such as the LL.M.. The Programme likes to think of the current, challenging environment rather as a key asset, however: in Brussels, prospective LL.M. students can be offered an unparalleled combination of knowledge, skills and networks to deal with the uncertainties of the European future. The LL.M. engaged in numerous activities in 2015 to respond to the tendencies, including for example the launch of a completely new website, as well as updates to the functionality and visibility of the Programme’s impressive alumni network.
Programme

The philosophy of the LL.M. in 2015 remained that of a demanding, carefully designed Programme that combines European and international law. The curriculum consists of compulsory courses, two specialisation options (Public Law or Business Law) and a Master's thesis on the subject of the student's choice.
LL.M. International and European Law

The programme offers a balanced, versatile package that consists of compulsory and optional courses as well as a Master thesis:

**Compulsory courses**
- EU Institutional Framework and Judicial Protection (first semester, 6 credits)
  - Prof. Y. DEVUYST and D. ARTS.
- International and Comparative Law (first semester, 6 credits)
  - Prof. S. SMIS and Prof. R. GOSALDO BONO.
- Globalization, International Law & Sustainable Development (first semester, 3 credits)
  - Prof. S. van THIEL
- International and European Protection of Human Rights (first semester, 3 credits)
  - Prof. S. GUTWIRTH
- EU Economic Law (first semester, 3 credits)
  - Prof. T. JORIS
- International Economic Law and Organizations (first semester, 3 credits)
  - Prof. F. HOPPEMEISTER.
- International and EU Competition Law (second semester, 3 credits)
  - Prof. B. SMULDER.
- EU External Relations (second semester, 3 credits)
  - Prof. B. MARTENZUK
- Sub-total: 30 credits

**Optional**
- Public Law Option
  - Case Study on Public International/EU law (second semester, 6 credits)
    - Prof. S. OBERTHÜR and H. KALIMO
  - EU Environmental Law in an International Context (second semester, 3 credits)
    - Prof. S. OBERTHÜR and H. KALIMO.
  - International and European Criminal Law (second semester, 3 credits)
    - Prof. P. DE NERT
- Business Law Option
  - Case Study on European Competition Law (second semester, 6 credits)
    - Prof. T. JORIS
  - European and International Private Law (second semester, 3 credits)
    - Prof. A. NUVTS
  - International and European Taxation (second semester, 3 credits)
    - Prof. M. LAMERSCH
- Sub-total: 12 credits

**Master’s thesis**
- Thesis: compulsory, legal research within one of the fields covered by the Programme (first and second semester, 18 credits)

**Total:** 60 credits
The LL.M. has also retained the philosophy of a limited class size to ensure high interaction amongst students and professors – a bond that lasts. The alumni and professors offer the students a wide global network to find a future career – this aspect has been receiving specific attention in the LL.M.'s activities over the past years.

Student Statistics

In the academic year 2014-2015, 29 students graduated from the Programme. 5 students graduated with the grade greatest distinction, 6 with great distinction, 13 with distinction and 5 with satisfaction. 6 of the students re-enrolled for the academic year 2015-2016 to complete the Programme, while one student was unfortunately not allowed to re-enroll. Three of the graduating students received the Outstanding Master Thesis Award: Joyce De Coninck, Ewa Lekan and Ivan Pico Toro.

The LL.M. Programme continued in 2015 a number of traditions. The academic year 2015-16 was opened by the Inaugural lecture of the Commission Vice President Jyrki Katainen. LL.M. students and management made their trip to the European Court of Justice on 3 December in Luxembourg. The LL.M. has been hosted in the ECJ for over 15 years, first by Judge Joliet and since by (Vice-)President Koen Lenaerts, and enjoyed once again the excitement of an oral hearing as well as the hospitality of a lunch with President Lenaerts. The academic year also saw the LL.M. students’ team snatch the IES Ice Hockey championship against EuroMaster, IES staff and Alumni teams in an IES fun event in November.

21 students enrolled (15 new students and 6 students from 2014-2015). Out of the 21 students, 14 opted for the business law option, the other 7 are taking the Public law track. The group consisted of 18 female and 3 male students and is very international as usual: the students came from 17 different countries. Out of the 21 enrolled students, there were 13 coming from the EU and 8 from outside the EU (3 from Europe, 2 from South-America, 1 from Oceania (Australia), 1 from North-America, and 1 from Asia).
Excellence in teaching is a core part of the LL.M.'s vision: a highly dedicated staff of outstanding international standard is set up to offer student-centric education in an environment characterised by high interaction. The LL.M. professors are part of either the RC Faculty (5) or the IES (10). Permanent IES staff teaching in the Programme are Prof. Kalimo and Prof. Oberthür. Prof Kalimo has also since 2011 been the Director of the Programme (with Prof. Joris as Co-Director), and is assisted in the capacity by IES PhD researcher and LL.M. alumnus Filip Sedefov and by Marleen Van Impe as the Programme Secretary. In 2015 Prof Erik Franckx was granted a 5-year research leave by the VUB [Research council?], so that the Programme welcomed another VUB expert, Professor Stefaan Smis, to give the course in international law in 2015. The LL.M. was also delighted to welcome back from his research leave VUB's human rights specialist Prof. Serge Gutwirth, as well as IES PhD Marie Lamensch to expand her role as a guest lecturer in the Programme to that of the professor teaching the course on Tax law in 2015-16 on behalf of Prof. Van Thiel. The research output, which the LL.M. professors produce, also contributes to the achievements of the IES and the RC faculty.
Aims, objectives and developments

The Advanced Master in European Integration (‘EuroMaster’) is the spearhead of IES’s post-graduate educational offerings in the field of political science and economics. The EuroMaster - until 2015 called “Master in European Integration and Development” - is an advanced interdisciplinary Programme that is geared towards an international range of young and mid-level professionals as well as advanced students with a political science background. The Programme has for 11 years been providing students with advanced academic training across a wide range of EU policies in order to offer a thorough understanding of the process of European integration in both its economic and political dimensions. IES has been in charge of organising the EuroMaster for the past 4 years, and does so in collaboration with the VUB Faculty of Economic and Social Sciences and Solvay Business School.

Compulsory Courses

- **The History and Law of European Integration** (first semester, 6 credits)
  Prof. Youri Devuyst
- **The Economics of European Integration** (first semester, 6 credits)
  Prof. Caroline Buts
- **The Political Aspects of European Integration** (first semester, 6 credits)
  Prof. Irina Tanasescu
- **The EU and the Stakeholders of the Economy** (second semester, 6 credits)
  Prof. Harri Kalimo
- **Research Methods** (first & second semester, 3 credits)
  Prof. Manuela Alfé

'Economic Integration' Stream

- **Competition Policy and State Aids** (second semester, 6 credits)
  Prof. Doris Hildebrand
- **EU Cohesion Policy** (second semester, 6 credits)
  Prof. Andrea Mairat
- **European Monetary Policy** (first semester, 6 credits)
  Prof. Leo Van Hove

'European Politics and Social Integration' stream

- **Cultures in Europe** (first semester, 6 credits)
  Prof. Ilke Adam & Christof Roos
- **EU Foreign Policy** (second semester, 6 credits)
  Prof. Luis Simon
- **Civil Society Representation and Diversity in the EU** (second semester, 6 credits)
  Prof. Alison Woodward

Master Thesis

(first & second semester, 15 credits)
Teaching and staff

The EuroMaster teaching staff is a unique mixture of renowned EU scholars and top-level EU practitioners who together combine academic excellence with the latest practical insights on EU policy-making. Drawn from across different parts of Europe as well as North America, the international staff gives students a great opportunity to experience a range of different academic traditions. Limited class size in the EuroMaster ensures a high interaction between the students and professors – and creates a bond that lasts. The alumni and professors offer a wide global network that will help graduating students find interesting international careers.

Year 2015 saw two new teachers join the Programme. IES professors Ilke Adam and Christof Roos shifted the focus of the course on European cultures to the European policies on diversity. The area is highly topical in the migration-crisis stricken European Union. The compulsory courses that introduce the students to EU politics, economics and law were also aligned in a clearer and more coherent manner during the academic year.
Permanent IES staff teaching in the EuroMaster includes Profs. Kalimo, Mattelaer, Simon and Woodward. Prof Kalimo has in addition since summer 2013 been the acting Co-director of the Programme (together with Prof. Marc Jegers), with Lynn Tytgat coordinating activities.

Graduates and Students

Following the examination sessions in January, June and August/September 2015, a total of 33 students graduated from the 2014-15 Programme. The EuroMaster Programme has always boasted a versatile, international selection of students from all around the world, and taken into account a balanced representation of geographic regions, including when possible the legal advancement of developing countries. For the academic year 2015-2016, 54 students enrolled in the Programme (31 females and 23 males). 26 new students started, and 28 students re-enrolled from previous academic years to continue their student trajectory. Out of the 54 students, 35 opted for the EPSI and 19 for the EI stream. 18 students chose to follow the part-time trajectory. 41 students came from within and 13 from outside Europe (23 from non-EU countries, 12 from Asia, 1 from Africa).

In synchrony with the VUB’s quality Programme, EuroMaster continued in 2015 the update of its internal processes. By the end of the 2015, the EuroMaster scored positively (“green”) on all of VUB’s educational quality indicators (“the Dashboard”), except one. The Programme remains eager to pursue further updates both of its processes and curriculum to further fine-tune its educational offer. As with the LL.M. Programme, the competition for international students is constantly getting tougher, while the European crises on migration, economy and security are affecting the general interest and financial means of students to participate in programmes such as EuroMaster. The Programme remains determined to turn the current, challenging policy environment into a key asset: in Brussels, prospective EuroMaster students are offered an unparalleled combination of knowledge, skills and networks to deal with the uncertainties of the European future. The Programme engaged in 2015 in various discussions to optimise its offer from these perspectives.

Programme

The EuroMaster Programme has been designed to allow students to combine studies with professional activities. EuroMaster classes are organised in the evenings and can be followed on a full-time (1 year) or part-time (2 year) basis. The EuroMaster counts for 60 ECTS, with courses ranging from 3 to 6 ECTS, and a 15,000 word thesis worth 15 ECTS. The Programme starts by a common core of five courses on the essential features of European Integration. Students can then choose between two specialisation streams: Political and Social Integration (EPSI) and Economic Integration (EI).

Alumni

The Institute continued to invest into tracing and contacting its alumni. It contacted students of last year’s graduation (2014-2015) in order to find out what professional activity they have undertaken since their studies at the IES.

Some of last year’s EuroMaster graduates are currently working for a variety of institutions, such as the European Parliament, think tanks, national Governments and Permanent Representations in Brussels, NGOs, consultancy firms as well as private companies.
Postgraduate Programme on European Policy

In 2015, the IES consolidated its Postgraduate Certificate in European Policy-making (25 ECTS), bringing together the e-learning EU modules and the Summer School on European Policy by using the Blended Learning method. Eighteen students enrolled in the Programme in 2015, half of them having followed the Summer School in July while the other half will attend the 2016 session. The Postgraduate Programme on European Policy currently consists of five online courses:

- History and Theories of European Integration
- European Union Institutions
- EU Decision-making and Law
- European Union Policies and
- European Union Foreign Policy

It also includes participation in the Summer School. The blended learning method proposed by the IES combines the asynchronous aspects of e-learning with interactive assignments and live webinars. Moreover, each student is assigned a tutor, ready to guide him or her through the learning process.

Summer School European Policy

In July the EDU organised, together with the Diplomatic Academy in Vienna and the University of Vienna, the 12th edition of the Summer School on European Policy. Twenty students from twelve countries, in and beyond the EU, gathered for an intensive two-weeks Programme in Brussels in Vienna, including lectures, visits to the EU institutions and the UN and two engaging simulation games whereby the students experienced the negotiations environment of the European Union.

“Twenty students from twelve countries gathered for an intensive two-weeks Programme in Brussels and in Vienna”
Brussels Programme on European Foreign Policy

From the first week of June to first week of July included, the EFSP cluster hosted the seventh edition of the Brussels Programme on European Foreign Policy with 23 students from the University of Southern California (USC) and beyond.

Over the years, the Programme has managed to annually attract a steady stream of students. In 2015, 21 (USC) and 2 (externals) students participated in the summer course. The group of students attended internship positions at Brussels-based think-tanks and organisations as well as an intensive lecture Programme on European Foreign and Security Policy. A number of IES researchers and external practitioners lectured on issues ranging from transatlantic relations to regional security dilemmas. During their stay, the students also visited international organisations and institutions such as the European Parliament, NATO and the US Mission to the EU. Luis Simón, Daniel Fiott and Lynn Tytgat are leading the organisation of the course.

“The IES hosted the seventh edition of the Brussels Programme on European Foreign Policy with students from the University of Southern California (USC)”
Study Abroad Programme

In spring, the seventh edition of the Semester Abroad for the students from Hendrix College was organised. Thirteen American students followed courses at the IES and Vesalius College for one semester, focusing on learning about the functioning of the EU and the EU’s role in the world. In parallel to their studies, they had to complete an internship, which allowed them to familiarise themselves with the working environment in Brussels and at the same time get first hand experience of some EU-related issues studied in their courses. At the end of the semester they defended their final paper and it was a pleasure to witness, like each year, that the students had absorbed and thoroughly processed the great amount of information they received on the complexities of the EU. The organisation of the course was led by Magdalena Sapala, Trisha Meyer, and Lynn Tytgat.

“Thirteen American students followed courses at the IES and Vesalius College for one semester, focusing on learning about the functioning of the EU and the EU’s role in the world”
<table>
<thead>
<tr>
<th>Name</th>
<th>Grad. Year</th>
<th>Current position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sevidzem Kingah</td>
<td>2008</td>
<td>Senior Research Fellow at United Nations University CRIS, Brugge</td>
</tr>
<tr>
<td>Koen Van den Bossche</td>
<td>2009</td>
<td>European Commission, DG MARE</td>
</tr>
<tr>
<td>Karen Donders</td>
<td>2010</td>
<td>Postdoctoral researcher at IBBT-SMIT, Lecturer at VUB &amp; coordinator strategic projects VRT</td>
</tr>
<tr>
<td>Hongyu Wang</td>
<td>2011</td>
<td>Asisstant Professor in the School of International Relations, SIR-UIBE, China</td>
</tr>
<tr>
<td>Anna Rudakowska</td>
<td>2011</td>
<td>Assistant Professor at the Dept. of Global Politics &amp; Economics, Tamkang University, Taiwan</td>
</tr>
<tr>
<td>Alexander Mattelaer</td>
<td>2011</td>
<td>Assistant-Director at Institute for European Studies, VUB</td>
</tr>
<tr>
<td>Ben Van Rompuy</td>
<td>2011</td>
<td>Senior Researcher, Asser Institute, Netherlands</td>
</tr>
<tr>
<td>Celine Francis</td>
<td>2011</td>
<td>Liaison Officer at European Federation of the Community of Sant'Egidio</td>
</tr>
<tr>
<td>Sigrid Winkler</td>
<td>2011</td>
<td>Head, Austrian Cultural and Education Office, Shanghai, China</td>
</tr>
<tr>
<td>Katja Biedenkopf</td>
<td>2012</td>
<td>Assistant professor, Katholieke Universiteit Leuven</td>
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<tr>
<td>Armelle Gouritin</td>
<td>2012</td>
<td>Research Fellow, law faculty, Centro de Investigación y Docencia Económicas, Mexico</td>
</tr>
<tr>
<td>Hannelore Goeman</td>
<td>2012</td>
<td>Secretary of the sp.a fraction, Brussels Hoofdstedelijk Gewest</td>
</tr>
<tr>
<td>Karim Hamza</td>
<td>2013</td>
<td>Cairo Governor Advisor, Egypt</td>
</tr>
<tr>
<td>Claire Dupont</td>
<td>2013</td>
<td>Postdoctoral Researcher, IES</td>
</tr>
<tr>
<td>Radostina Primova</td>
<td>2013</td>
<td>EU Affairs Consultant</td>
</tr>
<tr>
<td>Cem Tintin</td>
<td>2013</td>
<td>Researcher at the Statistical, Economic and Social Research and Training Centre for Islamic Countries, Organization of Islamic Countries (OIC), Ankara, Turkey</td>
</tr>
<tr>
<td>Steffi Weil</td>
<td>2014</td>
<td>Assistant Professor at Vesalius College</td>
</tr>
<tr>
<td>Ioannis Spyridakis</td>
<td>2014</td>
<td>no information</td>
</tr>
<tr>
<td>Florian Rabitz</td>
<td>2014</td>
<td>Researcher, Sao Paulo, Brasil</td>
</tr>
<tr>
<td>Anna Stahl</td>
<td>2014</td>
<td>Research Fellow at EU-China Research Centre of the College of Europe, Brugge</td>
</tr>
<tr>
<td>Trisha Meyer</td>
<td>2014</td>
<td>Postdoctoral Researcher IES</td>
</tr>
<tr>
<td>Marie Lamensch</td>
<td>2014</td>
<td>Lecturer, Université Catholique de Louvain-la-Neuve / Postdoctoral Researcher IES</td>
</tr>
<tr>
<td>Gjovalin Macaj</td>
<td>2014</td>
<td>Assistant Professor, University of Oxford, UK</td>
</tr>
<tr>
<td>Justyna Pozarowska</td>
<td>2015</td>
<td>Counsellor General, Public Procurement Office (Poland)</td>
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On 12 January 2015 IES-VUB researcher, Justyna Pozarowska, publicly defended her PhD dissertation entitled: “Governance through institutional complexes – towards a post-Nagoya institutional equilibrium in the international management of genetic resources”. Justyna’s work was supervised by Prof. Dr. Sebastian Oberthür as part of an FWO-funded project. The jury consisted of Prof. Dr. Jamal Shahin (Chair of the jury), Prof. Dr. Harri Kalimo (co-supervisor), Prof. Dr. Gustaaf Geeraerts (second co-supervisor), Prof. Dr. Amandine Orsini, and Prof. Dr. Kristin Rosendal. Building on the case of genetic resources in her thesis, Justyna depicts a process of international institutional interactions leading to the emergence of the institutional complex that has been investigated in terms of its structure, internal process and evolution over time.
Research

The Strategic Plan 2011-2015 described a number of research objectives:

- Successful completion of at least 10 PhDs (i.e. an average of 2 per year) and launching of at least 12 PhD projects (of which at least 9 on own resources);
  In 2015, the IES initiated three new PhD projects, and was able to deliver 1 doctoral diploma.
- Strengthening IES involvement in national and international research networks;
  The IES continued to build on its existing networks through the organisation of joint events (Summer School, EUIA conference, ...) and was involved in numerous EU projects with different consortia.
- Consolidation and strengthening of academic focus areas with thorough review of existing cluster structure;
  Already in 2012, the IES restructured into four clusters and one Educational Development Unit. It continued to strengthen these clusters throughout 2014 (e.g. by appointing a postdoctoral researcher in one cluster, while adding three PhD researchers in other clusters).
- Implementation and further development of Guidelines for IES Academic Staff (including guidelines for PhD projects, cluster arrangements at the IES, benchmarking approach for postdoctoral staff);
  The guidelines were already finalised in 2012. Benchmark talks with research staff is done on an annual basis.
- Consolidation/increase of external project funding (for research projects and scientific services);
  The Institute was able to attract over € 880,000 external funding, which is 30% more than last year.
- Fostering cross-cluster collaboration and integration (e.g. by prioritisation of cross-cluster projects);
  The Institute fostered cross-cluster publishing and has several of its researchers involved in cross-cluster projects.
List of Externally Funded Projects

Government Funding for Fundamental Research

Fonds Wetenschappelijk Onderzoek (FWO)

Research Network on Regime Complexes and Fragmentation (REFRACT)
(January 2015 - December 2019)

Refract, a Research network on “Fragmentation and Complexity in Global Governance,” is a five-year project (2015-2019) sponsored by the Research Foundation – Flanders (FWO). The aim of the research network is to foster international scientific exchanges and dialogues on to sustain and expand inter-disciplinary research into regime complexes and institutional fragmentation.

De Staat, de Firma en Europa: de gordiaanse knoop van de Europese industriële en technologische basis voor defensie?
(January 2014 - December 2016)

With the support of the Fonds Wetenschappelijk Onderzoek (FWO), doctoral researcher Daniel Fiott continued his work on the European Defence Technological and Industrial Base. Daniel was awarded a prestigious FWO Ph.D. fellowship in 2014 for his innovative research.

De veranderende prestatie van de EU in het Internationale Milieu- en Klimaatbeleid (March 2012 - March 2016)

‘Understanding the Changing Performance of the European Union in International Environmental and Climate Governance’ is a 4-year research project (resources can be spent over a period of 5 years) conducted by one IES PhD Researcher.

European Commission

Jean Monnet Centre of Excellence: Blended Learning and Seminal Debates at the IES (Online Modules, Lecture Series, Summer School)
Jean Monnet Programme, DG Education & Culture
September 2013 – August 2016

The IES has since 2004 operated as a Jean Monnet Centre of Excellence that focuses on the role of the European Union in international affairs. In terms of contributing to research, the Institute advances academic education, cutting-edge, policy-driven research drawn from a variety of political, economic, legal, social, and cultural dimensions. The contribution of the IES to Education is considerable.

Jean Monnet Chair: Springboard Brussels 2015
Jean Monnet Programme, DG Education & Culture
(September 2012 - August 2015)

This Jean Monnet Chair Project focuses on teaching the modes of EU foreign policy innovatively and excellently to a wide cross-section of students. It ensures first that students positively benefit from high quality teaching on EU foreign policy and secondly that academics, students and civil society are beneficially influenced via innovative blended learning format. The impact of its activities will help propel teaching and learning on EU foreign affairs more effectively into the VUB-IES’ inter-institutional relations with other universities and to more genuinely connect with civil society elements via blended learning.

Innovating Teaching and Learning of European Studies (INOTLES)
Jean Monnet TEMPUS Programme (January 2014 - December 2016)

The Innovating Teaching and Learning of European Studies (INOTLES) project contributes to curricular reform and modernisation of higher education in Georgia, Moldova and Ukraine, by implementing innovative pedagogies in European Studies courses at MA level. Building on a systematic review of pedagogies in European Studies, INOTLES will bring together Eastern partners with EU university centres of excellence in assorted approaches (including e-learning, problem-based learning, and simulations) to create flexible resources for use in the full range of European Studies provision.

Virtual Centre of Excellence for Research Support and Coordination on Societal Security (SOURCE)
FP7 Framework Programme, DG Research (January 2014 - December 2019)

The aim of the SOURCE Network of Excellence is to create a robust and sustainable virtual centre of excellence capable of exploring and advancing societal issues in security research and development. The SOURCE project aims at defining the notion of Societal Security and investigates how this notion can be spread to target groups. Within the project, the IES focuses on delivering educational materials and is responsible for the development of the web-platform. It also contributes to the academic publications (in journals, on the website, ...) that are derived from the project.

Advanced Video Surveillance archives search Engine for security applications (ADVISE)
7th Framework Programme, DG Research (March 2012 - February 2015)

ADVISE aims to design and develop a unification framework for surveillance-footage archive systems, supporting the increasingly critical need to provide automated and smart surveillance solutions. Through this approach, the ADVISE framework will ease the work of law enforcement authorities in their fight against crime and terrorism, through
List of Externally Funded Projects

negotiation of all relevant legal, ethical and privacy constraints, through location based video archive selection and efficient evidence mining of multiple, heterogeneous video archives.

Production of fully synthetic paraffinic jet fuel from wood and other biomass (BIOFUELS)
7th Framework Programme, DG Research (January 2015 - December 2019)

The BFSJ project aims at advancing technical and legal research in order to enable extensive use of biofuels in the aviation sector. Bio-jet fuel currently constitutes the most viable solution for drastically reducing GHG emissions from the aviation sector in the medium to long-terms, as it constitutes a drop-in replacement to fossil-based kerosene and does not require any major infrastructural modifications to current jet engines or fuel supply to airport systems.

Technical Development of the Online Platform for the Global Internal Policy Observatory (GIPO)
DG CNECT (January 2015 - January 2018)

GIPO (Global Internet Policy Observatory: www.giponet.org) will monitor Internet-related policy, regulatory, and technological developments across the world. A dedicated GIPO tool will be gathering all relevant information to improve and share knowledge among all interested parties across the word.

Designing the 2015 Global Climate Change Agreement
DG CNECT (August 2013 - March 2016)

The Agreement on Climate Transformation 2015 (ACT 2015) consortium is a group of the world’s top climate experts from developing and developed countries that have come together to catalyze discussion and build momentum toward reaching a global climate agreement at the forthcoming UN Framework Convention on Climate Change (UNFCCC) summit in 2015. To do so the consortium has developed three potential propositions for what the agreement could look like which it will present in a series of workshops around the world, including in developed countries, major emerging economies, least developed countries, and small island developing states.

Diplomacy Narratives
DG CLIMA (2015 - 2016)

The IES, together with its partners Adelphi and the Overseas Development Institute (ODI) supports DG Climate Action of the European Commission in the conceptualization of EU climate diplomacy narratives and partner country profiles. The project aims at contributing to the creation of the necessary political momentum for global climate action and partner countries’ move towards low-carbon and more climate-resilient societies.

Euro-Entrepreneurship: university qualifications for the Europeanization of the Romanian society
European Structure Funds, through the Romanian Government
June 2014 - December 2015

The main goal of this project is to contribute to the development and strengthening of higher education in Romania by improving the capacity of Romanian universities to offer new professional qualifications and programs which are tailored to the requirements of the job market. Consequently, the project entails redesigning, diversifying and bringing up-to-date a series of MA programs which are relevant in the context of Romania’s Europeanization. In the mid- and long-run, the project plays an important role in establishing the professional community of the Romanian specialists in EU affairs.
List of Externally Funded Projects

Other Organisations

Valorisation of the research results of ‘The multi-level governance of immigrant participation in the labour market in Belgium
Koning Boudewijn Stichting (October 2014 - June 2015)

This project is a follow-up project aiming at the dissemination of research results of a research project on the multi-level governance of immigrant integration policies in multi-level states. To enhance the policy impact of the research, results were presented and discussed in various ministerial cabinets and public fora. The research project inquired into how a federal or decentralized state structure impacts upon immigrant integration policy outcomes, particularly their labour market participation.

Revising the National Renewables Policy Mix: The role of state aid and other key EU policies
Research Council of Norway (May 2015 - July 2018)

The REMIX project focuses on a group of carefully selected EU and European Economic Agreement (EEA) countries, asking: to what extent and how have national renewables policy portfolios been shaped by the EU policy mix, and what are the main prospects ahead? By improving policy-mix foresight, the REMIX project will help Nordic energy actors to make wise strategic decisions and profitable investment decisions. As partner in the consortium, the VUB will participate in the project workshops, prepare case studies of EU policy and will also fulfill an advisory role.

Governing an energy union on the road to decarbonisation
European Climate Foundation (March 2015 - December 2015)

The IES tasks consists of doing research and constructing the policy fundamentals for the EU’s post 2020 energy policy: “governing an energy union on the road to decarbonisation”.

Technical Assistance to the EU-China policy dialogues support facility
ICON EU-China (May - December 2015)

This project consisted in the participation in an EU-China dialogue on issues relevant to the Paris Agreement funded by the European Commission, including the authoring of a background paper.

Rechtliche und institutionelle Aspekte eines zukünftigen internationalen Klimaregimes
FWC Ecologic & Bundesministerium für Umwelt, Naturschutz, Bau und Reaktorsicherheit, Germany (October 2015 - March 2019)

This project aims at providing regular advice to the German Federal Ministry for the Environment on legal and institutional aspects of the Paris Agreement adopted in December 2015. The provision of advice is dependent on the agenda of the international agenda.

Technical background research for briefing papers on ETS revenues
Oxfam (March - April 2015)

Providing OXFAM with a technical background paper on how EU ETS auctioning revenues could be used to raise money for international climate finance.

Small Scale Funding Agreement on independent study on synergies in the CMS family
UNEP (March - December 2015)

The project consisted in the drawing up of an independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas, to the decision-making bodies of the wider family of instruments of the Convention on Migratory Species (CMS) before the 44th Meeting of the CMS Standing Committee in order to establish their benefits and disadvantages. The contract also included the presentation of the study at the 44th meeting of the CMS Standing Committee in October 2015.

Framework Contracts

European Climate Foundation (2015 – 2016)

For these framework contracts, the IES will contribute to joint papers and will provide input and a summary paper for the EU TT event on the legal form of the Paris Agreement.

Decarbonisation of Energy Intensive Industries
University of Cambridge (December 2013 - December 2015)

Supporting the Cambridge University Corporate Leaders Group (UCLG) through research and facilitation in the area of decarbonisation of energy intensive industries while enhancing competitiveness.
List of Externally Funded Projects

Options for tackling key challenges in the 2030 EU Framework for RES
Agora Energiewende (November 2015 - June 2016)

Expert advisor for a project by Agora Energiewende on the legal re-design of EU renewable energy legis-
- lation. This involves the publication of 2 papers and review of papers by other experts.

Blueprint for post 2020 EU climate/energy policy
Deutsches Institut für Wirtschaftsforschung e.V. (October 2015 - February 2016)

The main goal of this project is to publish a paper and policy briefs that aim to outline a blue-print of post 2020 EU energy and climate law with the emphasis on streamlining, REFIT and effectiveness. The project runs until end of February 2016.

Projects funded by Vrije Universiteit Brussel

Evaluating Democratic Governance in Europe
R&D, EDGE funding Programme

The Evaluating Democratic Governance in Europe (EDGE) Programme is a joint IES-Political Science department (VUB) strategic research Programme. The main research themes of the Programme cover po-
- litical representation; political parties, elections and electoral behaviour; EU policy and decision-making; multi-level governance; and theoretical and normative reflections. The Programme aims to analyse the major changes and challenges to democratic governance in Europe.

Educational projects

Summer School on European Security Policy
University of Southern California

This Programme focuses on the contemporary security challenges facing Europe and on how the EU and Europe's main powers are adapting to such challenges. The 5-week Programme aims to provide an understanding of the EU as an actor in the foreign, security and defence policy fields. Students will finish the Programme with a thorough overview of contemporary security issues and the ability of European security institutions to address them. The Programme originally was designed as an exclusive for the University of Southern California (USC), yet is open to students from other colleges / universities.

Study Abroad Programme on European Policy
Hendrix College

The IES Study Abroad Programme runs from mid-January to the end of May, in line with the US aca-
- demic schedule. The Programme consists of an introduction week for students upon their arrival in Brus-
- sels, one EU-intensive course taught by the faculty at the IES and one elective at Vesalius College, a final paper and an internship in a Brussels-based organisation. The Programme originally was designed as an exclusive for Hendrix College, yet is open to students from other colleges / universities.

Other teaching: University of Kent, University of Turku
Environment and Sustainable Development (ESD)

The Environment and Sustainable Development Cluster analyses relevant developments in EU and international climate and environmental law and policy, compares domestic law and policy and explores governance arrangements and institutions.

PERSONNEL

During the course of 2015, Senior Research Fellows Sebastian Oberthür and Harri Kalimo, post-doctoral researcher Claire Dupont, project researchers Olof Soebech and Arianna Khatchadourian, and nine pre-doctoral IES researchers contributed to the cluster.

One of the latter successfully concluded her PhD during 2015: in January, Justyna Pozarowska defended her PhD on Governance Through Institutional Complexes. Towards a Post-Nagoya Institutional Equilibrium in the International Management of Genetic Resources. Thuy Van Tran is scheduled to submit his PhD thesis on EU policies in marine environmental protection shortly. Lisanne Groen continued her research on the role of the EU in international environmental governance (climate and biodiversity) in the context of an FWO-funded research project. Ernesto Roessing Neto, on a grant from the Brazilian Research Council, analyses the legal aspects of reducing deforestation and forest degradation in developing countries (REDD+), with a focus on interactions between the international and national/regional levels. Max Salomon Jansson, who is also a part of the European economic governance cluster, analyses the reconciliation of economic and environmental values in law. Carlos Soria Rodriguez continued his project on the interface of EU and international (environmental) law in the use of renewable energy in European marine spaces. Filip Sedefov continued his work on renewable energy policies and international economic law. Project and doctoral researcher Tomas Wyns focuses on European and international climate and energy policy, including industrial and innovation policy. Laura lozzelli joined the cluster in October 2015 to work on the legitimacy and effectiveness of public-private partnerships in international climate and energy governance.

Associate and visiting researchers that contributed to the cluster in 2015 include: Dr. Katja Biedenkopf, Dr. Justyna Poarowska (upon defense of her PhD), Dr. Armelle Gouritin, Dr. Radostina Primova, Dr. Thomas Sattich, Dr. Kristian Krieger, Dr. Koen Van Den Bossche, and Dr. Mihalis Kritikos. The cluster also hosted Paul Tobin (University of York), Inga Ydersbond (University of Oslo), Lars Niklasson (Linköping University) and Matilda Axelson (Lund University) as visiting researchers.

PUBLICATIONS

Books: 1, Book chapters: 9
Articles in scientific journal with international peer review: 7
All other publications aimed at the scientific community: 4
Papers presented at conferences: 5
Commissioned research and policy work: 4

EVENTS

The environment cluster organises a number of recurring and ad hoc events. The IES hosted two lunchtime Environmental Policy Forums on topical issues of European environmental politics and law in 2015. It also organised a full-day workshop on EU post 2020 climate and energy governance, and cluster member Lisanne Groen co-organised a young researchers’ workshop on the EU in multilateral negotiations in September.

TEACHING & VISIBILITY

Sebastian Oberthür and Harri Kalimo (who at the same time serves as director of both IES advanced master programmes) continued to jointly give the courses “European environmental law in an international context” and, together with Filip Sedefov and Carlos Soria Rodriguez, “Case Study on Public International/EU Law” as a part of the IES’s master-after-master LL.M. Programme in International and European Law (“PILC”). Harri’s course “EU and the Stakeholders of the Economy” in the Euromaster deals with environmental policies from the perspective of the internal market and interest representation. The cluster also jointly gave the course International Environmental Policy and Law for the VUB’s human ecology department (with Ernesto Roessing as coordinator). In addition, the cluster’s researchers guest-lectured in other training and teaching programmes at the IES and elsewhere. Cluster members made a large number of public appearances as keynote speakers, panellists and conference participants and appeared in Flemish,
Environment and Sustainable Development

national and international media. The cluster also played an active role in the VUB’s ‘We Are Paris’ action in the last quarter of the year.

PROJECTS

- VUB Strategic Research Programme “Evaluating Democratic Governance in Europe” (EDGE) jointly executed with the politics department of the faculty of economics and social sciences (with Claire Dupont as a postdoctoral researcher).
- Research project "Understanding the Changing Performance of the European Union in International Environmental and Climate Governance" funded by the Research Foundation – Flanders (FWO, 2012–2016) (with Lisanne Groen as PhD researcher) (supervisor: Sebastian Oberthür).
- Research project "Agreement for Climate Transformation 2015" (ACT 2015 – 2013–2016) conducted by an international consortium with funding by the European Commission (Sebastian Oberthür).
- Research project "Revising the National Renewables Policy Mix: The role of state aid and other key EU policies (REMIIX)" coordinated by CICERO Center for International Climate and Environmental Research – Oslo and funded by the Norwegian Research Council (Sebastian Oberthür and Tomas Wyns).
- Research Network on Regime Complexes and Fragmentation (REFRACT) (2015–2019) funded by the Research Foundation – Flanders (FWO) and coordinated by the University of Gent (Sebastian Oberthür).
- Research on European energy governance funded by the European Climate Foundation (ECF), Deutsches Institut für Wirtschaftsforschung (DIW), and Agora Energiewende (Tomas Wyns and Arianna Khatchadourian).
- The Cost Action ‘Innovations in Climate Governance’ (INOGOV), a network of excellence including researchers from 24 European countries (since 2014 – Claire Dupont).
- A number of smaller research projects, primarily related to international and European climate and energy policy (Tomas Wyns, Arianna Khatchadourian, Sebastian Oberthür).
- "EU-China Policy Dialogue Support Facility" aimed at supporting the European Commission through development of research papers and dialogue with Chinese experts on the 2015 Paris Agreement (Sebastian Oberthür and Tomas Wyns).
- Research support for Cambridge University’s Sustainability Leadership’s ministerial green growth group (Tomas Wyns).
- Collaboration with Yale University School of Forestry and Environmental Studies on circular economy (Harri Kalimo)
- Research Project "Production of fully synthetic paraffinic jet fuel from wood and other biomass" ("Aviation Biofuels") conducted by an international consortium with funding by the European Commission’s FP7 (2015–2019 with Harri Kalimo, Filip Sedefov, and Olof Søebech (with EEG)).
- Research project "eCoherence" with the University of Turku on the balancing of non-economic (i.e. environmental) values in EU economic law funded by the Academy of Finland (2013–2016, with Harri Kalimo, Filip Sedefov, Max S. Jansson, and Claire Dupont (with EEG)).
The Cluster's main focus is on immigration, integration and diversity politics in a multi-level European setting. The policy area is of utmost political importance to European societies and receives great attention in the media and public discourse. The researchers in the cluster focus on diverse topics such as immigrant integration and immigration and asylum policies, from the European to the local level, EU internal and external borders, freedom of movement, return migration and diasporas, Roma(ni) policies, anti-racism policies, intersectionality (the interrelationship between multiple forms of discrimination), gender equality and European and international criminal law. The cluster is engaged with the VUB coordinator on refugees, Koen van den Abeele, in his work advising the Rector on integrating qualified refugees into the university. It is also involved in the reflection process regarding the UK's referendum on EU membership.

PERSONNEL

The cluster operated under the joint leadership of Prof. Dr. Ilke Adam and Prof. Dr. Christof Roos. An additional senior researcher, Prof. Dr. Florian Trauner joined the cluster in October 2015 and helps with the cluster management. Richard Lewis (non-contractual Senior Research Fellow) provides advice from his background as a former public servant at the European Commission. The cluster included seven doctoral candidates: Neepa Acharya, Mathias Holvoet, Irene Wieczorek, Mathijs van Dijk (until March 2015), Auke Willems, Serena D’Agostino and Laura Westerveen (from September 2015) as well as associate researchers. Prof. Dr. Alison Woodward (VUB political science department, and IES senior associate researcher) is closely related to the cluster in terms of PhD supervision and general advice. The cluster includes several associate researchers: Dr. Medlir Mema (George Washington University Fulbright Scholar), Dr. Chantal Lacroix (University of Basel) and Dr. Svitlana Kobzar (Vesalius College and associate analyst at Rand Corporation). In 2015 the cluster also profited greatly from visiting researchers: Giacomo Orsini (University of Essex) and Seamus Montgomery (St. Hugh's College Oxford). In addition, Meghan Casey (University of Kent Brussels) and Christina Ishagolian (UCLA) supported the cluster as interns. With regard to the three lawyers, each spent time in 2015 as visiting scholars abroad. Auke Willems was at Columbia University in New York City during the academic year 2014-2015. Irene Wieczorek has been at the European University Institute in Florence from October 2015 and since September 2015 Mathias Holvoet has been at the Whitney R. Harris World Law Institute, Washington University in St. Louis.

PUBLICATIONS

Books: 1, Book chapters: 9
Articles with peer review: 7
Policy Briefs: 4
Research Reports: 5
All other publications aimed at the scientific community: 11

EVENTS

The cluster organised two policy fora: one on the management of the EU’s external borders in the Mediterranean. The second focused on the politicization of EU freedom of movement (see the events chapter for details). In addition, Mathias Holvoet organized the track 4 International Conference: The Global Challenge of Human Rights Integration–Towards a Users’ Perspective.

TEACHING

Prof. Dr. Ilke Adam and Prof. Dr. Christof Roos started teaching a course in the IES’ Master in European Integration. The course, ‘Diversity Politics in the European Union’, replaces the former ‘Cultures in Europe’ course and teaches EU and EU Member State responses to ethnic, religious, migratory and other diversities and EU involvement in policy making. It approaches diversity governance from an empirical, normative and political theory perspective. It combines comparative empirical case with theoretical insights on the role of institutions, ideas and interests in policy making. Prof. Dr. Alison E. Woodward continued to teach her course on civil society representation in the same Master Programme. Members of the cluster also taught at the VUB and IES Summer Schools and the IES study abroad program for students of Hendrix College and USC. Senior and junior members of the cluster promoted and co-supervised, respectively, master theses of students of the IES Master programmes (LL.M. and Euromaster) and the VUB Master in Political Science. Outside IES Ilke Adam teaches “Introduction to Political Science” (bilingual bachelor's degree in Politics) at the ULB. Florian Trauner teaches on immigration, asylum and border management in the EU at the College of Europe, Natolin Campus. Neepa Acharya is a member of the teaching team for several courses through the Stanford Center for Professional Development’s Certificate Program in Innovation & Entrepreneurship at Stanford University. Alison Woodward
taught Gender, Diversity and Politics in the VUB Department of Political Science. Giacomo Orsini co-lectured the postgraduate course ‘International Migrations in Europe’ with ex-commissioner Laszlo Andor, at the Institut d’Etudes Européennes (ULB). Mathias Holvoet and Auke Willems supervised the theses of LLM. students, as well as students at the Faculty of Law and Criminology.

**VISIBILITY**

Several research projects of the cluster gained major media visibility and were communicated in policy-making circles. This was particularly so for the project on the integration patterns of two important immigrant communities in Belgium: the Belgo-Turcs and the Belgo-Moroccans. The research results were extensively covered in all Belgian newspapers and through radio interviews by IES project coordinator Ilke Adam. A second externally funded research project of the cluster was extensively disseminated in Belgian ministerial cabinets, through a major event organised by the King Boudewijn Foundation and the Belgian Employers Federation (VBO-FEB) and through the publication of an IES policy brief. The cluster’s research themes ‘Migration and Diversity’ were extremely salient in 2015. This resulted in numerous media appearances in news outlets as diverse as all Belgian newspapers, Belgian public radio, the Wall Street Journal, Swedish Public Radio, Slovak public broadcasting, the Financial Times, Russian media (SLON), Israeli Television (I 24 news). All the members of the cluster have been involved in conference presentations and/or guest lectures in international and national venues including: the Council for European Studies Conference in Paris, the Dutch-Flemish Political Science Conference in Maastricht, the International Political Science Association (IPSA RC 14,28 & 50 conference) Conference in Edinburgh, the annual IMISCOE conference in Geneva, the biannual European Studies Association Conference (EUSA) in Boston, the annual conference of the University Association for Contemporary European Studies (UACES) in Bilbao, the 3rd “Equal is not Enough” conference in Antwerp, the annual Gypsy Lore Society Conference on Romani Studies in Chisinau.

**PROJECTS**

In 2015 Ilke Adam worked on two externally funded research projects and on a follow-up project to a research project which was finalized in 2014. A new research project, on the integration of post-colonial migrants in Belgium (together with UCL and ULB) was accepted for funding in December 2015. The research project is granted funding by the King Boudewijn Foundation. The study inquires into the integration patterns of two important immigrant communities in Belgium: the Belgo-Turcs and the Belgo-Moroccans, and does so by means of a quantitative survey followed by a qualitative research aspect. The second research project (which Adam co-promotes with Karen Celis (coordinator), Gily Coene, Eva Schandevyl and Alison Woodward) is entitled ‘Gendering Ethnicity and Ethnicizing Gender in Politics and Policy’. The research project was submitted under the RHEA banner, the VUB’s interdisciplinary research center for Gender and Diversity. It is funded by the VUB Strategic Research Programme ‘Groeiers’ (Starters). Sarah Bracke (postdoc) and Heleen Huysentruyt (PhD candidate) were engaged as researchers on the project. Christof Roos, together with Olof Soebech, further developed the VUB part of the EU FP 7 Project on “Source – Creation of a virtual centre of excellence for societal security”. In 2015, Mediawatch, an online tool reporting news items relevant to research in societal security was launched for public use (http://www.societalsecurity.net/media-watch).
Researchers belonging to the European Foreign and Security Policy (EFSP) cluster analyze the role of Europe as a global actor in the areas of foreign, security and defence policy. This includes the ongoing development of the EU's institutional architecture, its evolving conflict prevention and crisis management capabilities, as well as the EU's strategic engagement with its international partners.

PERSONNEL

In 2015 the EFSP team consisted of three research professors (Alexander Mattelaer and Luis Simon, and Joachim Koops) and four doctoral researchers (Daniel Fiott, Stephan Klose, Esther Marijnen, and Antonios Nestoras). In addition, the cluster was supported by seven associate researchers from within and beyond the IES-VUB: Joachim Koops, Joanna Kaminska, Isabelle Ioannides, Anna Stahl, Dominik Tolksdorf, Giulia Tercovich, and Gjovalin Macaj).

PUBLICATIONS

The cluster produced a number of quality publications in 2015. Alexander continued his research line on defence reform across the European continent. He was invited to join the Wise Pen team assisting the Belgian Minister of Defence Steven Vandeput with the production of a new Strategic Plan 2015-2030. In this capacity he authored an in-depth policy paper that outlined the key parameters of the future force structure. In addition Alexander produced two book chapters in international volumes, one dealing with the EU’s growing engagement in the Sahel region and one dealing with the silent function of the NATO alliance. Luis had four peer-reviewed articles, two book chapters, as well as a number of policy papers and commentary pieces. He also gave the keynote address at the annual EU-NATO meeting on capabilities.

In the summer Daniel Fiott and Joachim Koops co-edited a book on The Responsibility to Protect and the Third Pillar (Palgrave Macmillan), plus Daniel published a second edited work in the autumn entitled The Common Security and Defence Policy: National Perspectives (Egmont Institute/Academia Press). Daniel also published 2 peer-reviewed journal articles, 6 book chapters; 3 book reviews; 3 policy studies and think tank papers and 24 commentary pieces.

Esther finished her field research in the east of the Democratic Republic of the Congo, gave a number of media interviews and co-wrote an op-ed for the influential journal Foreign Affairs.

Stephan published an article on Europe’s role in East Asia in the peer-reviewed Asia-Europe Journal (together with Luis Simon) as well as an EG-MONT online commentary on the EU’s Japan Summit.

EVENTS

In 2015, the EFSP cluster organised four events, including a public lecture by Ambassador Alison Rose on ‘The UK and EU Reform’. Noteworthy event highlights include a Roundtable co-organised with the European Defense Agency and the Egmont Institute, entitled “Milestone or Maelstrom? European Defence and the 2015 Summit”, as well as an event co-organised with the EU-Asia Centre on the future of the EU-Japan relationship.

TEACHING AND EDUCATIONAL SERVICES

Cluster members remained active in terms of teaching and educational services. In 2015 EFSP researchers lectured on various courses at the European Security and Defence College and the summer programmes organised for students from Hendrix College and the University of Southern California. Under the leadership of Prof. Dr. Luis Simon, they contributed guest lectures to the IES-VUB EuroMaster course on EU Foreign Policy, and under that of Prof. Dr. Alexander Mattelaer they contributed guest lectures to the POLI Masters Course Major Issues in International Conflict. In addition to that, Alexander was appointed as course titular for teaching ‘Political Structures and Processes of the European Union’.
In terms of external lectures, EFSP members delivered a number of lectures at the Baltic Defence College, Bucharest National School of Political Studies, European Union Military Staff, the Institut des hautes études de défense nationale, Vesalius College, and Ghent University.

Besides teaching, EFSP members were involved in the supervision of a number of postgraduate and bachelor students at the IES and VUB.

PROJECTS

- Daniel Fiott dedicated most of his time and energy to his doctoral work on the European Defence Technological and Industrial Base (funded by the FWO).
- Stephan Klose presented an outline of his doctoral project on the EU’s relations with East Asia at his first IES Research Colloquium and further discussed his progress on the project’s research design and theoretical framework in his doctoral committee meeting. Moreover, Stephan presented his work at the ISA Annual Convention in New Orleans, USA as well as the UACES Annual Conference in Bilbao, Spain.
- Esther Marijnen finalised her field research in the east of the Democratic Republic of the Congo. She collected the last data from the field she needs to complete her PhD, which she plans to finish in 2016.
- Alexander Mattelaer remained highly active in the debate on international security and European diplomacy.
- Luis Simon continued his research on transatlantic relations and Asian security.
European Economic Governance (EEG)

The ‘European Economic Governance’ cluster conducts research and educational activities on issues related to European economic and democratic governance. The work covers public and private sector-related topics and combines on-line and off-line matters around three overlapping themes:

- Digital Single Market
- E-Governance
- Value Balancing

PERSONNEL

In 2015 the cluster consisted of ten researchers, nine associates and two visiting researchers. Harri Kalimo, a Senior Research Fellow, worked in 2015 on EU, US and international economic and environmental law and policy, as well as on the Digital Single Market and the implications of the EU economic crisis. Post-doctoral researcher Jamal Shahin’s activities principally focused on public service governance, eGovernment, public participation, and global governance of telecommunications. Marie Lamensch continued her post-doctoral research in the specific area of international and European taxation, while Trisha Meyer’s post-doctoral research focused on intellectual property rights and Internet governance. Max Salomon Jansson entered the fourth year of his PhD work on value balancing tests in international trade and public procurement law. Ferran Davesa continued his exploration of the impact of Internet-based participation activities on EU governance as a part of the EDGE Programme. Daniel Acquah is part of the eCoherence project, preparing a Joint PhD with Turku University on EU's IPR policy in developing country trade agreements. Ólöf Søebech continued her research on two European funded projects, SOURCE and Aviation Biofuels, and prepared internal and external projects. Klaudia Majcher started the second year of her PhD project on the interrelationships between EU competition and data protection law. Filip Sedefov started his PhD on international economic law and renewable energy policies in Spring 2015 as a part of the Aviation Biofuels project. Marta Ottanelli contributed to the cluster as a visiting researcher on competition law. EEG (Senior) Associates included David Anderson (BLP LLP), Dr. Julia Glidden (21c Consultancy), Dr. Karim Hamza (Cairo Governor Advisor), Dr. Assimakis Komninos (White & Case LLP), LL.M. alumnus Byron Maniatis (Jones Day), IES PhD Cem Tintin (SESRIC in Ankara, Turkey) and IES PhD and VUB professor Ben Van Rompuy. LL.M. professors Frank Hoffmeister, Ben Smulders and Stefaan Smis and EuroMaster professor Caroline Buts contribute to the EEG PhD supervision and research teams. The cluster had two diligent interns: Hendrix Programme student Bethany Cartwright and Viivi Järvi from Chicago University.

PUBLICATIONS

Books: 2
Full articles in scientific journal with international peer review: 5
Book chapters: 5
All other publications aimed at the scientific community: 1
Papers presented at conferences: 3
Commissioned research and policy work: 2

EVENTS

The European Economic Governance cluster (co-)organised a variety of recurring and ad hoc events in 2015, including events for the Jean Monnet Centre of Excellence such as the EUPERFORM Autumn 2015 Lecture Series. This series on EU’s external performance covered specific topics such as Trade, Climate and Internet Governance and more generic issues such as ‘the EU and Multilateralism’ and ‘Research Agendas in EU Performance’. The cluster also co-organised a Lecture series on the ‘European Digital Information Society’ in Winter 2015 with iMinds-SMIT, and set up four full-day research seminars under the eCoherence project on the notions of fragmentation, coherence, discourse analysis and value reconciliation, respectively. The two series of policy forums on competition law – “National Competition Law & Authorities” and “EU-China Competition Law and Policy” – continued. Other policy forums organised by the cluster were on ‘Fostering a culture of global participation in Internet governance’ (with Daniel Dardailler of GIPO’s Advisory Group) and ‘the Future of Fiscal Policy in the EU’ (with Amélie Barbier-Gauchard from University of Strasbourg).
TEACHING AND VISIBILITY

The EEG Cluster teaches actively at the IES and is widely networked. Marie Lamensch was appointed a Professor at the IES (International and European Taxation in the LLM, 2015-2016), at Vesalius College (Legal Principles and Theories) and at the Katholieke Universiteit Leuven (Principles of Taxation). She also gave Advanced VAT course at the Université Catholique de Louvain and became a lecturer in the International Tax Academy of the International Bureau of Fiscal Documentation (IBFD, Amsterdam). Trisha Meyer continued teaching at Vesalius College, provided tailored lectures for the IES’s EDU team and helped coordinate its Brussels Study Abroad program. Harri Kalimo continued as the Director of the LLM. and EuroMaster Programmes, and as the professor of the EuroMaster course ‘EU and the Stakeholders of the economy’ and LLM. course ‘Public International law’ (assisted by Filip Sedefov). He also continued to teach EU law in Tampere university, now as Adjunct professor. Jamal Shahin taught as Assistant Professor in European Studies (tenured, part-time) at University of Amsterdam, and was involved in the IES’s Summer School Programme. All EEG seniors act as thesis supervisors. Marie, Jamal and Harri were doctoral opponents, chairmen and/or members in a number of PhD committees/juries in Belgium and abroad. The cluster members actively participated in international academic conferences and at think tank and other policy-related events in Brussels and beyond. Jamal also closely supervises two external PhD students (Reneta Shipkova and Inan Izci), registered at the VUB.

PROJECTS

Several externally financed projects continued in 2015. FP7 Project ‘Aviation Biofuels’ kicked off; the EEG team focuses on the possibilities and limits of policy instruments in this field. The ‘eCoherence’ project between the IES and Turku University on the balancing of non-economic values in EU economic law entered its third year of funding from the Academy of Finland. The cluster was also a member of FP7 project ‘eGovPoliNet’, which closed in 2015. The cluster continued work on the horizontal research project ‘EUPERFORM’, which focuses on the role of the EU on internet governance. EUPERFORM also fuelled the IES’s Jean Monnet Autumn 2015 Lecture Series. For DG CONNECT in the European Commission, the IES coordinates the advisory group of GIPO, a project developing an online tool to monitor Internet-related policy, regulatory and technological developments across the world. GIPO runs until 2018. The EEG Cluster was, together with the ESD Cluster, successful with its proposal for the PARENT project under Innoviris in Brussels. This project brings together researchers from Norway, the Netherlands, Spain and Belgium to investigate the use of smart electricity meters in households.
In 2015 the composition of the EDU saw a few changes: while researchers Alexandra Mihai and Silviu Piros continued to work full time, postdoc researcher Magdalena Sapala left the IES in May 2015. Since January 2015, the EDU team’s capacity was enhanced by the addition of Laraine D’Antin, who started her work at the IES as Teaching and Learning Technologist.

In 2015, the EDU activities continued to develop along four main tracks:

1. **BLENDED LEARNING**

In 2015, the EDU consolidated its Postgraduate Certificate in European Policy-making (25 ECTS), bringing together the EU modules and the Summer School by using the Blended Learning method (see Postgraduate Programme in the chapter on Teaching above).

2. **TEACHING AND TRAINING**

In 2015, the EDU continued to develop and offer its various teaching programmes. In spring, the seventh edition of the Semester Abroad for the students from Hendrix College was organised, including the EU REDUX course, the EU modules, one course of their choice from Vesalius College, an internship and a final paper on a EU topic (see above under Teaching).

In July the EDU organised, together the Diplomatic Academy in Vienna and the University of Vienna, the 12th edition of the Summer School on European Policy (see above under Teaching).

On the training side, the EDU organised its signature intensive training "EU in Close-up" in March. Like in previous sessions, it brought together thirteen very motivated participants with a broad range of backgrounds and a keen professional interest in EU affairs. In order to better understand EU policy-making, participants were given the option to choose from two panels that went into more depth explaining two policy areas: EU Justice and Home Affairs and EU Foreign Policy.

The Educational Development Unit also trained in March a delegation from the Georgian Government, the Executive Agency for Agriculture. The training focused on the main aspects of the European Union’s institutional setup and decision-making process, as well as the functioning and main features of the internal market. The participants’ main interest was to get familiar with EU legislation as their task was working towards the approximation of Georgian legislation with the EU Acquis in view of the Deep and Comprehensive Free Trade Agreement (DCFTA).

In May the EDU organised a tailor-made training session for the European Association of Metals (Eurtometaux). The training offered a detailed overview of the functioning of the EU institutions and the EU decision-making process, with a focus on various methods and entry points for interest representation and policy influencing their specific sector.

3. **EXTERNAL PROJECTS**

3.1 **JEAN MONNET PROJECTS**

In 2015 the EDU was involved in a number of two EU endorsed projects through the Erasmus+ Jean Monnet funding stream. This year was the third and final for the Jean Monnet Chair ‘Springboard Brussels 2015’, delivering its series of lectures through the Hendrix study abroad Programme, the JM Chair Research Colloquium and the online life-long learning materials (via the ‘EU Foreign Affairs’ Podcast series and ‘Diplomacy in Action’ webinar series). The Jean Monnet Chair successfully ended in August 2015. Finally, the EDU continued in 2015 to oversee the activities of the IES Jean Monnet Centre of Excellence that includes the Postgraduate Certificate Programme and the Autumn Lecture Podcast Series ‘EUPERFORM’.

3.2 **INOTLES/ TEMPUS**

In 2015, the EDU continued its active involvement in the "Innovating Teaching and Learning European Studies" (INOTLES) project. In January 2015 the intensive teacher training Programme delivered throughout the second part of 2014 using a Blended Learning approach was concluded with a conference in Tbilisi, Georgia. In June, EDU researchers Alexandra and Silviu, together with Executive Director Anthony Antoine and IES President Bart De Schutter, attended the project mid-term conference in
Chisinau, Moldova. In September 2015, the EDU started running the Inter-University course on EU Institutions and Decision-making, gathering together five students and one tutor from each of the nine participating universities from Moldova, Ukraine, Georgia, UK, The Netherlands and Belgium. Throughout six months the students are working together on the IES e-learning platform on various tasks using, among others, some of the teaching and learning approaches addressed in the 2014 teacher training. The course will conclude with a three-day wrap-up session in Brussels in March 2016.

3.3. EUROENTREPRENEURSHIP

In 2015 the EDU continued the project in partnership with the National School for Political and Administrative Studies (NUSPA) in Bucharest. The 18 months project, called "Euro-Entrepreneurship – university qualifications for the Europeanization of the Romanian society", involves a series of training sessions for Romanian students and professors, to be carried out in Brussels. In spring 2015 the EDU delivered three one-week training sessions for 60 Romanian students, including lectures on the EU and study visits to the European institutions. In June, EDU researchers Alexandra Mihai and Silviu Piros and Executive Director Anthony Antoine returned to Bucharest to assess the first outcomes of the “Euroentrepreneurship” project. The meeting ensued in the broader context of the international conference on "Communication and entrepreneurship in the European context" organized on the premises of the university between 8 and 9 June, that brought together researchers and students interested in the EU communication-policy-entrepreneurship triangle. During this meeting, the partners agreed on the next steps to ensure the successful completion of the project. In October 2015, the last project meeting took place in Bucharest, including a roundtable with the participating students and professors that served as a very welcome occasion to evaluate the outcomes of the project and discuss possible ways to continue this endeavor through future cooperation opportunities.

4. RESEARCH ON INTEGRATING TECHNOLOGY IN TEACHING

In 2015 Alexandra continued her PhD research on the relation between technology and pedagogy in teaching political science, in close connection to her work within the EDU. She presented a paper on “Online Pedagogical Training on Active Learning in European Studies: A Trainer’s Perspective” at the UACES Annual Conference in Bilbao in September; the paper analyses the teacher training delivered by the EDU in 2014 in the context of the INOTLES project. At Online Educa Berlin in December, she organised an E-learning Educators Networking Session together with colleagues from Germany and the United States. Moreover, together with Silviu, she offered two workshops: one at the APSA Teaching and Learning Conference in Washington in January on how to organise and moderate webinars and another one, on e-learning curriculum development at the UACES conference in Bilbao. In December, Alexandra and Laraine organised and facilitated a two-day workshop on Blended Learning for Social Science professors at Humboldt University in Berlin.
Books


Articles in Scientific Journals with International Peer Review

ADAM, Ilke and TORREKENS, Corinne. 2015. Different Regional Approaches to Cultural Diversity. Interpreting the Belgian Cultural Diversity Paradox, Fédéralisme Régionalisme (on line only - open access journal), Vol. 15.


TOLKSDORF, Dominik. 2015. Russia, the U.S. and the EU and the Conflicts in the Wider Black Sea Region: The Potential for Multilateral Solutions in the Wake of the Ukraine Conflict, Global Affairs, DOI: 10.1080/23340460.2015.1080886.


Articles in Scientific Journals without peer review


Book Chapters


All Other Publications Aimed at the Scientific Community


Papers Presented at Conferences


ADAM, Ilke (with Dirk Jacobs). Bridging the Divide? The Europeanization of Belgian Migration Politics. paper presented at an international workshop organized by the University of Amsterdam ‘The Problematization of Family Migration Policies’, Amsterdam, 4-5 June 2015.


D'AGOSTINO, Serena. 2105. Romani Women Activism in Romania: the ‘Transformative Role’ of the EU?, paper presented at the UACES 45th Annual Conference (Bilbao, 7-9 September 2015) and the Gypsy Lore Society Conference on Romani Studies (Chisinau, 10-12 September 2015).


ROOS, Christof. 2015. Circumventing Deadlock through Venue-shopping: Why There is not only Talk in US Immigration Policies in Times of Economic Crisis, paper presented at Conference of the European Studies Association, Boston, 5-7 March 2015.


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TORREKENS, Corinne and ADAM, Ilke. 2015. Marokkaanse en Turkse Belgen: een (zelf-)portret van onze medeburgers, Brussels: King Baudouin Foundation.


Newspaper Op-eds and Online Commentary


FIOOTT, Daniel. 2015. Britain’s EU Referendum and European Defence, European Geostrategy, 10 May.


FIOOTT, Daniel. 2015. Europe’s Need to Invest in Defence Research and Innovation, European Geostrategy, 21 December.


FIOOTT, Daniel. 2015. Might Russia help keep the UK in the EU?, European Geostrategy, 3 March.

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FIOOTT, Daniel. 2015. The ‘Sneaky Male’ and the Future of Warfare, European Geostrategy, 1 November.

FIOOTT, Daniel. 2015. The Politics of Europe’s War Against Libya’s Migrant Smugglers, British Influence, 19 May.


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MATTELAER, Alexander. 2015. Militair ingrijpen is altijd een gok. Maar in Syrië is die wel héél groot, De Morgen, 12 September 2015.


OBERTHÜR, Sebastian. 2015. Al te lang hebben we veel te veel verwacht van de internationale klimaatconferenties, De Morgen (online), 1 December 2015.

OBERTHÜR, Sebastian & DUPONT, Claire. 2015. Paris climate conference: why the EU should redouble its efforts to reach full decarbonisation. LSE EUROPP.

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1. Esther Marijnen: Het Virungapark in Oost-Congo
   15 January 2015 in: VPRO buitenland

2. Alexander Mattelaer: Roepen we straks 'pang' in plaats van te schieten
   15 January 2015 in: De Morgen

3. Joachim Koops: Bezija terora draudu n - uzbekukuma risks joprojzm augsts
   21 January 2015 in: Latvijas Sabiedriskie mediji

4. Sebastian Oberthür: A climate agreement of sorts
   4 February 2015 in: Euro Correspondent

5. Alexander Mattelaer: Putin could attack Baltic states warns former Nato chief, 5 February 2015 in: The Telegraph

6. Alexander Mattelaer: De Wereld Vandaag
   5 February 2015 in: Radio Een

7. Alexander Mattelaer: How Strong Is NATO?
   17 February 2015 in: BBC World Service - The Inquiry


9. Alexander Mattelaer: Wijzen hervormen leger
   18 February 2015 in: De Morgen

10. Alexander Mattelaer: Stevenen we af op een Koude oorlog 2.0?
    20 February 2015 in: P Magazine

11. Daniel Fiott: Malta needs to play its security role to the fullest
    20 February 2015 in: Malta Today

12. Esther Marijnen: De stiltes en onzichtbaarheden in Virunga, the Movie
    21 February 2015 in: Mondiaal Nieuws

13. Alexander Mattelaer: "Defensie en industrie moeten hand in hand"
    26 February 2015 in: De Morgen


15. Daniel Fiott: The US energy pivot and Europe's oil dilemma
    2 March 2015 in: EU Observer

16. Esther Marijnen: Virunga’s White Savior Complex: How the Film Distorts the Politics and People of Congo
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17. Alexander Mattelaer: "Europa moet eigen leger hebben"
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18. Daniel Fiott: Judy Asks: Does the EU Need Its Own Army?
    11 March 2015 in: Judy Dempsey's Strategic Europe

19. Daniel Fiott: Holding Putin over a barrel
    18 March 2015 in: Eu Observer


22. Ilke Adam: Comment mieux intégrer les immigrés
    21 April 2015 in: Le Soir

23. Ilke Adam: Complexiteit nv België is geen nadeel voor arbeidsmigranten
    21 April 2015 in: De Standaard

24. Leo Van Hove: Dossier Geld
    12 May 2015 in: Humo

25. Daniel Fiott: Conservatives in the UK
    12 May 2015 in: Terzake, Canvas

    19 May 2015 in: De Morgen

27. Leo Van Hove: Belgen gebruiken steeds meer cash
    19 May 2015 in: De Tijd
28. Leo Van Hove: Belgen betalen steeds vaker cash
19 May 2015 in: VTM

29. Leo Van Hove: Méér cash in omloop, niet minder
19 May 2015 in: Kanaal Z

30. Ilke Adam: Marokkaanse Belgen raken
gedemoraliseerd door discriminatie
19 May 2015 in: HLN

31. Ilke Adam: Pour les Belges musulmans, la pratique
religieuse devient une affaire privée
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32. Ilke Adam: "Onderzoek maakt brandhout van
clichés migranten", 19 May 2015 in: De Morgen

33. Ilke Adam: L'Actu du jour : Qui sont les Belgo-
Marocains et les Belgo-Turcs?
19 May 2015 in: RTBF

34. Ilke Adam: Les Belgo-Marocains nés en Belgique
se sentent moins intégrés à la société
19 May 2015 in: Le Soir

35. Ilke Adam: Marokkaanse Belgen raken
gedemoraliseerd door discriminatie
19 May 2015 in: De Standaard

36. Ilke Adam: La chercheuse: "un début de
sécularisation", 20 May 2015 in: La Libre

37. Ilke Adam: Belgo-Turcs et Marocains: intégrés?
20 May 2015 in: L'Avenir

38. Ilke Adam: Marokkanen en Turkse Belgen boeren
almaar beter, 20 May 2015 in: De Standaard

39. Ilke Adam: Marokkanen en Turken Dichten de Kloof
20 May 2015 in: Het Nieuwsblad

40. Ilke Adam: Le portrait des Belgo-Marocains/Turcs
à rebours des clichés
21 May 2015 in: Le Soir

41. Leo Van Hove: Cash is te goedkoop
22 May 2015 in: De Morgen

42. Silviu Piros: Mesager din 19 iunie 2015
19 June 2015 in: Teleradio Moldova

43. Institute for European Studies: EU officials seek
to tap carbon market cash for foreign aid-sources
7 July 2015 in: Carbon Pulse

44. Alexander Mattelaer: De psyche van Alexis Tsipras
doorgrond, 16 July 2015 in: De Morgen

45. Alexander Mattelaer: Ieder voor zich in Europa
23 July 2015 in: De Redactie

46. Esther Marijnen: In eastern Congo, a gorilla reserve
tries to rise above its troubled region
2 August 2015 in: The Christian Science Monitor

47. Alexander Mattelaer: F-22 fighter jet deployment
to Europe packs military punch
25 August 2015 in: Deutsche Welle (DW)

48. Ilke Adam: Brusselse islamscholen overrompeld
met inschrijvingen, 29 August 2015 in: De Tijd

49. Christof Roos: Europe and the refugee crisis.
Australia cannot be a model
5 September 2015 in: Slon

50. Alexander Mattelaer: "Niet overhaast in oorlog
storten", 11 September 2015 in: VTM Nieuws

51. Alexander Mattelaer: Is het mogelijk om IS militair
te verslaan?
11 September 2015 in: VRT Journaal

52. Alexander Mattelaer: De Wereld Vandaag
11 September 2015 in: Radio Een

53. Alexander Mattelaer: Militair ingrijpen is altijd een
gok. Maar in Syrië is die wel héél groot
12 September 2015 in: De Morgen
54. Joachim Koops: Problem Europy
13 September 2015 in: Polish national TV (TVP 1)

55. Christof Roos: Race to Reach an Asylum Deal
22 September 2015 in: Handelsblatt


57. Ilke Adam: CQFD: Après l’accueil des réfugiés aujourd’hui, quelle intégration demain?, 30 September 2015 in: RTBF

58. Karel De Gucht: Straks mogen westerse vrouwen in bikini het zwembad niet meer in omdat zij moslims kwetsen
3 October 2015 in: Het Laatste Nieuws

59. Alexander Mattelaer: Oorlogsspelletjes in de Baltische staten
4 October 2015 in: Het Belang Van Limburg

60. Daniel Fiott: Europe Considers Giving a Harder Edge to Its Soft Power
16 October 2015 in: The Wall Street Journal

61. Karel De Gucht: Karel De Gucht over het gebrek aan realiteitszin in Guy Verhofstadts ‘De ziekte van Europa’
20 October 2015 in: De Morgen

62. Sebastian Oberthür: Radio 1 18h News
23 October 2015 in: Radio Een

63. Sebastian Oberthür: Combined climate pledges of 146 nations fall short of 2 °C target
30 October 2015 in: NATURE (International weekly journal of science)

64. Karel De Gucht: Karel De Gucht over TTIP
7 November 2015 in: Gopress

65. Alexander Mattelaer: Wat doen NAVO­pijpleidingen in de Belgische bodem?
9 November 2015 in: De Redactie

66. Sebastian Oberthuer: Explainer: The legal form of the Paris climate agreement
13 November 2015 in: Climate Brief Ltd.

67. Karel De Gucht: Een kat op een heet zinken dak
14 November 2015 in: Gopress

68. Florian Trauner: Flucht in den Ausnahmezustand: Europa am Limit?
17 November 2015 in: Hessischer Rundfunk/hr2-Kultur

69. Richard Lewis: After Paris, Europe Faces Renewed Test of Character
18 November 2015 in: Global Observatory

70. Joachim Koops: How Belgium Became A Breeding Ground For Terror
18 November 2015 in: Huffington Post

71. Alexander Mattelaer: Aanslagen Parijs: ‘Frankrijk verkiest EU-antwoord boven NAVO’
18 November 2015 in: Mondiaal Nieuws

72. Leo Van Hove: Interview in Hautekiet, Radio 1, over ‘instant payments’
24 November 2015 in: Hautekiet, Radio 1

73. Alexander Mattelaer: Een anorectische rechtsstaat overleeft niet lang
24 November 2015 in: De Standaard


75. Tomas Wyns: De klimaatverandering zou de pijler van ieder beleid moeten zijn, 25 November 2015 in: Knack

76. Tomas Wyns: Groeilanden doen een technologisch haasje-over
25 November 2015 in: De Standaard

77. Daniel Fiott: French Guns Trump German Growth in Terror-Struck Europe
26 November 2015 in: Bloomberg Business

78. Ferran Davesa: Elecciones en España: cómo se elige al futuro presidente
19 December 2015 in: infobae

79. Sebastian Oberthür: Wat zijn de knelpunten tijdens onderhandelingen op klimaattop?,
11 December 2015 in: VRT Nieuws

80. Ilke Adam: Paris Attacks Reveal Tangles in Belgium’s Convoluted System of Government,
27 November 2015 in: The Wall Street Journal
Media Appearances in 2015

Malta needs to play its security role to the fullest
Malta does not need to surrender its neutrality to play a part in a common European security organisation, even if any role played by the humanitarian rather than military.

Karel De Gucht over het gebrek aan heldhaftigheid in Guy Verhofstads’ De ziekte van Europa
“De ziekte van Europa is een honderdste deel van wat EEC/zuidelijk-Nederlandse diplomatie is.”

Een anorectische rechtsstaat overleeft niet lang
30 NOVEMBER 2015: Alexander Moulhan, president van de rechter van Oranje Staat van de Kamer in voorzitterspost

Commerciele middelen in stand te houden, het is de defensie, justitie en veiligheidsdiensten nodig. Als (steenwijkse) die dienten structureel aansluiten, wat zegt dat het even de waarde die we rechts aan de enheid staat, vraagt Alexander Moulhan.
IES Policy Briefs, launched in 2012, are timely, concise and policy-relevant. They are geared towards policy-makers and other interested public. They are available to download on our website. Hard copies are provided at IES events and on request. We also distribute Policy Briefs to our networks including the relevant Committees of the Flemish Parliament.

1. The Schengen Governance Package – another missed opportunity? by Markéta Novotná

The Schengen Area of free movement is considered to be one of the most substantial and, in the eyes of many, most successful achievements of European integration. In 2014, the ‘Schengen Governance Package’, which alters the rules of the Schengen co-operation, came into force. It is a response to conflict among Member States in maintaining the common zone of freedom of movement. This Policy Brief aims to analyse how this package was developed and to assess whether it represents a suitable response to the conflict and difficulties within the Schengen agreement. The Brief argues that the Governance Package only touches on one part of the problem, namely border controls, whereas it does not deal with solidarity and burden-sharing and hence represents another missed opportunity to improve cooperation in the Schengen Area.
2. **Immigrant labour market participation in Belgium – high time to mainstream**  
by Ilke Adam & Mathijs Van Dijk

The gap in labour market participation between natives and people with an immigrant background is significant in Belgium, one of the largest in the OECD. In this Policy Brief, we present research that investigated one of the possible causes of this poor performance, and we propose three main policy recommendations. The research project studied whether Belgium’s complex federal state structure, and the subsequent division of responsibilities and lack of intergovernmental cooperation helps to explain this poor performance. The study concluded that governance complexity does not appear to be a main cause for Belgium’s poor results. However, more policy coordination would improve policy efficiency.

3. **The EU Blue Card – is there a need for a more comprehensive approach?**  
by Martina Belmonte

This Policy Brief reviews the implementation of the EU Blue Card (BC) Directive in Member States and offers some suggestions on how to improve its potential. Firstly, it traces back the origin of the current partitioned approach in labour migration and the objectives that an EU labour migration policy should achieve according to the Commission. Secondly, it reports on the content of the directive and its implementation in Member States. Thirdly, there is an analysis of the weaknesses of the directive in terms of numbers of BCs issued and harmonization achieved. Finally, recommendations are put forward on how to improve EU labour migration policy.

4. **How to reconcile the EU border paradox? The concurrence of refugee reception and deterrence**  
by Christof Roos & Giacomo Orsini

The refugee crisis that unfolded in Europe in the summer of 2015 questions the effectiveness of European border and refugee policies. The breakdown of the Dublin and Schengen rules due to chaotic situations at the borders in the Balkans marks a critical juncture for the EU. We consider this breakdown as a consequence of a long-lasting co-operation crisis among EU Member States. The most recent Council decision responds to this co-operation crisis (Council Decision 12098/15). This Policy Brief analyses EU policy and politics and argues that plans for refugee relocation and reception centres as well as the use of qualified majority voting in the Council can unfold a dynamic that helps to solve the co-operation crisis. However, underlying the problems of co-operation and effectiveness is the EU’s border paradox: while EU border policy works towards refugee deterrence, EU asylum policy aims at refugee protection. The EU’s approach in regulating borders and asylum can be understood in terms of ‘organised hypocrisy’ (Brunsson, 1993). Reconciling the paradox calls for overcoming such hypocrisy.
Guest Speakers at IES 2015

ANTÓNIO FERREIRA GOMES
President of the Portuguese Competition Authority

PIERRE VIMONT
Senior Associate Fellow, Carnegie Europe

JYRKI KATAINEN
Vice-President of the European Commission

ALISON ROSE
British Ambassador to Belgium

PETER V. KEMSEKE
Cabinet Sefcovic

LÁSZLÓ ANDOR
Commissioner for Employment, Social Affairs and Inclusion, Barroso II Commission
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Chinese FDI in Europe’s energy sector: Blessing or threat?
21 April - Alexandra Koutoglou, Duncan Freeman

At the 16th EU-China Summit held in November 2013 both sides announced the launch of negotiations of a comprehensive EU-China Investment Agreement, which has the goal of providing for progressive liberalisation of investment, the elimination of restrictions and a level playing field for investors in each other’s market. Investment from China in the EU remains relatively small, but the energy sector accounts for a significant share. China scaled more than 200 cross-border M&A deals or joint ventures in the EU. The energy sector is of particular importance in this regard, as almost one third of Chinese investments in Europe went to this sector.

The Future of Fiscal Policy in the EU: the Multi-level Governance of Public Finance
24 April - Amèlie Barbier-Gauchard

The policy forum focused on finding the answer to the following question: Does the European Union need closer fiscal integration, and in particular a stronger fiscal centre, to become more resilient to economic shocks? In contrast to what we experience in many countries worldwide, and also in EU countries, the practice of devolving responsibilities from the subnational to the central level is much less common.

Which perspectives for a future fiscal union in Europe?, What is the role of centralized fiscal policies in federations, and hence the size, features and functions of the central budget?, What institutional arrangements are used to coordinate fiscal policy between the federal and subnational levels?, What are the links between federal and subnational debt, and how have subnational financing crises been handled, when they occurred?

Shaping a European common law of competition – The Portuguese perspective
27 May - António Ferreira Gomes

The IES had the pleasure to welcome President of the Portuguese Competition Authority António Ferreira Gomes on 27 May 2015. This was the third session of the Policy Forum on "National Competition Law & Authorities".

Controlling the Edges of Europe. EU External Border Surveillance: Intersections between the Private and the Public
28 May - David Cronin, Chris Henny, Hans Graux, Theodore Braid

This Policy Forum focused on the next questions: What are the stakes that define the increasing investments in border controls?, What are implications on accountability with the multiplication of security actors and the intersection of public and private interests? This policy forum was organised by Giacomo Orsini, visiting researcher at the Institute for European Studies and Richa Kumar, PhD student at University of Kent, Brussels School of International Studies.

Decision Making in Antitrust in Brussels and Beijing
3 June - Harri Kalimo, Angela Huyue Zhang, Chris Bryant, Torben Toft

The Institute for European Studies was pleased to welcome a distinguished and diverse panel of speakers who discussed these topics from their differing vantage points in academia and the public and private sector.
IES Public Events in 2015: POLICY FORA

China's New Silk Road: Good or bad for Europe's green economy?
4 June - Xiang Yu, Michael Grabicki, Thomas Puls

This Policy Forum addressed what the impact of the New Silk Road in the EU: What is the current state of the New Silk Road project?, Does the New Silk Road project merely entail transport systems, or is it a more encompassing concept?, What are the economic, political, security and environmental risks? ,What sustainability issues does the construction of such a large project entail?, Would its construction be positive or negative for Europe's concept of a green economy?, What impact does the project have in the EU and on its policy goals?

Politicization of EU freedom of movement. Does EU mobility promote socio-political integration
2 December - Helga de Valk, Claire Damilano, László Andor

This Policy Forum discussed how free movement in the EU has become contested. The expected 'Mobility Package' of the Commission is supposed to address Member States concerns with freedom of movement and adds to the topicality of the issue. The Policy Forum brought policy makers, civil society, and academics together in order to discuss the challenges that lie ahead for freedom of movement in Europe.
IES Public Events in 2015: LECTURE SERIES

SMIT/IES Lecture Series on the European Digital Information Society

The SMIT/IES Lecture Series on the European Digital Information Society is a prestigious series of compact two hour conferences on the European Digital Information Society. Their purpose is to enhance understanding of topical debates about the dynamics of the European Digital Information Society through prestigious lectures or round tables of experts, both followed by discussions with the public.

Autumn Lecture Series (EUPERFORM) Opening lecture: Developing a research agenda
20 October - Ramses A. Wessel

The European Union has increasingly become an international and global actor in many if not most policy areas (including agriculture, communication, fisheries, health, human rights, environment, trade, etc.) Based either on formal EC/EU membership or on coordination of the positions of individual EU member states, the EU has been one of the major players in multilateral institutions, thereby supporting multilateralism and international cooperation in general. This lecture series explored the notion of performance in international institutions, and then examined the performance of the EU in a range of international institutions.

Autumn Lecture Series (EUPERFORM) Performance and multilateral organisations
10 November - Jonas Jonsson, Stephan Marquardt, Dirk Verbeken

Since publication of the EU’s Security Strategy in 2003, ‘effective multilateralism’ has been one of the key ambitions of the European Union’s external activities. This roundtable addressed some key questions about the EU’s role in multilateral institutions, focusing on legal and diplomatic positions, and discussing the role of the EU in multilateral economic organisations. Specifically, the panel addressed the following questions: What are the specific challenges that the EU faces in acting in multilateral institutions? How does it work to improve the output (not necessarily just efficiency) of the multilateral organisations in which it works?

Autumn Lecture Series (EUPERFORM): The EU and Internet Governance
17 November - Roxana Radu, Maciej Tomaszewski

In this highly complex and diverse environment, this lecture sought to untangle the EU’s actions, and suggests that EU performance is potentially maximised when the EU’s institutions focus on their role as a ‘platform’ for consolidating debates on internet governance. Questions addressed included: What are the key current debates in internet governance at the moment? Does the EU add specific value to global debates on internet governance? Can we talk about the EU being more effective (or a better performer) than individual member states?
The EU is generally seen as a strong advocate of free trade and multilateralism, yet in the run-up to the 10th Ministerial Conference of the WTO in Nairobi (15.-18.12.), the Doha Round remains stalled. The EGA links the trade agenda to the challenges that the EU is facing in maintaining its vanguard role on the parallel, environmental agenda. One may wonder how the EU seeks to combine its leadership roles in trade and environment in the merged agenda of the EGA negotiations. Will such a combination prove successful — or rather detrimental — when assessed against EU’s actions in the two policy fields of separately?
IES Webinar on International and European Law  
by Harri Kalimo and Filip Sedefov

On 6 of February 2015 the IES held its first webinar where Prof. Dr. Harri Kalimo, and Alumnus Filip Sedefov spoke with prospective students about what it is like to study at the IES. Further Q&A webinars on the LL.M. Programme were held on 23 and 25 February and the events proved to be very noteworthy; future webinars are being planned due to this success.

Temple Asylum Workshop

On 11 March, 23 students from the various disciplines at the VUB participated in the simulation workshop held at the IES. The Temple Asylum game was organized by Dr. Christof Roos and Ólöf Søebech as a part of the FP7 funded SOURCE project on societal security that the institute is a part of. This half-day workshop focused on creating a feasible scenario for solving a complex problem: to re-establish security while not sacrificing the societal values of equality and religious freedom.

“After the workshop I feel more aware of the social security topics. Now I realize a bit more how much can be difficult and challenging to find a trade-off amongst all the different stakeholders involved in such important matters. I feel very satisfied about the time spent trying to solve the case and I would do that again!”

EU post 2020 climate and energy governance

This one day workshop took place on 19 November and brought researchers, stakeholders and policy-makers together to present and discuss the latest research insights and ideas on post 2020 EU climate and energy policies.

IES Conferences held externally

Prospects for EU–Japan Relations  
at the Yoshihide Soeya of Keio University in Tokyo  
IES Prof. Dr. Luis Simon, and EEAS Japan Division head Julian Wilson

On 4 March, IES Prof. Dr. Luis Simon organised a conference at the Yoshihide Soeya of Keio University in Tokyo. Background of the EU–Japan relations conference was that Japanese Foreign Minister Kishida and the EU’s High Representative Mogherini had recently had a productive meeting in Brussels. The EU and Japan are indeed seeking to conclude their political/security and free trade negotiations this year.

Roundtable:  
Milestone or Maelstrom? European Defence and the 2015 Summit  
at the European Defence Agency

Given the Ukraine crisis, Russia’s resurgence and the burning crises in the South there has never been a more opportune time to discuss European defence. Drawing on a collection of thirty-four thought-provoking essays that were published in May by the Egmont - Royal Institute for International Relations, European Geostrategy and the Institute for European Studies, a roundtable was held on Wednesday 15 July 2015 (15:00-18:00) to discuss the summit conclusions and to critically analyse the way forward. The event was organised by the Institute for European Studies, Egmont Institute and European Geostrategy and the European Defence Agency kindly hosted the roundtable.
On 12 January 2015 IES-VUB researcher, Justyna Pozarowska, publicly defended her PhD dissertation entitled: “Governance through institutional complexes – towards a post-Nagoya institutional equilibrium in the international management of genetic resources”. Justyna’s work was supervised by Prof. Dr. Sebastian Oberthür as part of an FWO-funded project. The jury consisted of Prof. Dr. Jamal Shahin (Chair of the jury), Prof. Dr. Harri Kalimo (co-supervisor), Prof. Dr. Gustaaf Geeraerts (second co-supervisor), Prof. Dr. Amandine Orsini, and Prof. Dr. Kristin Rosendal. Building on the case of genetic resources in her thesis, Justyna depicts a process of international institutional interactions leading to the emergence of the institutional complex that has been investigated in terms of its structure, internal process and evolution over time.
IES Public Events in 2015: OTHER EVENTS

3rd Korea–EU Youth Forum
22–24 June

In cooperation with Yonsei University, the Korean Ministry of Education and the National Research Foundation, the Institute for European Studies hosted the 3rd Korea–EU Youth Forum between 22 and 24 June 2015. The forum brought together European and Korean students to discuss and foster cooperation between the EU and the Republic of Korea as well as future partnerships.

Academic Year opening: Inaugural lecture by Jyrki Katainen
22 September – Jyrki Katainen

The 2015–2016 academic year at IES started with special flair. IES had the great pleasure of hosting the Vice-President of the European Commission, Mr. Jyrki Katainen, to deliver the inaugural lecture for the Institute’s two post-graduate programmes, the M.Sc in European Integration (“EuroMaster”) and the LL.M. in International and European Law (“PILC”).

Fostering a culture of global participation in Internet Governance
24 September – Daniel Dardailler, Trisha Meyer

W3C is an international community where Member organizations, a full-time staff, and the public work together to develop Web standards. Led by Web inventor Tim Berners-Lee and CEO Jeffrey Jaffe, W3C is a long time architect and advocate of open Web standards used for free by all. W3C also has a strong experience in multi-stakeholder dialogue, as its work is mostly done in public and is always reviewed by the public by design.

European climate leadership and COP21: Assessing EU relations with China and India
9 November – Diarmuid Torney, Peter Wehrheim, Andrei Marcu

The contours of global climate politics are shifting. Negotiations in the run-up to December’s Paris climate conference have been characterized by an unusual alignment of players. In this Policy Forum, three speakers reflected on the role of the EU, China, and India in global climate negotiations, in particular on the EU’s relations with and outreach to China and India.

The EU and Climate Change
15 December – Olaf-Gamal Deussen, Sebastian Oberthür

This lecture provided an early opportunity to assess the outcomes of the Paris Conference (most notably, the Paris Agreement) and the role of the EU in the run up to, as well as at the Conference. Part of the lecture focused on the EU’s climate diplomacy efforts, explaining how the European External Action Service has played a role in raising awareness and encouraging action amongst partners in and outside the EU. Key questions asked at the event included: Has the EU’s role in engaging with third countries on the issue of climate change been successful? Both prior to, and during the Paris Conference? What role has the EU taken in climate diplomacy? What does the Paris Agreement mean for the future of EU climate diplomacy?

Guest Lecture: The UK and EU Reform
16 December – Ambassador Alison Rose

The relationship between the United Kingdom and European Union has always been a complex one. Prime Minister David Cameron’s recent proposals for EU reform and his promise to hold a referendum on the UK’s continued membership of the Union raise many questions, such as whether this requires changing the European treaties. This lecture also constituted the closing session of the course “Political Structures and Processes of the European Union” for VUB political science students.
IES Public Events in 2015: VeCo LECTURE SERIES

Vesalius College, in cooperation with the Global Governance Institute, the Institute for European Studies and the Belgian Royal Military Academy, held a European Peace and Security Lecture Series in Fall 2015. The format for the EPSS lectures was a 40 minute lecture with a 30 minute Q&A session, followed by a light, informal reception.

<table>
<thead>
<tr>
<th>Date</th>
<th>Title</th>
<th>Speaker</th>
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<tr>
<td>Monday 21 September,</td>
<td>'Whither EU-US Relations?'</td>
<td>Fernando Andresen Guimarães, European External Action Service (EEAS)</td>
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<td>18.00 – 20.00</td>
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<td>Wednesday 23 September,</td>
<td>'The IMF in the World Economy'</td>
<td>Jeffrey Franks, Director and Senior Resident Representative to the EU,</td>
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<td>18.00 – 20.00</td>
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<td>IMF Europe Office in Paris &amp; Brussels</td>
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<td>Monday 12 October,</td>
<td>'Consolidating Peace in Africa'</td>
<td>Ejeviome Eloho Otobo, Non-Resident Senior Expert in Peacebuilding &amp; Global Economic Policy,</td>
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<td>18.00 – 20.00</td>
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<td>Global Governance Institute</td>
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<tr>
<td>Wednesday 21 October,</td>
<td>'Facing the Challenges of Global Poverty and Underdevelopment:</td>
<td>Guggi Laryea, (Vesalius Alumnus), European Civil Society and European Parliament Relations</td>
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<td>18.00 – 20.00</td>
<td>The Role of the World Bank'</td>
<td>Advisor, External and Corporate Relations, World Bank</td>
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<td>Thursday 29 October,</td>
<td>'North Africa 5 Years after the Arab Spring'</td>
<td>Riccardo Fabiani, Senior Analyst, Eurasia Group</td>
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<td>Tuesday 10 November,</td>
<td>'The Unexpected Conflict: Russia-EU-Ukraine Triangle’</td>
<td>Vsevolod Samokhvalov, Research Associate, Cambridge Central Asia Forum</td>
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<td>Friday 27 – Sunday 29 November</td>
<td>'The Art of Peace',</td>
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<td>A Three-Day Intensive Workshop with the Founder of Peace Studies, Prof.</td>
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<td>Johan Galtung</td>
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The IES Research Colloquium is coordinated by the IES Academic Director and usually meets twice per month (currently: first and third Tuesday of the month, 15h).
It serves as a forum to present and discuss IES research projects and to address selected scientific issues of general interest (methodological approaches, etc.).

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<tr>
<th>Date</th>
<th>Title</th>
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| 13 January | The EU and East Asia: Towards a pragmatist analytical framework for studying the EU's behaviour in international affairs  
Stephan Klose |  |
| 27 January | The Implementation of Gender and Security Policies                                              
Melissa Guinan |  |
| 10 February| Belonging to the West? Geography, geopolitical concepts and discourse in modern Greek geostrategy  
Antonios Nestoras |  |
| 24 February| Foresight Methodology                                                                           
Alun Rhydderch |  |
| 10 March   | The nexus between transnational nature conservation and statehood formation in conflict-ridden areas: a conceptual framework  
Esther Marijn |  |
| 24 March   | Measuring and explaining EU effectiveness in the international climate change and biodiversity negotiations over time  
Lisanne Groen |  |
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<th>Date</th>
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<td>28 April</td>
<td>The impact of Austerity on European Environmental Policy</td>
<td>Paul Tobin</td>
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<td>12 May</td>
<td>The intersection of competition law and data protection in the EU</td>
<td>Klaudia Majcher</td>
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<td>26 May</td>
<td>When ethnicity meets gender and class: does the EU contribute to</td>
<td>Serena D’Agostino</td>
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<td>empower Roma women in Central and Eastern European Member States?</td>
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<td>9 June</td>
<td>The environmental regulation of Marine Renewables in the EU maritime</td>
<td>Carlos Soria Rodriguez</td>
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<td>29 September</td>
<td>Discussion of a case concerning the establishment of REDD+ ACTIONS</td>
<td>Ernesto Roessing Neto</td>
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<td>13 October</td>
<td>The European Union’s ‘Participatory Turn’. Which approach for youth?</td>
<td>Ferran Davesa</td>
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<td>27 October</td>
<td>Promoting sustainable bioenergy in the European Union</td>
<td>Filip Sedefov</td>
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<td>10 November</td>
<td>The stakeholder and the decision maker: one and the same? Challenges for democratic governance in managing the internet</td>
<td>Trisha Meyer</td>
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<td>8 December</td>
<td>Liberal Intergovernmentalism and the EU's &quot;Defence Package&quot;</td>
<td>Daniel Fiott</td>
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<tr>
<td>15 December</td>
<td>Internalizing Externalities and Tests in Economic Law: Efficiency, Democracy and Coherence</td>
<td>Max Salomon Jansson</td>
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</table>
Academic Services

Antonios Nestoras

Ferran Davesa

Lisanne Groen

Filip Sedefov

Klaudia Majcher

Stephan Klose
Structure and Management

Although the institutional structure of the Institute has remained the same over the past year, part of its protagonists changed. 2015 indeed marks a few changes in management. After almost 15 years in office, founding President Prof. Dr. Em. Bart De Schutter passed the baton to former European Commissioner Karel De Gucht to further lead the Institute’s highest governing authority. On 21 September Karel De Gucht officially took office as the new President of the Institute. He is most widely known for his former role as EU Commissioner for Trade, but also held office as EU Commissioner for Development Aid, Minister of Foreign Affairs and Vice Prime Minister. Karel De Gucht takes over from Prof. Dr. Em. Bart De Schutter, former VUB Rector, who was the President since the Institute’s inception in 2001. Prof. De Schutter stays on at the Institute as Senior Advisor.

As the term of a few Board members expired, the start of the new academic year also marked the entry of a few new Board members, and the departure of a few others. Bart De Schutter, Kris Deschouwer, Erik Franckx and Michel Praet left the Board while the Institute welcomed Ms. Caroline Gennez, Prof. Dr. Jean Claude Burgelman and Amb. Mark Vanheukelen, and its new president Prof. Karel De Gucht. Following the emeritus status of Prof. Dr. Alison Woodward, Prof. Dr. Jonathan Holslag replaced her as representative of the ES Faculty in the Executive Board.

At the same time, academic management of the Institute also changed. After having served nearly 10 years as Academic Director, Prof. Dr. Sebastian Oberthür asked to be relieved of his management functions so that he could concentrate fully on his research and on the many externally funded projects he is leading. The Board granted an initial sabbatical to Prof. Dr. Oberthür of one year, and subsequently launched a vacancy for a new Academic Director. It selected a new candidate at the end of 2015. Prof. Dr. Christian Kaunert, currently a Jean Monnet professor at the University of Dundee, will start his mandate in September 2016. Meanwhile, IES Assistant Director Alexander Mattelaer replaced the Academic Director and ensured that the Institute’s academic work continued.

The management structures of the Institute remained unchanged:

a. The IES Board

The IES Board is responsible for approving the general strategy, the policy plan, the budget, and the annual report. The Board also decides on the research strategy and on the appointment of senior staff, including teaching staff and professorships (ZAP). It is the highest management authority of the Institute.
In particular, and without prejudice to any other of its responsibilities, the Board is competent to define the general guidelines and to approve the general regulations of the IES, to define and approve the policy plan, to define, approve and if necessary adapt the budget, the annual accounts and the annual report, to establish staff training, to appoint directors and senior research fellows, and to take framework decisions in relation to postgraduate educational initiatives. Following the adoption of the Service Level Agreements between the IES and the faculties in 2010 (renewed in 2015), the Institute is also competent to decide on matters of teaching (i.e. in the Advanced Master programmes that previously resided in the faculties).

As the university structures changed at the beginning of the academic year 2015/2016, the role of the IES Board is currently under examination. Although the university values the functional autonomy of the Institute, its renewed governing structures currently no longer leave room for the independent management of the Institute as has been the case over the past 15 years. Irrespective of this discussion, which will be held in the course of 2016, the IES statutes will need amending, especially in the referencing to the wider legal framework.

b. The IES Executive Board

The Executive Board is in particular responsible for treatment of proposals from the Academic Director, formulating proposals for the appointment, promotion and, if applicable, renewal of appointments of members of staff, approval of research awards, appointment of researchers, defining the duties of the junior researchers and considering proposals concerning educational matters (including changes to Programme curricula).

As the Board of the IES is responsible for the overall strategy, and - since 2012 - for the appointment of ZAP mandates, the role of the Executive Board has been diminishing over the past years. A structural change in 2016 is therefore imminent.

c. Daily management

Daily management is the responsibility of the Academic and Executive Directors and in accordance with the President of the Institute. Since 2012, they are assisted by an Assistant Director. As the Academic Director Sebastian Oberthür resigned from his managerial duties at the beginning of 2015, daily management has been carried out since then by the Executive Director Anthony Antoine and the Assistant Director Alexander Mattelaer (who was appointed Acting Academic Director by the IES Board).

d. Operational Clusters

Research management at the IES is primarily done through thematic clusters with a certain degree of managerial capacity. Members of each cluster meet at least monthly, and their findings / suggestions / activity reports are communicated in overall staff meetings, which take place once per month. These research clusters are led by senior research fellows and postdoctoral researchers. All members of the academic staff belong to one or more clusters through which they report or organise their activities. Senior researchers meet once per month in a postdoc meeting to discuss academic and organisational issues, and to coordinate activities. Since 2012, the Institute counts four research clusters, i.e. (1) European Foreign Security Policy, (2) Environment and Sustainable Development, (3) Migration, Diversity and Justice, and (4) European Economic Governance, as well as one Educational Development Unit.

e. Strategic Away Days

As in previous years, the IES organised strategic ‘away days’ - two-day strategy meetings amongst management and postdoctoral researchers, and representatives of all staff. The outcome of the strategic away days serves as a basis for further decision-making. In 2015 these strategy meetings served as a basis for the development of a new five-year planning.

f. Governance Reform

The appointment of a new Academic Director has temporarily halted the governance review process, which was scheduled to take place in 2015. Adaptations to the current governance structures will not be carried out before mid-2016.
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<th>Members of the IES Board</th>
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<td>Secretary of both Boards:</td>
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<td>Anthony Antoine, Executive Director</td>
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| Secretary of both Boards: |
| Anthony Antoine, Executive Director |
Gender and Diversity

Initiated in 2013, the creation of an IES gender and diversity awareness policy and its implementation was regarded as ‘best practice’ by the VUB as its aims have gone beyond the work of all institutions and departments at the University, including the Gender Action Plan launched by the VUB in February 2014. The IES Diversity and Gender Task Force (DIVGEN) has attempted to address issues of gender and diversity on multiple levels, ranging from streamlining a policy of equal opportunity in all external events and hiring practices, instituting a mission statement relating to gender and diversity for the IES’s strategic plans, and managing access to information and internal support through the hiring of a confidence counselor and organizing trainings and research surveys for the IES team. Through the monumental efforts made by the DIVGEN Task Force, the Institute’s management, internal and external practices have improved, and gender and diversity have become part and parcel of the fabric of IES community-building.

The task force itself did not meet in 2015, but IES management saw to it that its recommendations of previous years were implemented in hiring procedures, safeguarding equal opportunity employment on the basis of gender and diversity. Both Drs. Alison Woodward and Ilke Adam of the IES Migration, Diversity and Justice Cluster are active participants in the RHEA Center of Expertise on Gender, Diversity, and Intersectionality. Together, they have worked towards planning joint projects and research and media coverage related to diversity issues and challenges of gender bias at the institutional level across Flemish universities and within the VUB.

The IES confidence counselor, Ms. Anne Sterckx, reported no incidents over the past year.

Overall, the Institute employs 40 women and 36 men, but there is a difference between the categories of personnel:
6,000 followers on Twitter • 4,500 likes on Facebook • 36,085 views on YouTube
120 online videos
Outreach

The IES communicates with the outside world by targeting Brussels-based public and policy-makers, academics and researchers interested in the EU, as well as potential students (both students and professionals) for its various educational programmes.

New websites

The IES launched a brand new website for its LL.M. Programme in 2015 - www.LL.Minbrussels.eu. This new site features a very modern design to appeal to potential students. It showcases the strengths of the Programme and really highlights the Programme’s location in Brussels. The other MA programme (EuroMaster) also will launch its own website at the start of 2016.

Newsletter

The monthly newsletter continues to be sent every first Wednesday of the month to the IES mailing lists. The main list has over 4,000 recipients and will continue to grow.

Social Media

The IES continues to grow its social media presence. The most important is its twitter handle (@IES_Brussels) which had over 6000 followers at the end of 2015. This account mainly tweets research-related news. Its followers are mostly academics, researchers, policy-makers, students and think tanks. IES also has an ever-stronger presence on Facebook. At the end of 2015, the main IES Facebook page had over 4300 followers. Furthermore, the additional Facebook pages for the individual educational programmes (LL.M. & EuroMaster) continue to grow and enable targeted messages to specific audiences. In addition, to these outlets, IES is also present on LinkedIn and Google+. We now have over 120 videos on youtube.

Targeted Email

The IES keeps in touch by sending attractive html emails to its mailing lists. We have targeted mailing lists per different research interests and per topic. Regular updates are sent regarding our publications, policy briefs, events and educational and training opportunities.
Academic Collaboration

EDUCATION Collaboration

- The Institute continued to develop its structural collaboration with the University of Vienna and the Diplomatic Academy of Vienna to co-organise the joint Summer School on European Policy-Making. Its Academic Board met twice in 2015: once via Skype in the spring, and once physically in Vienna during the Summer School. It discussed further enhancing the quality of the Summer School and looked at how the collaboration could be further enhanced. The Academic Board consists of Assistant Director Prof. Dr. Alexander Mattelaer, Summer School coordinator Alexandra Mihai and Executive Director Anthony Antoine for the IES, Prof. Dr. Erich Schweighofer and Prof. Dr. Patrick Müller for the Universität Wien, and Amb. Dr. Hans Winkler and Amb. Dr. Gerhard Sailler for the Diplomatische Akademie Wien, assisted by Ms. Domenica Hofmann.

- As in previous years, Prof. Dr. Luis Simón and IES Executive Director Anthony Antoine visited the University of Southern California (USC). Between 15 – 18 November 2015 they organised an info session for the students and had several fruitful meetings with the Director of the School for International relations during which they discussed amendments to the existing Memorandum of Understanding between the VUB and USC.

- In 2015 the Education Development Unit of the IES continued a project in partnership with the National School for Political and Administrative Studies (SNSPA) in Bucharest. The 18-months project, called "Euro Entrepreneurship – university qualifications for the Europeanization of the Romanian society", involves a series of training sessions for Romanian students and professors, to be carried out in Brussels.

- Throughout the year, the IES researchers continued giving guest lectures at several universities in Belgium and abroad.

  - Members of the Migration, Diversity, and Justice cluster have given guest lectures at the Université de Liège et the Université Libre de Bruxelles that offer a ‘Certificat Inter-Universitaire Migrations et Diversité Ethnique et Relations Interculturelle’; the Inter-University Master in Gender and Diversity, a collaborative initiative of KULeuven, University of Gent, University of Antwerp, Vrije Universiteit Brussel and University of Hasselt, the Université Libre de Bruxelles, the Law and Criminology faculty VUB, and at the Centre for Migration and Intercultural Studies (CeMIS) of the University of Antwerp.

  - Researchers from the Environment and Sustainable Development cluster have given guest lectures at Kent University in Brussels. Sebastian Oberthür and Lisanne Groen also taught a course on the role of the EU in the world (political science) at the Université Libre de Bruxelles (ULB). Sebastian also taught a guest lecture at College of Europe in Bruges on the ‘EU’s Role in Global Climate...
Change Policy’ and Tomas Wyns was a guest speaker at the KAHO Sint Lieven Ghent on ‘International, EU, and Belgian climate policy’.

Jamal Shahin of the European Economic Governance cluster is Assistant Professor at the University of Amsterdam in the Faculty of Humanities (European Studies). Jamal coordinates and lectures the core courses on the MA programmes ‘Governing Europe’ and ‘European Policy’. Additionally, he coordinates the Minor Programme in ‘European Political Integration’ in the BA European Studies Programme, and lectures in the final year BA course ‘The Contemporary European Union’. Harri Kalimo is a lecturer for the course on ‘EU Law’ at the University of Tampere, School of Management and Administration. Marie Lamensch is a Professor at Université Catholique de Louvain (Brussels campus) for the course ‘Advanced tax law’, Professor at KULeuven for the course ‘Principles of taxation’, and lecturer at the International Tax Academy of the International Bureau of Fiscal Documentation (IBFD). Trisha Meyer is the Academic Coordinator of the IES Brussels Study Abroad Program, in partnership with Hendrix College (USA). Trisha Meyer, Assistant Professor at Vesalius College (Belgium), teaches courses on Mass Communication Theories and European Communication Policies. The EEG cluster also co-organised a Lecture series on the ‘European Digital Information Society’ with iMinds-SMIT in Winter 2015.

In December 2015, Alexandra Mihai and Laraine D’Antin from the Educational Development Unit organised and facilitated a two-day workshop on Blended Learning for Social Science professors at Humboldt University in Berlin. The EDU also organised, together the Diplomatic Academy in Vienna and the University of Vienna, the 12th edition of the Summer School on European Policy-making.

The European Foreign and Security Policy cluster has continued to organise a Summer School in European Foreign Policy for the University of Southern California.

RESEARCH Collaboration

Publications co-authorship and collaborations in edited volumes

Also in 2015, the IES researchers established new contacts which resulted in a list of co-authored publications and collaboration in edited volumes with following universities: Université Libre de Bruxelles, University of Edinburgh, Brock Université (Canada), Université Pompeu Fabra, Southern Cross University (Australia), University of Münster, University of Southern Denmark (Odense), University of Bamberg, University of Mainz, Humboldt University Berlin, Bielefeld University, OECD (Paris), University of Texas (Austin), University of Warszawa, University of Vienna, Science Po Paris, Queen Mary University of London.

Institutionalised Networks and Project Consortia

Institutionalised Networks

• The ‘Research Network on Regime Complexes and Fragmentation (RE-FRACT)’, which kicked off in 2015 and will run until 2019 is funded by the Research Foundation – Flanders (FWO) and is coordinated by the University of Gent, including University of Antwerp, University of Saint Louis, University of Laval, University of Melbourne.

• IES was also part of the ‘EU Think Tank Platform Paris 2015 (TT2015)’. A group of leading think tanks collaborated and published a joint paper in the preparation of the Paris 2015 Climate Top. TT2015 was collaboration between the IES, the Brussels-based Centre for European Policy Studies (CEPS), Third Generation Environmentalism (E3G) in the UK, the German Institute for International and Security Affairs (SWP), the Polish Institute of International Affairs (PISM), and the Institute for Sustainable Development and International Relations (IDDRI) in France.

• Cost Action ‘Innovations in Climate Governance (INOGOV)’, a network of excellence including researchers from 27 European countries, coordinated by University of East Anglia, including partners from Flanders (KU Leuven, Universiteit Antwerpen) and internationally (such as VU Amsterdam, Sciences Po Bordeaux, Universität Heidelberg, Trinity College Dublin).
Jamal Shahin is engaged in a network of researchers working on EU external relations and IR theories, comprising of researchers from across the EU, but primarily coordinated by Jamal and Robert Kissack of the Institut Barcelona d’Estudis Internacionals (IBEI).

The Migration, Diversity and Justice cluster of the IES is involved in the following networks: EUSA (European Studies Association), CES (Council for European Studies), UACES (Academic Association for Contemporary European Studies), AAA (American Anthropological Association), BAEF (Belgian American Education Foundation), EANRS (European Academic Network for Romani Studies). High Level Working Group on Diaspora for the Global Knowledge Partnership on Migration and Development (KNOMAD), organized by the World Bank and Migration Policy Institute. Within Flanders, the MDJ cluster has regular contact with the Flemish administration (inburgering en integratie), collaboration with researchers of Universiteit Antwerpen, KULeuven (PhD Committees), Ghent University, CeMIS at the University of Antwerp, CADES at KU Leuven.

Project Consortia

Since 2014, the IES involved in the project ‘Virtual Centre of Excellence for Research Support and Coordination on Societal Security (SOURCE)’. The consortium consists of 12 partners, including the Peace Research Institute Oslo (PRIO), Totalforsvarets Forskningsinstitut, Centre for Irish and European Security Limited (CIES), Fraunhofer-Gesellschaft zur Förderung der Angewandten Forschung, Nederlandse Organisatie voor Toegepast Natuurwetenschappelijk Onderzoek (TNO), Centre for European Policy Studies (CEPS), Verein für Rechts- und Kriminalsoziologie, King’s College London (KCL), European Organsiation for Security (EOS), Fundacion tecnalia research & innovation, and Fondation national des Sciences politiques (Sciences Po).

The research project ‘Revising the National Renewables Policy Mix: The role of state aid and other key EU policies (REMIx)’ is coordinated by CICERO Center for International Climate and Environmental Research in Oslo and funded by the Norwegian Research Council. Other partners include the University of Stockholm, the University of Oslo, Fridtjof Nansen Institute, University of East Anglia, Freie Universität Berlin, THEMA Consulting Group, and several other energy agencies.

The BFSJ project (‘Production of Fully Synthetic Paraffinic Jet Fuel from Wood and Other Biomass’) is funded by DG Research (FP7) of the European Commission and is coordinated by Swedish Biofuels. The EEG cluster’s task is to analyse the possibilities and limits of innovative policy instruments and their interactions with international economic law. Other consortium members include Lufthansa, Abengoa, Skyenergy, E4Tech, SCA Energy, and Remeki Keskus.

The EEG cluster is also involved in a DG CONNECT Tender on the ‘Technical development of the online platform on the Global Internet Policy Observatory (GIPO)’. EEG task is to set up and manage the Secretariat of the Advisory Group, consisting of 12 experts in internet governance issues from all
over the world. PAU Education, situated in Spain is the team leader of the consortium, which also includes CTIC Foundation and Open Evidence, both also located in Spain.

- IES was also part of ‘Agreement for Climate Transformation 2015 (ACT 2015)’ conducted by an international consortium led by the World Resources Institute (WRI, Washington, DC). Other partners included: Ateneo School of Government in The Philippines, Third Generation Environmentalism (E3G), Ecofys, Energeia, the New Climate Institute, PBL Netherlands Environmental Assessment Agency, and Tsinghua University.

- Together with Adelphi Consult GmbH and the Overseas Development Institute, the IES was involved in a project ‘Climate Diplomacy Narratives’, which aimed at contributing to the creation of the necessary political momentum for global climate action and towards a global climate agreement in 2015.

- The IES also has close ties with the University of Turku. Within the EEG cluster, two researchers are conducting a Joint PhD project with the University. Max S. Jansson is working on his PhD project in Law, ‘Reconciling values in economic and non-economic law’, and Daniel Acquah is doing a joint PhD project in Law on ‘IPRs and development in EU’s international agreements’. Harri Kalimo, who is Adjunct Professor at the University of Turku is conducting research on ‘Corporate Environmental Decision-making and Media and Innovation’ (Turku School of Economics) and ‘EU economic and environmental law’. Further, eCoherence is a research project in collaboration with the same university and deals with the reconciliation of non-economic values in EU economic law.

- Harri Kalimo is cooperating with Reid Lifset of the Yale University, School of Forestry and Environmental Studies on research projects covering ‘Extended Producer Responsibility’ and ‘Circular economy’.

- Together with the Université Libre de Bruxelles (ULB), the MDJ cluster is involved in a study for the Koning Boudewijn Stichting on the Belgian-Moroccan and Belgian-Turkish community.

- For the preparation of a H2020 call, the MDJ cluster worked closely with the Koninklijke Nederlandse Academiën van Wetenschappen (NIDI).

- In 2015 the EDU was involved in a number of two EU endorsed projects through the Erasmus+ Jean Monnet funding stream. This year was the third and final for the Jean Monnet Chair ‘Springboard Brussels 2015’, delivering its series of lectures through the Hendrix study abroad Programme, the JM Chair Research Colloquium and the online life-long learning materials (via the ‘EU Foreign Affairs’ Podcast series and ‘Diplomacy in Action’ webinar series). The Jean Monnet Chair successfully ended in August 2015. Finally, the EDU continued in 2015 to oversee the activities of the IES Jean Monnet Centre of Excellence that includes the Postgraduate Certificate Programme and the Autumn Lecture Podcast Series ‘EUPERFORM’. 
• In 2015, the EDU continued its active involvement in the "Innovating Teaching and Learning European Studies" (INOTLES) project. In September 2015, the EDU started running the Inter-University course on EU Institutions and Decision-making, gathering together five students and one tutor from each of the nine participating universities from Moldova, Ukraine, Georgia, UK, The Netherlands and Belgium. The project is led by the University of Maastricht.

• Jamal Shahin has coordinated the Jean Monnet Module in EU external relations from 2013-2015 at the University of Amsterdam.

PhD juries & other committees

Several IES Postdoc researchers are also member of PhD juries, e.g. for PhD students affiliated to the Université Libre de Bruxelles, UCLouvain, University of Turin, Université Pompeu Fabra, and the University of Ghent. Sebastian Oberthür was a member of the audit committee of the Quality Assurance Netherlands Universities (QANU) to re-assess several European Studies programmes at Maastricht University.

Individual Research partnerships

Apart from the research networks and consortia, the IES researchers are also engaged with other institutes and organisations on a more individual basis with int.al.: the European Climate Foundation (ECF), Deutsches Institut für Wirtschaftsforschung (DIW), Agora Energiewende, Ecologic, IDDRI, Climate Strategies, the Ecologic Institute, ICON Institute Private Sector GmbH, UNEP/CMS, the Universities of Lund and Stockholm, Stockholm Environment Institute, the University of Bamberg, the University of Saint Louis, the University of Tampere, the IMT Institute for Advanced Studies Lucca, the University of Maastricht, Institute for International Affairs in Rome, and Cambridge University.
Personnel Management

As indicated in the chapter on ‘Organisation and Structure’, the IES Board is responsible for appointing all Senior Research Fellows, all ZAP and management positions, whilst the IES Executive Board is responsible for the appointment of (junior) researchers. Appointments of administrative staff are undertaken by daily management.

The IES launched two calls for projects in the course of 2015. Consequently, two new researchers, Laura Iozelli and Laura Westerveen, started as PhD researchers at the Institute.

Following the approval of the new Service Level Agreement between the IES and the Faculty Economic and Social Sciences and Management School Solvay, a new senior professor, Florian Trauner, was recruited to strengthen European policy research at the university as a whole, and at the IES in particular. The SLA foresees that Dr. Trauner will devote up to 70% of his time to IES research and academic tasks.

A few people also left the Institute:

Dr. Justyna Pozarowska, who finalised her PhD at the beginning of 2015, left the Institute to work as General Counsellor in the Procurement Office of the Polish Government.

Prof. Dr. Magdalena Sapala, who worked in the IES Education Development Unit, left the Institute in March to take up a job at the European Parliament.

With these personnel changes, the total number of people directly paid by the IES amounted to 36,2 full-time equivalents (as opposed to 35,75 FTE last year). The total number of IES staff, including those not paid directly by the IES (e.g. the President and one Senior Research Fellow, and all VUB-paid teaching and support staff) amounted to 76.

An additional 30 people were associated with the Institute (as either senior associate fellow or visiting fellow), while a total of 8 different students helped with administrative and basic research tasks in 2015.
Overview of personnel at the IES

**MANAGEMENT**
President Bart de Schutter (until September 2015) n/a
President Karel De Gucht (since October 2015) n/a
Academic Director Sebastian Oberthür (until May 2015)
Acting Academic Director Alexander Mattelaer 50%
Executive Director Anthony Antoine 100%

**SENIOR RESEARCH STAFF**
Ilke Adam 100%
Peter Burgess 20%
Claire Dupont 100%
Harri Kalimo 100%
Marie Lamensch 60%
Richard Lewis n/a
Alexander Mattelaer 50%
Trisha Meyer 60%
Sebastian Oberthür 100%
Christof Roos 100%
Luis Simon 90%
Jamal Shahin 60%
Florian Trauner (since October 2015) 70%

**EDUCATION DEVELOPMENT UNIT**
Alexandra Mihai 100%
Silviu Piros 100%
Magdalena Sapala (until March 2015) 80%

**JUNIOR RESEARCHERS**
Environment & Sustainable Development
Lisanne Groen 100%
Tran Van Tuy n/a
Ernesto Roessing Neto n/a
Carlos Soria Rodriguez 100%
Laura Iozzelli (since September 2015) 100%

**European Foreign and Security Policy**
Daniel Fiott n/a
Esther Marijnen 100%
Stephan Klose 100%
Antonios Nestoras n/a

**European Economic Governance**
Ferran Davesa 100%
Max Jansson 100%
Filip Sedefov

**Migration, Diversity & Justice**
Mathijs van Dijk (until March 2015) 100%
Serena D'Agostino 100%
Neepa Acharya n/a
Matthias Holvoet n/a
Auke Willemsn n/a
Laura Westerveen (since September 2015) 100%

**Project Researchers**
Tomas Wyns 100%
Olof Soebech 100%

**SECRETARIAT**
Management Assistant & Projects Jacintha Liem 100%
Finance & HR Manager Anne Sterckx 90%
Communication & Marketing Marie Tuley 100%
Events & Communication Anamaria Bacsin 100%
EuroMaster & Education Lynn Tytgat 100%
LL.M. Secretariat Marleen Van Impe 80%
IT Klaas Chielens 100%
General Secretariat Hilde Vanderheyden 80%
Learning Technologist Laraine D'Antin 100%
DIRECTLY EMPLOYED TEACHING STAFF

LL.M. in International and European Law
Dirk Arts 5%
Youri Devuyst 10%
Ricardo Gosalbo Bono 5%
Frank Hoffmeister 10%
Harri Kalimo n/a
Marie Lamensch 10%
Bernd Martenczuk 10%
Arnaud Nuyts 10%
Sebastian Oberthür 10%
Ben Smulders 10%
Servatius van Thiel 10%

MSc European Integration & Development
Manuela Alfe 10%
Youri Devuyst 10%
Doris Hildebrand 10%
Harri Kalimo 10%
Andrea Mairate 10%
Irina Tanasescu 10%
Ilke Adam & Christof Roos 10%

VUB-PAID TEACHING STAFF

LL.M. in International & European Law
Paul de Hert 10%
Serge Gutwirth 10%
Stefaan Smis 10%
Tony Joris 25%

MSc European Integration & Development
Caroline Buts 10%
Leo van Hove 10%
Alison Woodward 10%
Luis Simon 10%
Quality Assurance

Government audit

In light of the renewal of the government agreement, the Flemish Agency for Higher Education organised the five-yearly audit of the Institute on 23 April 2015. The audit assesses all operations of the Institute, and as such is the ultimate quality control instrument of the IES.

One of the instruments of the audit committee was a self-evaluation report, which was prepared by IES staff prior to the committee visit in March 2015. Preparatory meetings in January and February resulted in responses to the pre-formulated questions sent by the committee at the beginning of the year, and in the drafting of an overview document that described the accomplishments of the Institute over the past five years and its ambitions and aspirations for the future.

On the actual day of the audit, the Committee scrutinised the Institute’s performance over the past 5 years through the benchmarks that were set in the Strategic Plan 2011-2015, but also identified recommendations for the 5 upcoming years. The committee consisted of chair Prof. Dr. ir. S. Manigart (Vlerick Business School & Universiteit Gent), Prof. Dr. Jan Orbie (UGent), Dr. N. Randeraad (University of Maastricht) and Prof. Dr. L.W. Gormley (University of Groningen), who served as secretary.

The procedure consisted of interviews with academic and administrative staff members, Board and Executive Board members, as well as a comprehensive review of academic output, the educational programmes and trainings, and the services provided. The day of the audit was concluded by positive feedback and a preliminary expression by the Committee to give a positive recommendation to the Minister. In the evaluation report that was released in November, the Committee not only identified recommendations, but re-confirmed that the IES fulfilled its obligations as an academic institute and that it would recommend the Ministry to continue to provide financial support. Further negotiations with the Ministry resulted in the approval of a new government agreement that secures the functioning of the Institute for a further five years.

Other Quality Enhancing Measures

Management applies quality control measures ex ante as well as ex post. In attracting academic personnel, the IES applies the highest standards. Likewise in its financial management, the IES implements both internal and external control; equally in its services, the IES delivers the best possible services and tries to improve them through feedback from its clients.
Quality Assurance

Quality of Services: for all relevant major activities organised at the IES, an evaluation form is distributed to participants to assess the quality of the rendered services. After each major event/activity, management and organising staff jointly assess the strengths and weaknesses of the outcomes in order to identify potential for improvement.

Quality of Personnel: all personnel are hired through a quality control procedure, which, as a general rule, begins after the publication of an external vacancy. These vacancies are published internationally through relevant Internet sources, specialized email distribution lists, newspapers and/or journals. The files of candidates are scrutinised by (external) evaluators, with top-ranked individuals invited for an interview with management, senior IES researchers and experts in the field, as appropriate. In the case of recruitment for teaching staff, the incumbents are also subject to a guest/test lecture that is assessed by both colleagues and students. Teaching staff is further assessed by the senate of university before a final appointment is made. Candidates for professorship (ZAP) also follow VUB scrutiny. This was the case for the selection of the new Academic Director, a position that consists partly of ZAP and partly of a WPP mandate. Candidates were recruited through an international call, and selected by an ad hoc selection committee, consisting of full professors and external members, and chaired by the incoming IES President.

PhD students are attracted through international calls for projects. In 2015, the IES launched two of these calls: one in the field of Migration, Diversity and Justice and on in the field of Environment and Sustainable Development. All attracted a large number of candidates, which were scrutinized by a diverse team of scholars. After interviews with the most promising candidates by the cluster coordinators and a team of scholars and staff, two PhD researchers were appointed by the IES Executive Board and awarded a scholarship for a maximum duration of four years.

A vacancy for the appointment of a new full time professor in in European politics was launched by the Faculty ES in the course of 2015. After scrutiny, Prof. Dr. Florian Trauner was selected and according to the renewed Service Level Agreements with the Faculty ES will serve for 70% at the IES, hereby strengthening the Migration, Diversity and Justice cluster.

The quality of personnel is further monitored through periodical evaluations. PhD researchers are to meet their promoter and supervisory committee at least twice per year, while all other academic personnel is assessed on a yearly basis, using standard benchmark sheets. Within the secretariat, IES personnel are evaluated twice per year through an internal assessment procedure, using standard evaluation forms. In 2015, two such evaluations took place (one in February, one in September). In addition, in the fall of 2015, an overall VUB evaluation of all administrative staff was conducted by the university HR department. The 6-monthly IES evaluations serve as benchmarking for the upcoming six months.

Administrative personnel is also supported in the development of personal or work-related skills. In the framework of lifelong learning, a modest budget foresees in the support for individual or collective training sessions. A collective session on presentation skills was organised at the beginning of 2015, which was open to researchers and other staff. A session on media training was cancelled due to illness of the trainer and will be retaken in the course of 2016.

Quality of Finances: The financial officer is supervised by the Executive Director, who in turn reports to the Board of the IES. An external auditor annually controls the overall finances. Following a decision of university at the end of 2014, this auditor is the same auditor as for university at large (currently BDO Auditors).

Quality of Education: Teaching staff are attracted through international vacancies, subject to external scrutiny, interviews and test lectures. Students annually assess the quality of the teacher/course through feedback forms. Both the Dean, the Academic Director as well as the Programme Director of the respective Master Programme oversees the follow-up of Programme questions relating to teaching, learning and the overall learning objectives of both modules and programmes. The IES Executive Board further refined the Education and Exam regulations, based on the overall university rules on this theme.

Quality of Students: Students in the Advanced Master programmes, the Postgraduate programmes and in the IES Summer School are carefully
selected, based on their study background and results, their command of English, their suitability and motivation, as well as providing two recommendation letters from current or former professors.

Quality of Research: PhD and senior researchers are appointed after a thorough selection procedure involving an international call for applications, including external scrutiny and interviews (see above). Research progress of PhD students is monitored continuously by the promoter, the doctoral committee (twice per year), the responsible senior IES researcher, and the Academic Director in accordance with the IES PhD Guidelines (incorporated in the Guidelines for Academic Staff). In the process of this quality control, junior researchers present a state of the art of their findings at least once per year at a research colloquium (held biweekly). Postdoctoral IES researchers are monitored by the Academic Director and IES Management in the context of establishing and reviewing ‘benchmarks’.

Quality of Management: In order to periodically review and enhance the skills and portfolio of management, several training sessions are annually organised for IES management and senior academic staff. In the course of 2015, the Institute organised two such sessions, i.e. one on presentation skills and one on media training (the latter was unfortunately cancelled and will be retake in 2016). Executive Director Anthony Antoine and Teaching coordinator Lynn Tytgat graduated successfully from the Executive Master Course on Management at the Solvay Business School of the Université Libre de Bruxelles.
Financial Report

The IES was able to continue the positive impetus it started a few years ago. Through its investments in quality personnel and through attributing ZAP status to most of the senior academic staff, the Institute has been able to ensure an impressive output. It has also acquired ± € 1.000 000 external resources (of which ± 900,000 project-related and ± 100,000 collected through registration fees for conferences or training sessions). Through the rent of teaching and research space and through the part-time placing of IES personnel in other university departments, the Institute obtained additional resources that allowed for a break-even result at the end of 2015.

The IES thus equals the total revenue of 2014, despite a decline in student numbers. It also managed to keep expenditure under control, despite a reduction in the government subsidy and a reduced VUB contribution.

The Budget, however, predicted a loss of ± 150.000. Some exceptional circumstances – mainly related to staff costs – shortened this loss to ± 5.300:

- New tax rules have reduced the cost of personnel. This has resulted in a positive effect on our accounts;
- The absence of the replacement of the Academic Director allowed to save on labor costs for senior researchers; the new Academic Director has indeed been appointed but may start, owing to commitments with his previous employer, only in September 2016);
<table>
<thead>
<tr>
<th>Income</th>
<th>2015 Budget</th>
<th>2015 Accounts</th>
</tr>
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<tbody>
<tr>
<td>1 Government grant</td>
<td>€ 1,927,000</td>
<td>€ 1,927,000</td>
</tr>
<tr>
<td>2 VUB grant</td>
<td>€ 182,880</td>
<td>€ 156,506</td>
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<tr>
<td>3 Externally financed projects</td>
<td>€ 911,750</td>
<td>€ 861,825</td>
</tr>
<tr>
<td>4 Scholarships</td>
<td>€ 15,000</td>
<td>€ 16,484</td>
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<tr>
<td>5 Tuition fees PILC and EUROMASTER</td>
<td>€ 233,244</td>
<td>€ 244,109</td>
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<tr>
<td>6 Conference fees</td>
<td>€ 77,700</td>
<td>€ 92,805</td>
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<td>7 Interest</td>
<td>€ 38,000</td>
<td>€ 33,420</td>
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<td>9 Misc</td>
<td>€ 117,000</td>
<td>€ 153,618</td>
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<td><strong>Equipment</strong></td>
<td>€ 247,124</td>
<td>€ 237,315</td>
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<td><strong>Running Costs</strong></td>
<td>€ 1,036,160</td>
<td>€ 1,032,755</td>
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<td><strong>Personnel</strong></td>
<td>€ 2,417,324</td>
<td>€ 2,285,099</td>
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<td>1 Administrative Personnel</td>
<td>€ 653,134</td>
<td>€ 663,173</td>
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<tr>
<td>2 Senior Academic Personnel</td>
<td>€ 837,745</td>
<td>€ 791,261</td>
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<td>3 Researchers and Doctoral Students</td>
<td>€ 830,751</td>
<td>€ 730,260</td>
</tr>
<tr>
<td>5 Pension Fund</td>
<td>€ 55,694</td>
<td>€ 71,386</td>
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<tr>
<td><strong>Provisions and Funds</strong></td>
<td>€ (56,000)</td>
<td>€ (33,971)</td>
</tr>
<tr>
<td>1 Research Enhancement Fund</td>
<td>€ 50,000</td>
<td>€ 50,000</td>
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<tr>
<td>1 Use of the Res. Enh. Fund</td>
<td>€ (106,000)</td>
<td>€ (63,071)</td>
</tr>
<tr>
<td>2 Use of the Relocation Fund</td>
<td>€ -</td>
<td>€ -</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td></td>
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<tr>
<td>1 Total Income</td>
<td>€ 3,502,574</td>
<td>€ 3,515,785</td>
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<tr>
<td>2 Total Expenditure</td>
<td>€ 3,700,608</td>
<td>€ 3,556,169</td>
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<tr>
<td>3 Total Provisions</td>
<td>€ (56,000)</td>
<td>€ (33,972)</td>
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<td><strong>Year Total</strong></td>
<td>€ (142,034)</td>
<td>€ (5,413)</td>
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<th>Destination of the Reserves</th>
<th>€ (5,413)</th>
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<tbody>
<tr>
<td>1 Building Investment fund</td>
<td>€ (100,000)</td>
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<tr>
<td>2 Social fund</td>
<td>€ -</td>
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<tr>
<td>3 Fund Senior Research Fellows</td>
<td>€ -</td>
</tr>
<tr>
<td>4 Master Programme Fund</td>
<td>€ (106,864)</td>
</tr>
<tr>
<td>5 Use of / addition to the surplus</td>
<td>€ -</td>
</tr>
<tr>
<td>6 Use of / addition to the project reserve</td>
<td>€ 52,872</td>
</tr>
</tbody>
</table>

| Personnel cost vs. Total cost (%) | 68.33 | 64.90 |
| Surplus/Deficit vs. Total income (%) | -4.06 | -0.15 |
Institute for European Studies
2015 Activity Report

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