PhD guide Nieuwenhuis Institute for Educational Research

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University of Groningen

Preface

This PhD introductory guide is meant to give you as a (new) PhD student all the information you need at the start of your PhD project. This guide is meant for employed PhD students as well as bursary and external or other PhD students.

In this guide you will find the answers to the most frequently asked questions by PhD students. If you have any additional questions, or you need more information, do not hesitate to get in touch with your supervisors, colleagues , the secretary of your department or the Nieuwenhuis Institute PhD-council. They will be very willing to help you out.

For issues related to doing a PhD at the faculty of Behavioral and Social Sciences, you can go to the intranet page:
https://myuniversity.rug.nl/infonet/medewerkers/gmw/onderzoek/promoveren/

Good luck with your PhD!

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About the university and associated organizations

About the University
The university, founded in 1614, has 11 faculties, amongst which the University College and the Campus Fryslân. The university has nearly 30,000 students, somewhat over 3,000 full time equivalent academic staff, and almost 1,000 PhD students.

Faculty of Behavioral and Social Sciences
The organization of the faculty of Behavioral and Social Sciences is structured into four sections: Psychology, Pedagogical and Educational Sciences, Sociology, and Teacher Education. These fields of study each have their own research institute and director of research. The final responsibility for the quality of teaching and research, including graduate training, rests with the Faculty of Behavioral and Social Sciences, represented by the Dean. The Directors of Research and Studies, as well as the Director of the Graduate School, all report to the Dean. The current Dean of the Faculty BSS is prof. dr. Kees Aarts.

Department of Pedagogical and Educational sciences (PedOn)
PedOn consist of three departments:
- Pedagogy
- Inclusive and Special Needs Education and Child and Family Welfare/Orthopedagogy
- Educational Sciences

The university studies of Pedagogical and Educational Sciences are managed by an educational and a research director. The educational director is responsible for the content and quality of the BSc. and MSc. program. The research director is responsible for any issue related to the management, quality control, and coordination of research. The current director of education is prof. dr. Hilda Amsing and the director of research is prof. dr. Annette van der Putten.

Department of Teacher Education
Within the department of Teacher Education minor and master programmes are provided for teaching qualifications. The department is headed by prof. dr. Klaas van Veen, drs. Ester Moraal manages the teaching programs and dr. Michelle Helms-Lorentz manages the research within the department.

Nieuwenhuis Institute for Educational Research
Research within the departments of Pedagogical and Educational Sciences and Teacher Education is conducted in the Nieuwenhuis Institute. This institute encompasses all research in the field of pedagogics and education and teacher training. As such it relates to research in the domains of pedagogics, special needs education and care, education, adult education, and teacher training. Prof. dr. Annette van der Putten is the director of the Nieuwenhuis Institute. GION is the institute where both applied (i.e. based on contracts) and fundamental research into education is conducted.

Graduate School Behavioral and Social Sciences
Every PhD student is a member of one of the 7 Graduate Schools of the University of Groningen. As a PhD student at the faculty of Behavioral and Social Sciences (BSS), you

are a member of the Graduate School BSS. The Graduate School BSS is responsible for the Research Master BSS, and, more important for you, for the PhD program. The Graduate School offers a program of more general academic courses for PhD students, such as project management and the obligated course Scientific Integrity. For further information on the services of the Graduate School, including the course program, you can visit the website or you can contact the coordinator, Ingrid Veenstra (gradschool.bss@rug.nl). The current Director of the Graduate School is prof. dr. Marieke Timmerman. At the start of your PhD you will receive an email from the Graduate School with information regarding courses and your training and supervision plan.

Types of PhD students

The graduate school recognizes several different types of PhD students. Each category has its own specific rights. The largest group are the regular or salaried PhD students. These PhD students are employed at the university and have either a 4-year 1.0 fte contract or a 5-year 0.8 fte contract. Depending on the specific job opening, there may be a research proposal at the start or just a theme to be further developed into a research plan by the PhD student. For more information on the rights of the regular PhD students see the collective employment agreement (https://www.vsnu.nl/cao-universiteiten.html & hetpnn.nl/en/kyr).

Scholarship PhD students usually get a fixed PhD student-stipend from the Faculty of BSS. Sometimes we welcome foreign scholarship PhD students with a scholarship from another scientific association (Top-up PhD students). In both cases these students start with a research plan developed in cooperation with the prospective supervisors. Generally, scholarship PhD students work on a four-year-long PhD project as well, with a potentially more flexible but still full-time research schedule. For the bursary students with a stipend from the BSS Graduate School an exam regulation document is available form the graduate school secretary.

Finally, there are external PhD students. These students are employed at a different (educational) institution, but are allowed to work on research for some time during the week. There may be several grants or regulations to provide an opportunity to work on a PhD (for example the Promotiebeurs voor leraren of NWO). Similar to scholarship students, external PhD students usually start with a research plan developed in cooperation with the prospective supervisors. Rights of the external PhD students depend on the organisation of their employment and specific grant regulations. For more information and what external PhD students in specific will encounter during their PhD trajectory, the following book (unfortunately only in Dutch) may be of help: Handboek buitenpromoveren written by Floor Basten and Kerstin van Tegelen (more on https://kerstinvantiggelen.nl/)

For an overview of conditions for all types of PhD students see: https://www.rug.nl/education/phd-programmes/phd-scholarship-programme/conditions-application/overview-conditions-PhD students-ug-en.pdf

For more information on different types of PhD students see: https://myuniversity.rug.nl/infonet/medewerkers/gmw/onderzoek/promoveren/over-promotietraject/typen-promovendi

BSS PhD Council
The BSS PhD council represents all BSS PhD students, both within as well as outside the faculty. Currently the representatives for the Nieuwenhuis Institute PhD students are Monique Dijks (m.a.dijks@rug.nl) and Lisa Kiltz (l.kiltz@rug.nl). The PhD council keeps track of the needs and problems of BSS PhDs, shares important updates, stimulates information sharing among BSS PhD students (e.g. via their Facebook group 'BSS PhD students (RUG)' which you are very welcome to join) and to encourage interdisciplinary contact by the organization of both social and educational events (e.g. the BSS PhD Day and pub lectures). If you have any questions or encounter PhD-related problems, don't hesitate to contact the BSS PhD council at phdcouncilbss@rug.nl or look at their website on https://www.rug.nl/gmw/research/phd-council/.

Nieuwenhuis Institute PhD council
The Nieuwenhuis Institute PhD council represents all PhD students at the department of Pedagogical and Educational Sciences. The council has been established to facilitate communication between PhD students of the different sub-departments, and to keep track of the needs and problems among Nieuwenhuis Institute (PedOn & Teacher Education) PhD students. The Nieuwenhuis Institute PhD council is in close contact with the BSS PhD council to share structural problems. If you have any department-related questions, you can always contact the chair of the Nieuwenhuis Institute PhD council (Lisa Kiltz: l.kiltz@rug.nl).

Which other organizations should you know?

PNN
The Promovendi Network Nederland (PNN) is a national association representing the interests of PhD students. You can find more background on the organization on their website. PNN is a good platform for sharing experiences on graduate education across disciplines. http://www.hetpnn.nl/

GRIN
The Groningen Graduate Interest Network (GRIN) is a PhD organization aimed at representing the interests of all PhD candidates in Groningen. Their primary goal is to inform PhDs about their rights and obligations, explain the differences among types of PhD, and support PhDs when presenting a concern to the respective authorities. Find out more on their website: https://grin-groningen.nl/

GOPHER
Gopher is a social organization for all PhD students at the University of Groningen (Groningen Organization for PHd Education and Recreation). Gopher's aims are (1) to create a social platform where PhD students can meet each other; (2) to provide PhD students of all faculties with the opportunity to learn new things during their PhD; (3) to help PhD students have a nice time during their busy PhD project. Gopher organizes approximately four events each month: two educational events and two social events. They send monthly newsletters to keep you updated on their activities. Find out more on their website: https://gophergroningen.com/

What is expected from you?

Training and Supervision Plan (TSP)
The formal objectives and components of your PhD training and the deliverables are specified in the training and supervision plan, which will be signed by you, your supervisors, and the Director of Research at the beginning of your stay in Groningen. The TSP has to be handed in within the first 6 weeks of your PhD project. The PhD program is designed to provide you with the necessary support to finish the PhD dissertation within four years. You can find the TSP form here:
https://myuniversity.rug.nl/infonet/medewerkers/werk-en-carriere/aanstelling/training_and_supervisionplan.pdf

Hora Finita
The University of Groningen uses Hora Finita as the database for the PhD procedure. In Hora Finita all details concerning your PhD project will be registered, monitored and processed. You can find your training and supervision plan and the results of your result & development interviews here. Beyond that, you use Hora Finita to arrange all matters surrounding the PhD ceremony. Your supervisors also have access to your Hora Finita to monitor your progress.

You can always log in to the Hora Finita database https://horafinita.rug.nl/with your P-number (or S-number) and password. There is also a link in My Tools in the My University environment. A manual on how to work with Hora Finita can be found here:
https://horafinita.rug.nl/manuals/phdstudents.pdf

Out of office due to illness
You can report sick leave through Shared Services (before the work day starts), your functional leader will automatically be informed. Report your complete recovery yourself using Shared Services or the AFAS pocket app.

Electronic Agenda
To facilitate planning of events and meetings, we work with an electronic agenda: Google Calendar. Keeping your agenda up to date and consulting it regularly is your personal responsibility. Please check your agenda regularly, as meetings proposed by others have to be noticed and acknowledged.

Holiday Planning
You are entitled to a certain number of days off, depending on your appointment (e.g., for an appointment of 38 hours/week the number of holiday hours per year is approximately 240 hours, or 6 weeks). Please coordinate your holidays with your supervisors, and update your electronic agenda accordingly. There are no formal restraints concerning the period you go on holiday, as long as it does not interfere with requirements and obligations following from your training program, research project or teaching activities. You can submit leave requests via myuniversity - (https://myuniversity.rug.nl/ -> Dashboard - > Leave requests). Here you can also check how many leave hours you have left. The University is closed on some days, such as between Christmas and New Years (be aware that for this period you have to take mandatory vacation which will cost you two days of your leave balance). You can check the official closing days here:
https://www.rug.nl/about-ug/how-to-find-us/closing-rug-buildings-during-holidays

Please note that this procedure does not apply to bursary PhD students, as they are free to schedule their time themselves and only have to discuss their vacation plans with their respective supervisors.

MePa
The MePa ('Medewerkerspagina') is your own personal profile page at the University website. To enhance the visibility, it is important that you take care of your online personal profile.

Pure
Pure is the administrative system of the university in which all scientific products (articles, reports, conference papers, professional publications, awards, etc) are collected. For further information about Pure see:
https://www.rug.nl/library/support/pure/

DMP
All scientific staff have to follow the rules of the data management protocol. For PhD students that implies that each publication should be accompanied by a publication package that is stored in a safe site. For the data management protocol of our department see: https://www.rug.nl/research/nieuwenhuis-institute-for-educational-research/data-management-protocol-ni-version-phd.pdf

PhD students must submit their research plan for ethical review. For more information see:
https://www.rug.nl/gmw/lerarenopleiding/organisatie/commissies/ethischecommissie/

Education

As a rule, PhD students at our Faculty follow a training programme at a national research school. Our PhD students are also officially affiliated with the local Faculty research school: The Graduate School of Behavioural and Social Sciences (BSS). However, this research school does not provide an active training programme; it mainly performs administrative tasks related to the doctoral track. Some PhD students are members of a national research school, while others are not. You could ask your supervisor and PhD coordinator about subject-related national research schools. In your training and supervision plan, you indicate which courses you aim to follow during your PhD. If you want to follow a course that you did not include in your training supervision plan, you can discuss this with your supervisor.

Examples of relevant research schools for Nieuwenhuis Institute PhD students:

- ICO (Education) - https://www.ico-education.nl
- BCN (Behavioural and Cognitive Neurosciences) - https://www.rug.nl/research/behavioural-cognitive-neurosciences/
- ICS (Sociology) - http://www.iops.nl/
- IOPS (Methodology) - http://ics-graduateschool.nl/

Mandatory courses for all PhDs:

Introductory event:
At the start of your PhD, you are expected to participate in the introductory event (1 ECT) organized by the Office of the Dean of Graduate Schools. This two-day event is for new PhD students from all faculties of the University of Groningen to get them acquainted with each other, the university, and its surroundings.

Scientific integrity:
The course scientific integrity (2.5 EC) is offered by the Graduate School. This course elaborates on courses that are offered in the (Research) Master programme.

Training program when you are part of a research school

1) As a member of a research school, a PhD student has to follow the mandatory courses provided by the research school.

2) You are allowed to follow courses from the Research Master Behavioural and Social Sciences or other master programs. Further, the university offers courses related to teaching, general skills, language skills (Language Center), and career planning (also check the career perspective series offered by the Graduate Schools). It is also possible to follow courses from other national research schools.

Training program when you are not part of a research school

To prevent the absence of a national research school from creating a training vacuum for PhD students, some departments have created their own training programme.[1]

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[1] The training programme described here does not apply to students who for subject-related reasons are affiliated with a national research school (such as ICO or BCN).

Every PhD student is required to follow approximately 30 ECTS worth of training over the course of the entire doctoral phase. ECTS stands for European Credit Transfer and Accumulation System, whereby 1 ECTS represents 28 hours of study (including independent study).

There are three training clusters:

1. Generic academic knowledge and skills
2. Methodological knowledge and skills
3. Subject-related knowledge and elective activities

We advise PhD candidates to primarily follow training components and collect credits in the first half of the doctoral phase. As the doctoral phase progresses, PhD students will have less time to spend on training.

If a course or activity has not been assigned any ECTS, the PhD students must calculate the number of credits themselves and consult their immediate manager. Many common activities that are not expressed in ECTS (such as giving a presentation at a conference) are subject to clear and fixed agreements. If PhD students follow a course without completing the associated examination, they will be awarded 70% of the ECTS (this means that for a course of 5 ECTS, they will be awarded 3.5 ECTS). The PhD students are expected to be able to demonstrate, by means of a certificate, an email from the relevant lecturer, or a mark, that they have followed or successfully completed the relevant course.

Generic academic knowledge and skills
It is useful for PhD students to improve their generic academic knowledge and skills, in line with their own wishes and background. There are other courses that PhD students tend to find very useful, such as Publishing in English or Presenting in English. Many PhD students currently follow these courses at their own initiative. You can access these courses by contacting the Graduate School, the Language Centre of the University or the secretary of your department.

Examples of courses and activities within this cluster include the following:

- Publishing in English (2.5 ECTS)
- Presenting in English (1 ECTS)
- English language proficiency (ECTS depending on number of hours)
- Teacher training, supervising students writing their thesis, or assessing theses and essays (ECTS depending on the number of hours)
- Career training (2 ECTS)
- Workshop on how to use Refworks (0.1 ECTS)
- Presenting (poster, oral presentation or workshop) at conferences, symposiums, colloquiums, seminars, etc. (1.5 ECTS)

These students follow the training programme of the research school they are affiliated with.

- Presenting (poster, oral presentation or workshop) at research days, PhD Academies and other activities for PhD students in the Netherlands and abroad (1.5 ECTS)
- Giving an internal seminar about a conference in the Netherlands or abroad (for instance if PhD students did not present at the conference in question because they have only just entered the doctoral phase) (1 ECTS)

Methodological knowledge and skills
Depending on the PhD student's research certain methodological courses may be relevant. In addition, PhD students differ in how much methodological knowledge they have at the onset of the doctoral phase.

Courses or activities in this cluster include the following:

- Courses from the Research Master's degree programme
- Courses on methodology offered by the University of Groningen
- Courses organized by ISED or national research schools (such as ICO and BCN)
- Courses on methodology organized by other universities or private parties
- Summer Schools and Winter Schools in the Netherlands and abroad that focus on methodology
- Library courses on how to conduct systematic reviews
- Conferences that focus on methodology
- Attending research meetings or meetings organized by research networks

The number of ECTS awarded for the above-mentioned training activities is calculated on the basis of the number of ECTS assigned to a course (which in turn depends on whether the PhD student has completed the examination) or a calculation of the number of hours required for courses or activities that have not been assigned set ECTS.

Subject-related knowledge and elective activities
This cluster can be seen as electives for PhD students. It can be used for courses on the subject of the students' research or for additional activities that contribute to the quality of the doctoral phase and the research conducted at the unit/department/faculty. This elective space is intended among other things to stimulate PhD students and reward their creativity. This is why the list below is by no means exhaustive. This cluster can only include activities that have been discussed and approved beforehand by the immediate manager.

Examples of activities that fall within this cluster include the following:

- Following courses or series of courses, Summer/Winter Schools, attending conferences and other events related to the subject of the doctoral research (courses offered by the University of Groningen, other universities, commercial organizations, etc.)
- Leading or taking part in a committee/council/research collective (such as ISED, or the Faculty PhD Council)
- Taking part in the supervisory board of an internal or external research study
- Contributing to writing a grant application
- Disseminating research results, for instance by writing a brochure about the PhD student's doctoral research for the professional field or for policy purposes, organizing a conference where the results of the PhD student's research are shared

with professionals or policymakers, giving interviews about the PhD student's doctoral research for the press, developing a website, writing a blog, etc.
● Competing for an award, prize, scholarship, etc.
● Spending a period at a university or research centre abroad in the context of the student's PhD dissertation

The number of ECTS awarded for the above-mentioned training activities is calculated on the basis of the number of ECTS assigned to a course (which in turn depends on whether the PhD student has completed the examination) or a calculation of the number of hours required for courses or activities that have not been assigned set ECTS.

Teaching tasks

Generally, regular PhD students, those who are employees at the university, are expected to contribute to teaching for approximately 15% of their time during the whole four years of their employment, although the aim is to reduce the teaching load in the last year of the PhD. Depending on your contract, less or more than 15% is also possible; there are even contracts without any teaching activities because of the circumstances of the respective PhD trajectory. Your teaching responsibilities are usually limited to tutoring and supervision of work groups, as part of a course taught by a senior researcher. These teaching responsibilities are not applicable to external PhD students, and only partly to bursary PhD students. Bursary PhD students are allowed to take part in teaching as a part of their training, but do not have to. If and how they can teach has to be discussed individually with their supervisors as it depends on their department and the current teaching organisation within it.

The allocation of teaching assignments is different for each department. It is encouraged to discuss the respective regulations within your department with your supervisors. Teaching assignments might not be related to your project (in fact, they won't be related to your project in most of the cases).

Teaching might be exciting, but difficult when it is your first time. To make things a bit easier, you can find several teaching tips for PhD students in Appendix V. These tips are provided by PhDs and teaching seniors.

The University of Groningen supports professionalization of teaching skills. The training center of the University (ESI) offers a variety of specialized courses related to teaching, ranging from supervision of master theses to planning and designing courses or examinations. The so-called "University Teaching Qualification" (UTQ), in Dutch "Basiskwalificatie Onderwijs" (BKO), is especially aimed at postdocs. Many Dutch Universities require this qualification for anyone involved in teaching. PhD students are not expected to acquire a UTQ, but it is strongly encouraged to follow courses especially designed for PhD students to prepare for teaching tasks and also for acquiring a UTQ later. There are special introductory courses for PhD students, and teaching courses specifically aimed at PhD students and other first time lecturers. For example, the 'Start to Teach' Course for PhD students.

For more information see:
https://www.rug.nl/corporate-academy/courses/cps-start-to-teach
https://www.rug.nl/corporate-academy/voorwie/docenten
http://www.rug.nl/cit/esi/professionalisering/index and
http://www.rug.nl/cit/esi/professionalisering/basiscursussen/trainingAioStudentassistent

Thesis supervision
Students write a thesis in the third or fourth year of their bachelor and in their master studies. That is often done in small supervision groups. As a PhD student, you can be involved in the supervision of this process. However, you are not allowed to assess a bachelor/master thesis by yourself. In cooperation with a staff member who has a PhD, you are allowed to supervise. In exceptional cases, you can ask for permission of the

exam committee to be involved in the assessment process. It should be made clear that the expertise of the PhD student (as proven by for example journal articles) is essential.

What can you expect from your supervisors?

Supervision Team
Your supervision team always includes a 'promotor' who is a full or adjunct professor. The team of supervisors includes expertise with respect to theory building as well as methods and statistics, next to, of course, field-specific expertise related to the project at hand. Supervision teams meet on a regular basis, depending upon the phase of the project. The daily supervisor plays a major role in your supervision process.

Supervision meetings
To gain full profit from the meetings with your supervisor(s) or supervision team, it is advised to take a constructive and a proactive role. You could do this by making an agenda, e.g.:
● What was discussed during the last meeting?
● What are the questions/discussion points for this meeting?
● What should be done next?

To improve the efficiency of the meetings with your supervisory team, you may try to implement the following ideas. These were put forward by current PhD students at the department as a list of '*best practices*'.
● Make notes of your meeting and send these around before your next meeting.
● Send questions / discussion points around before a meeting.
● If you need your supervisor to review a document (e.g., a draft paper) for you, indicate which parts you would like to be reviewed and – if applicable – what has changed in comparison with the previous version that has been discussed
● In case the agenda of your supervisor is often completely filled, propose to also plan reading time in his/her agenda right before your meeting.
● In case you collaborate with parties other than your own supervisors, define at the beginning of the project who will be responsible for what and create a rough time plan.
● In case data collection is part of your PhD project, create a time plan for this at the start of your project. Note that, if necessary, you can get the help of a student assistant.

Meetings with your supervisors can also imply a regular reflection on the PhD trajectory: time planning, supervision, how are things going?

For some more tips see:
https://www.universiteitleiden.nl/binaries/content/assets/ul2staff/onderzoek/promoveren/golden-rules-phd-supervision

Expectation Management
Discuss and agree in the first two months of your project on some "rules of the game" for the project as well as the interaction between you and your supervisors. For example, a rough agreement on frequency of meetings with supervisors (and with whom to meet when) as well as on other ways of being in touch, including day-to-day interaction and use of email; who can expect what from whom and when (e.g., what kind of support and feedback can you expect when working on your project but also expectations in terms of deadlines for providing draft versions of papers and for receiving feedback on drafts; what is expected from you in terms of deciding issues in a responsible way and regarding

which issues should supervisors be consulted; what are expectations in terms of conference participation; what kind of support can be expected in terms of building up your network of contacts); what has to happen during the first year of the project in terms of writing a research proposal and/or a first paper; what are guidelines with respect to co-authoring papers.

Results and Development Interview
Each year there will be a formal career development interview between you and your promoter. The purpose of these meetings is to look back at the past year (have you achieved what you had hoped, what kind of problems did you encounter, what went well etc.), and to set goals for the next year. You will be contacted in advance by the secretariat, who will ask you to prepare this interview by filling in a results & development form. The form contains questions about your project and education, but also concerning satisfaction with your working situation, supervision, and collaboration with peers. During the Career Development Interviews you can voice any concern you might have regarding your project. The same holds for your promoter, who is expected to give feedback on your performance during the past year. The main points of the discussion during the Career Development Interview will be written down, signed by you and your promoter, and added to your personnel file on Hora Finita. The document will serve as input for your next interview. In your first year, you will have an interview after six months and nine months (go/no go).

What can you expect from the Department?

Project budget
For every PhD student there is a (virtual) yearly budget available. You should ask your supervisor or PhD coordinator for information about your budget to visit conferences and follow courses etc. Next to that, your project may have additional funds available for data-collection and else. Ask your daily supervisor for details.

Secretarial support
You can always turn to the secretariat for secretarial assistance; they will be able to help you with most issues.

Student Assistants
Some parts of a PhD project might require a large amount of practical work, which might absorb a disproportionately large amount of time (e.g. logistics related to a larger data-collection). In such cases, you might discuss with your supervisor whether the help of a student assistant may be feasible. The department has a limited budget for student assistantships, but they will do their best to accommodate justified requests for student assistants.

Travel within the Netherlands
You can reimburse work-related travel expenses (both travel costs and costs made for food/drinks) within the Netherlands via the claim portal at MyUniversity (myuniversity.rug.nl → dashboard → Finance). It is strongly encouraged to use the RuG 'Ov-chipkaart' while traveling by public transportation. Please ask your secretary for more information.

Make sure you keep tickets and receipts as you will need to add those to your declaration. Fill out the 'travel within the Netherlands' claim form and attach the receipts and tickets on separate pages (including an attachment number and your signature). Guidelines for the maximum costs that can be reimbursed can be found here: https://www.p-direkt.nl/informatie-rijkspersoneel/financien/vergoedingen-en-toeslagen/binnenlandse-dienstreis/vergoeding-verblijfskosten-binnenlandse-dienstreis.

Travel abroad
Travel expenses abroad (e.g. for conferences) always need to be approved before you start the trip. You should first talk to your supervisor. If the supervisor approves the trip, you can submit a short request with a budget estimate, including the relevant BRA form (which you can access via My University, Do It Yourself, Claims Portal). These requests will be approved by the Management Team (MT). Once you receive approval for a trip, you are also insured. In your BRA you can also find a BRA-number which you will need for reimbursement of your travel costs.

Booking a flight ticket needs to be done via ATPI. Before booking your first trip through ATPI, you need to create a profile via E-profile, which stores all the personal details that ATPI needs to book a trip on your behalf. To book a trip you can make use of the E-travel online booking tool (https://e-travelmanagement22.amadeus.com/login/rug), the digital booking form (http://www.atpi.nl/rug_tr/) or if this doesn't work you can contact ATPI directly via mail (rug@atpi.com) or telephone (0202011333). For more

information on how to book a trip abroad you can visit
https://myuniversity.rug.nl/infonet/medewerkers/faciliteiten-voorzieningen/pdc/per-categorie/reis_en_verblijf/buitenland/reis-boeken

Conference Participation
We encourage participation at high quality national and international conferences if you have a paper to present. Talk to your supervisors about which conferences are most suitable for you to attend. Conference participation is an important step to build up and strengthen your professional network. Many conferences require a full paper to be submitted more than half a year before the conference takes place, so make sure to check the conference websites for the relevant deadlines. The earmarked budget for your project usually allows you to participate in about 3-4 international conferences during your PhD program. You need to keep the receipts for your hotel, lunches and dinner, and declare the costs digitally.

Research stay abroad
Being a PhD implies that you have training to become an independent educational researcher. This training is supplied by the Graduate School, and special courses. But next to that the faculty would also like PhD students to organise a short research stay at another institute with another research group as a kind of internship. If you are interested, you can discuss this with your supervisory team.

What can go wrong, and what to do in such cases?

The faculty and staff do their best to provide you with a stimulating and supportive work environment. This includes finding the best match between a project, a PhD student, and a supervisory team. As in all professional and project based organizations, things may go wrong. This section describes some of the potential problems and how we can deal with them.

Mismatches
The successful resolution of the underlying mismatch problems requires a proactive and constructive attitude of all involved parties. The most important rule to prevent a mismatch from occurring or to resolve them is open communication. Remember that unless indicated by you, your supervisors assume that your PhD trajectory and the project you are working on proceed well. You should never hesitate to openly discuss doubts or share your observations on the project or your PhD trajectory with your supervisors. All of them have been PhD students themselves and will recognize your points.
In addition to your daily communication with your supervisors, we have the following institutionalized procedures that allow you to address these issues.

Director of Research
The Director of Research of the Department is responsible for the quality and implementation of the PhD training program at the Department. In case you believe that approaching your supervisors or the PhD mentor is insufficient, you should feel free to address issues related to your PhD trajectory or project with the Director of Research at any time.

The PhD Mentor
If you experience problems that you feel uncomfortable discussing with your supervisors (e.g. personal problems, problems in the working relation with your supervisors) you can turn to the PhD mentor for a confidential talk. You can also turn to one of the PhD mentors of the other Behavioural Sciences departments. Discussions with the PhD mentors are strictly confidential, and will not be revealed to third parties, including your supervisors, unless you give permission. The PhD mentor can advise you in any matter related to your work situation. About once a year, the PhD mentor will invite you for an informal talk.

The PhD mentors are:
- Pedagogy and Education: Dr. Anneke Timmermans
- Orthopedagogy: Dr. Anne-Marie Huyghen
- Teacher Education: Dr. Marjon Fokkens-Bruinsma

Please note that you do not have to contact the PhD mentor of your own department, but are free to choose a mentor of your liking.

Confidential advisor
If there are serious personal issues (e.g. conflicts at work, stalking, undesirable behavior, etc.) for which you cannot or do not want to turn to the PhD mentor, you can contact the confidential advisor of the university: https://www.rug.nl/about-us/organization/service-departments/confidential-advisor

Mental health
Unfortunately, some PhD students encounter distress related to their PhD or personal life. Yet, given that we are aware of some these issues, here are some addresses you can turn to in case you encounter mental health problems:

- Psychologist for PhD's
  Drs. Karen Huizing (k.huizing@rug.nl)

- There are some courses and workshops related to mental health, and there is a stress reduction group.
  For more information: https://www.rug.nl/education/phd-programmes/during/phd-support/phd-support

What is the overall structure of the four years of your PhD trajectory?

A regular PhD-traject takes four years and consists of multiple phases. Of course each PhD student follows its own traject and therefore the following description may differ from your traject. When starting your PhD, you need to get familiar with the literature on the topic, which means a lot of reading (and staring out of the window) during the first months. It is expected from you that you also develop (or further specify) your research plan. The first year is also a time to start with the first courses, get involved with the first teaching duties, and to set up the first (empirical) study. In many cases, the second and third year are busy with data collections, finishing the courses, presenting the first outcomes of your studies at (international) conferences, and starting to write the first article. In the fourth year, the deadline for finishing your thesis is in sight. Usually, the data has been collected once students start the fourth year. This year is therefore mainly devoted to reporting the outcomes of the studies into journal articles and combining them into a PhD-thesis. In the fourth year, try to reduce the teaching load as much as possible.

Timeline finishing your PhD

After finishing your thesis there is still quite some work to be done before the defense. An overview of the process is provided below. In this final stage of the PhD, the Hora Finita system guides the PhD students, supervisor, and dean through all steps. PhD's can only defend their thesis if the publication packages for all chapters (excluding introduction and discussion) are approved.

- At least 3½ months before the intended date of PhD ceremony: Approval of PhD thesis by supervisors and proposal for composition of Assessment Committee. Supervisors register approval in Hora Finita
- At least 3½ months before the intended date of PhD ceremony: Discuss date of PhD ceremony and arrange provisional date with PhD degree registration office
- At least 2 months before the proposed date of PhD ceremony: Apply for ISBN for the thesis through the university website (http://isbntool.ub.rug.nl/?page=&lang=nl)
- At least 2 months before the intended date of PhD ceremony: Approval of propositions by the supervisors in Hora Finita, and approval of the title page by the PhD degree registration office through Hora Finita
- At least 8 weeks before the proposed date of PhD ceremony: Announcement of the Assessment Committee's decision regarding permission for the PhD student to proceed to the PhD ceremony. Then the candidate may have thesis printed and the date of PhD ceremony is finalized
- At least 8 weeks before the proposed date of PhD ceremony: Possible request for cum laude distinction by supervisor or Assessment Committee
- At least 2 weeks before the proposed date of PhD ceremony: Opinion of external referees regarding cum laude registered in Hora Finita
- At least 5 weeks before the proposed date of PhD ceremony: Send information regarding publicity to the Communication Office. PhD candidate supplies required information through Hora Finita to the Communication Office
- At least 3 weeks before the proposed date of PhD ceremony: Send three printed copies of PhD thesis, accompanying propositions and title pages to PhD degree registration office and send three copies to the Graduate School

● At least 3 weeks before the proposed date of PhD ceremony: Send electronic versions of PhD thesis, accompanying propositions and abstracts and the licence agreement. PhD candidate supplies required information through Hora Finita to the University Library

Note: publication of your articles is not mandatory for graduation.

Thesis
The ultimate aim of your project is the PhD thesis. PhD theses differ in many respects. Obviously, they differ with respect to topic and research problems addressed, in theory, data used, and statistical models. There is no 'iron law' on how a PhD thesis has to look like, and a thesis with features ABC is not better than a thesis with features XYZ. Many features depend on specific characteristics of the respective project such as the research problems to be tackled, available theories and hypotheses, kind of empirical data, statistical models etc. Nevertheless, in most cases a thesis is a collection of +/- four research articles (ideally: papers that have already been published or are submitted for publication), preceded by an introduction and followed by a conclusion chapter.

We highly recommend having a look at recent PhD theses in order to get an idea on how a thesis can look like and differ from another thesis. In addition, it is a good practice to attend the defense of a PhD thesis by one of your colleague PhD students. The defense dates are distributed in time, and the PhD thesis to be defended can be ordered free in advance, in hard copy or in PDF.

There is a budget available for printing the PhD thesis and the reception. See https://myuniversity.rug.nl/infonet/medewerkers/gmw/onderzoek/promoveren/afronden/vergoeding-van-kosten for the amount of reimbursement.

See also frequently asked questions on publishing dissertations:
https://www.rug.nl/library/publish/theses-dissertations/#10.wanneer

PhD's rules and regulations (Dutch):
https://www.rug.nl/about-us/organization/rules-and-regulations/onderzoek/promotiereglement-14.pdf

Practical issues

Job conditions
In the appointment about your job conditions you received a lot of information, including the Collective Labour Agreement. If you have any questions regarding the Labour Agreement or other information you received during this appointment, then please contact your HR-advisor Anna Regina Groeneveld (a.r.groeneveld-jousma@rug.nl, phone 050-3635156 / 06-28257739).

Health Insurance
Your employer, the University of Groningen, offers you health insurance at Menzis. However, it is a free choice for you to decide at which Dutch insurance company you want your health insurance. In the appointment about the job conditions you received information about the Insurance at Menzis. If you have any questions about this subject, then please contact your HR-advisor Anna Regina Groeneveld-Jousma, a.r.groeneveld-jousma@rug.nl, phone 050-3635156 / 06-28257739).

RUG-pas
As a new employee, you need to order your RUG-pas yourself. You can do this via MyUniversity: https://myuniversity.rug.nl/infonet/medewerkers/werk-en-carriere/aanstelling/university-pass/
Here you can also find information on what to do when your RUG-pas is lost.

Office supplies
A small stock of standard office supplies is available at the secretariat. Other supplies can be ordered via the secretariat.

Printing and photocopying
There are several printing machines available. For photocopying and colour prints you can use the machine at the first floor of Grote Rozenstraat 3 or the ambulatory. For larger printing or photocopying jobs you can make use of the "Reproduction Service" at our Faculty. The Repro is located at the ground floor of Grote Rozenstraat 3. Orders can be placed via uorder.rug.nl.

Coffee and Tea
Free coffee and tea can be prepared in the pantries of our Departments. Please contribute to keeping the pantry clean. With your RUG-pas, you can also get free coffee from a machine in the canteen.

Opening hours of the buildings
Van Gelder building, Grote Rozenstraat 3 &
Snijders building, Grote Rozenstraat 31 &
Nieuwenhuisgebouw, Grote Rozenstraat 38 &
Muntinggebouw, Grote Kruisstraat 2:

Monday-Thursday: 08.00 - 21.00.
Friday: 08.00 - 17.30.
Weekend: closed

In the summer holidays and around Christmas the opening hours of the faculty vary.
http://myuniversity.rug.nl/infonet/medewerkers/gmw/actueel/holidays

Bike shed
There is one bike shed at our faculty: one in the garden near the Heijmans building. At the secretariat you can get a 'druppel' to enter these bike sheds.

For more information regarding work conditions for the each type of PhD students see:
https://www.rug.nl/education/phd-programmes/phd-scholarship-programme/conditions-application/overview-conditions-PhD students-ug-en.pdf

Arrangements for PhD students with an employed status:

Tablet/laptop Scheme
Tablet/Laptop scheme – provided that you remain employed by the University for at least one year.

30% Facility
In some circumstances, staff members who are recruited from abroad may be able to use the 30% facility.

Bicycle Incentive Scheme
Bicycle incentive scheme – provided that you remain employed by the University for at least one year.

Appendix I   First Aid at Arrival

Secretarial Office GION (sec.gion@rug.nl)
Stephanie Muller (stephanie.muller@rug.nl)
Liesbeth van der Weerd (l.van.der.weerd@rug.nl)
Roos van Putten (roos.van.putten@rug.nl)

Secretarial Office Orthopedagogy
Miranda Cazemier Van den berg (m.cazemier.van.den.berg@rug.nl)
Anna Dingshoff (a.s.dingshoff@rug.nl)
Susanne Jurjens-Sloots (s.jurjens-sloots@rug.nl)

Secretarial Office Pedagogy (sec.pw@rug.nl)
Liesbeth van der Weerd (l.van.der.weerd@rug.nl)
Mirjam Scheltens (m.scheltens@rug.nl)
Manja Alsema (m.w.alsema@rug.nl)

Secretarial Office Teacher Education
Suus Siekman (s.d.siekman@rug.nl)
Annemarie Arends-den Brok (a.m.f.a.arends@rug.nl)
Sindy Steenhuis (s.s.s.steenhuis@rug.nl)

Below you find a brief summary of proceedings and useful facts concerning the Faculty of Behavioural and Social Sciences and your own department.

Electronic calendar
Employees of the University of Groningen use Google Calendar.
For a manual see:
http://myuniversity.rug.nl/infonet/medewerkers/ict/servicedesk/handleiding/google-apps-for-education
- You have to log in first to googleapps.rug.nl or to My University. The calendar offers the possibility to make appointments with every employee within our university.
- Different levels of viewing and planning rights can be set individually.

Email
The RUG uses Google Mail.
Manual:
http://myuniversity.rug.nl/infonet/medewerkers/ict/collaboration/google/handleiding-google-apps-mdw or by Dashboard>Infonet> IT-services> workplace.
In "Settings" you can set an automatic reply absence when you are on a holiday ('vacation responder').

Financial matters
To approve costs and to get a project code, you will need to make an appointment with your supervisor.
- Claims, purchase instructions, payment orders: by Dashboard>Do it yourself> Finance
  https://gaiisap1.rcbiv.rug.nl/typo3/portal/index.php?id=decl&amp;decltype=externen

- Foreign travel: it is required to book this via ATPI. Please browse to Dashboard>Infonet> Facilities and services> booking a trip
  You first have to make a profile. You can apply for a travel number via the [Foreign trip: application form](#)
- Information about financial support bij BSS, please look at: http://myuniversity.rug.nl/infonet/medewerkers/gmw/organisatie/diensten/finadm/

Helpdesk
You can call the Helpdesk (33232) when encountering IT problems.

Intranet of the Faculty of Behavioural and Social Sciences
Here you can find information and forms concerning the faculty, the support services and departments.
Go to: http://myuniversity.rug.nl/infonet/medewerkers/gmw/
For My University you log in with your username (= P- or S-number) and password.

My University
(Dashboard; Calendar; Leave; Claims portal, Google Apps etc.)

Nestor
[Nestor](#) is an electronic learning environment used by staff and students. It is especially relevant for PhD students with teaching tasks. You can find manuals here: http://nestorhelp.rug.nl/

Office Supplies
Office materials can be found or ordered at the secretariat.

Personnel number and Password
Your personnel number (so called P-number or S-number) and preliminary password are mentioned in your letter of appointment, which our Personnel Department will send to your home address. You can use this password only 3 times, so it is best to change it at once. This P-number is important. You need it - for instance - to log in to your pc, or in contact with Helpdesk.

Postal service
Employees have their own pigeonhole with a name tag. Mail will be delivered and picked up twice a day, in the morning and early afternoon.

Profile Page
(MePa) adjust (eg accessibility, CV): by Dashboard> search MePa.

Project code
Project codes are used whenever finances are involved. For instance, your travel expenses will be paid from a certain project with its own project code, which can be provided by the department's financial advisor. You can ask your supervisors or the secretary for your project code.

University Work Place
The Windows University Workstation, known by its Dutch abbreviation 'UWP' (Universiteits Werk Plek) is a standardized network-based Windows 7 setup for university staff. Next to Windows 7 it contains a large amount of (pre-)installed applications. These applications - as well as Windows security - are managed centrally by IT staff. You can access your UWP at home as well, via http://uwp.rug.nl – 'workspace desktop'.

In exceptional cases, for example when you need to work with software that is not supported by the UWP, you can ask the ICT department for an "unmanaged" workplace. This comes with less restrictions but also less support by the ICT department. For more information see http://myuniversity.rug.nl/infonet/medewerkers/ict/

Your RUG account
To log in to your RUG account via www.googleapps.rug.nl, you need your P-number and password. In case of technical problems you can contact the Helpdesk (call 33232) or ask your secretary for help.
When you want to log in elsewhere, please go to Dashboard>Infonet.

Appendix II: Teaching tips for PhDs

General
- Think of lecturing as a theater show.
- If you don't agree with student behavior (talking, Facebook): tell them.
- Tell students what you expect of them at the start of each meeting. Not only regarding learning goals, but also regarding desirable behavior.
- If you don't know the answer to a question, come back to it later on. You don't have to know everything.
- Give only a few disclaimers ("I'm new", "I only just started") when it is about course content. You might not know everything, but you know more than your students.
- Follow professionalization courses (for example ESI-courses).
- Use the "6 W's" to structure your lecture.
- When giving a "hoorcollege", start with a part of a lecture instead of a full lecture.
- Practice with evaluating student work before starting with the 'real thing', in order to align your evaluation with that of others.
- Ask for observations (for example by the course coordinator) to get feedback and tips on pedagogical/didactical/interpersonal behavior.
- Do observations of lectures of various colleagues, find an example of a teaching style that suits you.

Practicals
- Show students that you are actively engaged: walk around, look at what they are doing, tell them when they make mistakes.
- Be approachable: tell students that you don't know everything, but that you'll find solutions together.
- To activate students: let them answer a question in pairs and/or give them time to think about an answer before you discuss it with the entire group.
- Know students' names, so you can call them by their name.

Preparation of lectures/practicals
- Make sure you have a clear idea of expectations and responsibilities.
- Exchange ideas with former lecturers and/or visit their lectures.
- Take time to prepare your teaching, especially with new material.
- Consider your planning: teaching might take more energy than just a few hours.
- Use the "startgesprek" with the course coordinator to set mutual expectations and to get a clear idea of your responsibilities.
- Discuss practical issues with the course coordinator (e.g. what to do with questions via email, early leavers during compulsive practicals).
- Visit the room that you have to teach in a day beforehand, so you have an idea of what you have to work with: where is the room, how does it look like, what are the available materials, etc.
- If you have to teach in a room that is not suitable for your lectures/practicals (e.g. because you cannot walk around) – notify the course coordinator.
- Practical things:
  - bring an attendance sheet
  - get the keys of the room you're teaching in
  - lecture times (and whether to include a break or not)
  - know your login credentials (when teaching at the Hanze)

Thesis supervision
- Set clear deadlines.
- Align with other supervisors what your tasks are in the supervision process: know what is expected of you.
- Make sure students know what they can expect (e.g. what to do when they have questions, when and how often do they receive feedback).
- If students have concrete questions about statistics, refer them to the "Methodologiewinkel".

Resources
- Teaching courses, see:
  https://www.rug.nl/corporate-academy/voorwie/docenten
  http://www.rug.nl/cit/esi/professionalisering/index and
  http://www.rug.nl/cit/esi/professionalisering/basiscursussen/trainingAioStudentassistent
- Literature:
  De Bruin & Hertz (2009). Klaar in vier jaar. ISBN: 9789047301301.
  Lelieveldt (2013). Promoveren: een wegwijzer voor de beginnend wetenschapper.
  ISBN: 9789089645326.

Appendix III: Some thoughts on doing a PhD

1) It is your PhD! Not that of your supervisor. You are her/his PhD student but the PhD is yours. So, make it to your PhD! From the very beginning.

2) Write every day, on your laptop, tablet, smartphone or with your pen in a little notebook. Just some words, little notes, thoughts related to your PhD, maybe a PhD diary. Writing will become a routine.

3) Go outside, travel and build a network. Explore the world around you! But please return to the place you call 'home' when time has come to write your articles. And lock yourself up.

4) Don't think your research has to be totally unique in order to be excellent. Studies need to be replicated and each study adds something new. Knowledge is developed in a community.

5) Talk with your peers about your work, your doubts, your fears, but stay true to yourself.

6) Think ahead and keep on dreaming, but do not dream too much of the future. Your PhD will bring you somewhere. No doubt!

7) Be aware of stages; there may be times you are having a dip, you are hating your topic and your supervisors, you are feeling lonely, lost and isolated; but these times will be followed by times you want to embrace your topic and your supervisors, as academia is bringing so much joy and feels like the land of milk and honey, you were always longing for.

8) Be a little bit stubborn from time to time. When you feel the moment is there (but only then!), fuck your supervisors' so-called 'good advices' or 'tips'. Go your own way! Remember: it is your PhD!

9) Take time to relax and unwind. (No further comments.)

10) Starting a PhD is like opening a box of chocolates, Belgian, of course. And eating them one by one, slowly. It is full of surprises. You never know what happens next. Some chocolates in the box you will like very much but others not. However, you cannot give back the box. Or swap with your neighbor's; thinking: mmm, this one looks better. No, you have to deal with your box. Be ready for surprise and don't give up. The last chocolate may taste best!

11) Use your voice and discuss freely with your supervisors about your project! We are sharing a journey; academic freedom is one of the highest goods on earth; when it comes to science all academics are equal and none is more equal than any other.

12) Remember that getting your PhD will probably be the last time in your professional life that you will be working on one thing at a time. One thing. Just you and the PhD. Day in, day out. No more, no less. You don't realize this now, he? I will tell you a little secret: to see my students work on their PhD makes me feel happy and proud, but sometimes also a bit jealous.

Just them and their PhD and nothing in between.

13) Last one: go for it and don't be afraid! This is a once-in-a-lifetime experience. And so, don't worry what your friends, partner, or parents say or think when you are in a flow and work like crazy on a hot summer's night; ignore your colleagues' comments and giggling when you arrive at work in the morning wearing two different shoes, because while dressing you finally found the concluding sentence for your article, which made that you were a little bit distracted. Don't worry about what these people say or think! Words disappear and thoughts are invisible, aren't they? Just go for it! Keep the flow going, whenever the flow is there.

author: Prof. dr. Hans Grietens