

# Bridging theory and practice: The dual PhD



Leiden University Dual PhD Centre The Hague



# Bridging theory and practice: The dual PhD



Leiden University Dual PhD Centre The Hague

## A dual PhD as a source of inspiration



Pursuing a PhD comes with high demands. Pursuing a PhD in combination with a regular job - a dual PhD - is particularly demanding, especially when the area of PhD research purposefully pertains to one's professional practice. A dual PhD offers unique opportunities for the PhD candidate, the employer, and the region. The dynamic interplay between research and profession is the central theme of the doctorate programme of the Dual PhD Centre.

Pursuing a dual PhD is intensive. This is why Leiden University has developed a special programme for dual PhD candidates.

With the aid of this programme, talented teachers and knowledge workers in education, business and public institutions work on a dissertation under close guidance of an academic supervisor. The Hague Chamber of Commerce is co-initiator and partner of the programme. The graduate schools and full professors of Leiden University guard the academic quality of the dissertation research. Leiden University professors act as supervisors. They represent the many scientific and scholarly fields of the university and make their expertise available to the dual PhD candidates. One of the main responsibilities of the Dual PhD Centre is therefore to find suitable supervisors who can supervise these dual research projects.

With this dual doctorate programme, Leiden University offers experienced 'knowledge workers' the opportunity to obtain a PhD through an intensive programme. In close cooperation with businesses and public institutions, research questions relevant to professional interests can be investigated. In this way, everyone benefits: the PhD candidate, the professional sector, and the university.

Prof. dr. mr. C.J.J.M. Stolker

Rector Magnificus and President Leiden University

## Interaction between research and professional practice



New professional challenges continually present themselves. Meeting these challenges requires knowledge. Both local and global factors play a role. The Dual PhD Centre connects, by means of research, the strengths of professional practice with the strengths of scholarship. The dual approach of the Dual PhD Centre, combining professional and PhD work, allows for new connections to develop between professional practice and research. The result is a stronger position for companies, educational institutions and the public sectors in the region. Central to the system are research questions drawn from professional practice. The Dual PhD Centre approach is characterized by intensive coaching, an academic ambiance, and individually tailored education. The Centre offers a small-scale and stimulating academic environment with access to library facilities and digital databases. This provides the opportunity for dual PhD candidates to discuss research with fellow PhD candidates, as well as to work on their research. The personal development of the dual PhD candidates has a central place in the programme.

Dr. Adriaan in 't Groen MPA

Director Leiden University Dual PhD Centre The Hague

## A dual PhD: from intake to success

The dual PhD programme focuses on the special circumstances and ambitions of PhD candidates who wish to combine work on a dissertation with their professional practice. Because the circumstances and the themes of the PhD candidates are highly diverse, and because Leiden University is a proponent of a small-scale and personalized approach, this programme has adopted a ‘tailored’ approach. It is designed in accordance with the wishes of PhD candidates and academic supervisors.

### *Scientific community*

An important task of the Dual PhD Centre at Faculty Campus The Hague is to provide dual PhD candidates with an academic home. This is why every candidate has his or her own workplace. The Centre has created an academic environment including a library and access to the digital catalogue of the Leiden University Library.

At the Centre, most candidates work on their research and dissertation several days a week. There is a small-scale, pleasant, and stimulating atmosphere. The workplace can be used on Monday to Thursday from 8:00 AM to 09:00 PM, on Friday from 8:00 AM to 7:00 PM, and on Saturday from 9:00 AM to 13:00 PM. Once a week a PhD lunch is organised at the Centre, for which all PhD candidates and staff are invited. At this

lunch meeting, one of the PhD candidates presents his or her research ideas to the group. Occasionally, supervisors and other academics are invited to join these lunches to share their knowledge and experiences.

In this way, a process of intervision and a stimulating academic environment is created. This atmosphere is important for the candidates. It provides the opportunity to discuss research in a friendly environment with fellow PhD candidates and academics, as well as to discuss the challenges of combining research with professional responsibilities and the effects of the considerable commitment of a PhD project on their personal lives.

Evaluation of dissertation projects shows that participating in a cohesive scientific community and a stimulating

academic environment increases the candidate's chances of success. Especially for candidates coming from outside the university - known as external doctoral candidates - the lack of such an environment and community proves a significant factor in the failing of a dissertation project.

### *Dual PhD Class*

The Dual PhD Centre increasingly uses dual PhD classes. These classes consist of approximately four PhD candidates who work on a single research theme. Examples

of research themes are 'Europe' and 'Financial Risk Management'. Guided by an academic supervisor, the PhD candidates work on a personal basis, but information exchange and cooperation among members of the research class are crucial components of the dual PhD class.

### *Pre-PhD programme*

In the first year, dual PhD candidates work to complete their research proposal. During this pre-PhD year, the candidates receive intensive coaching and are offered a special



Dual PhD candidates with the president of Leiden University prof. dr. Carel Stolker, vice-president prof. dr. Simone Buitendijk, prof. dr. Jouke de Vries, dean of Faculty Campus The Hague, and director of the Centre dr. Adriaan in 't Groen

education programme, which contains both group and individual elements. The Centre has developed several general courses such as Research Design and Project Management, and stimulates participation in theme-based intervision groups and relevant meetings. The dual PhD candidates also have access to the University's education- and development facilities. The faculties and graduate schools of Leiden University offer a wide selection of courses to improve academic skills, such as courses on literature search, scientific and/or academic English and speed reading. At the end of the pre-PhD phase, the research proposal is submitted to a suitable academic supervisor.

### *PhD Contract*

The candidate, the employer, and the Centre, closely work together to best suit individual wishes and circumstances. These working conditions are formally described in a tailored contract. The contract focuses on the special circumstances of the dual PhD candidate and fills the general requirements of the Leiden University Doctoral Regulations. It also describes how the dual

programme is financed. The costs of the programme depend on the competencies and knowledge of the candidate as well as the nature and duration of the PhD research. For several professional sectors, there are education and research funds. There are also other subsidy opportunities that can cover some or all of these costs. The Centre can support applications for funding.

## The academic supervisor

The academic supervisor (in Dutch: “promotor”) is a full professor of Leiden University who supervises the PhD research and gives advice. In many ways, the academic supervisor is the most important person in the whole process of obtaining a doctorate. The dual PhD programme gives attention to the selection of an appropriate supervisor and graduate school, and guides the candidate in this process. A point of interest is, for example, the fit between the research topic of a dual PhD candidate and the expertise of the full professor.

The Higher Education and Research Act states that the *ius promovendi*, the right to grant a doctorate, is exclusive to full professors at a university. Leiden has over 500 full professors, belonging to the different faculties and graduate schools, depending on their academic disciplines. The graduate schools focus on scholarly research, and are therefore responsible for the research conducted by PhD candidates. A graduate school is led by a dean. He or she monitors the quality of dual promotion

tracks. These “rules of the game” or guarantees are described in the Doctoral Regulations of Leiden University. The main responsibility of supervising the PhD candidate always lies with a full professor. He or she maintains the academic quality of the candidate’s work. The Dual PhD Centre provides additional coaching regarding the special circumstances, the interaction with professional practice, and the progress of dual PhD candidates.

7 —



Supervisor prof. dr. Jan Adriaanse, Business Studies, and dual PhD candidate Maria den Hertog, entrepreneur

# Phases of the dual PhD programme

The Dual PhD programme consists of two phases. Each phase has its own characteristics and goals. These are outlined below.

## **Phase 1: pre-PhD**

A PhD candidate starts at the Dual PhD Centre in the pre-PhD phase. On average, this phase covers a one-year period during which the groundwork for the dissertation is laid.

— 8 A basic success factor for obtaining a PhD is the compatibility of the candidate's wishes and expectations on the one hand and his or her capabilities on the other. Does the candidate possess the competencies and potential to plan and conduct research, and write a dissertation next to professional responsibilities? The candidate should have a realistic picture of the dissertation process: it is a long and difficult process, especially for candidates who have little or no experience in academic research. The balance between work, PhD research, and personal life, is also a complicating factor for dual PhD candidates.

## *Intake*

The director of the Centre interviews new candidates to discuss a first (and often incomplete) dissertation proposal. In some cases, the theme of the project will be chosen by the candidate. In other cases, knowledge-intensive institutes and organizations may provide the research theme and candidates can apply.

Considerations during the interview are: Does the research proposal have potential? And how do the research ideas relate to the candidate's own educational and professional background, to one of the academic disciplines of the graduate schools of Leiden University, and to the expertise of one of the Leiden University professors? A detailed CV along with samples of written work by the candidate are key elements for this initial assessment.

Another important aspect of the intake is

determining the conditions under which the candidate has to conduct his or her PhD research. During the PhD phase, the candidate should have some working days a week available.

During this intensive pre-PhD period, the dissertation should be the candidate's main focus, otherwise the project will not succeed. During the intake the conditions for pursuing this goal are discussed.

#### *Education programme*

PhD candidates will participate in the Centre's education programme, which is specially designed for dual PhD candidates and consists of individual and group sessions. Together with the Centre's staff, the candidate will make an assessment of his or her skill requirements. The possibility of following parts of Leiden University's postgraduate courses is considered, as well as other ways to meet these requirements.

#### *Selecting a supervisor*

By the end of the pre-PhD phase, the candidate will have a fully developed

dissertation plan. This detailed plan forms at the same time an important part of the introductory chapter of the dissertation in which the research question, hypotheses and research plan are described. Then, the appropriate supervisor and graduate school is identified. This is an important success factor for a dissertation project. The dual PhD programme gives attention to this selection and guides the candidate in this process. The Centre provides each candidate with a personal coach who can guide the candidate in the development of a provisional research plan and offer additional tutoring where needed.

Only when the academic supervisor accepts the candidate and approves the research plan, the candidate can enter the actual PhD phase and the supervisor will ensure the dual candidate's research is accepted in his or her graduate school.

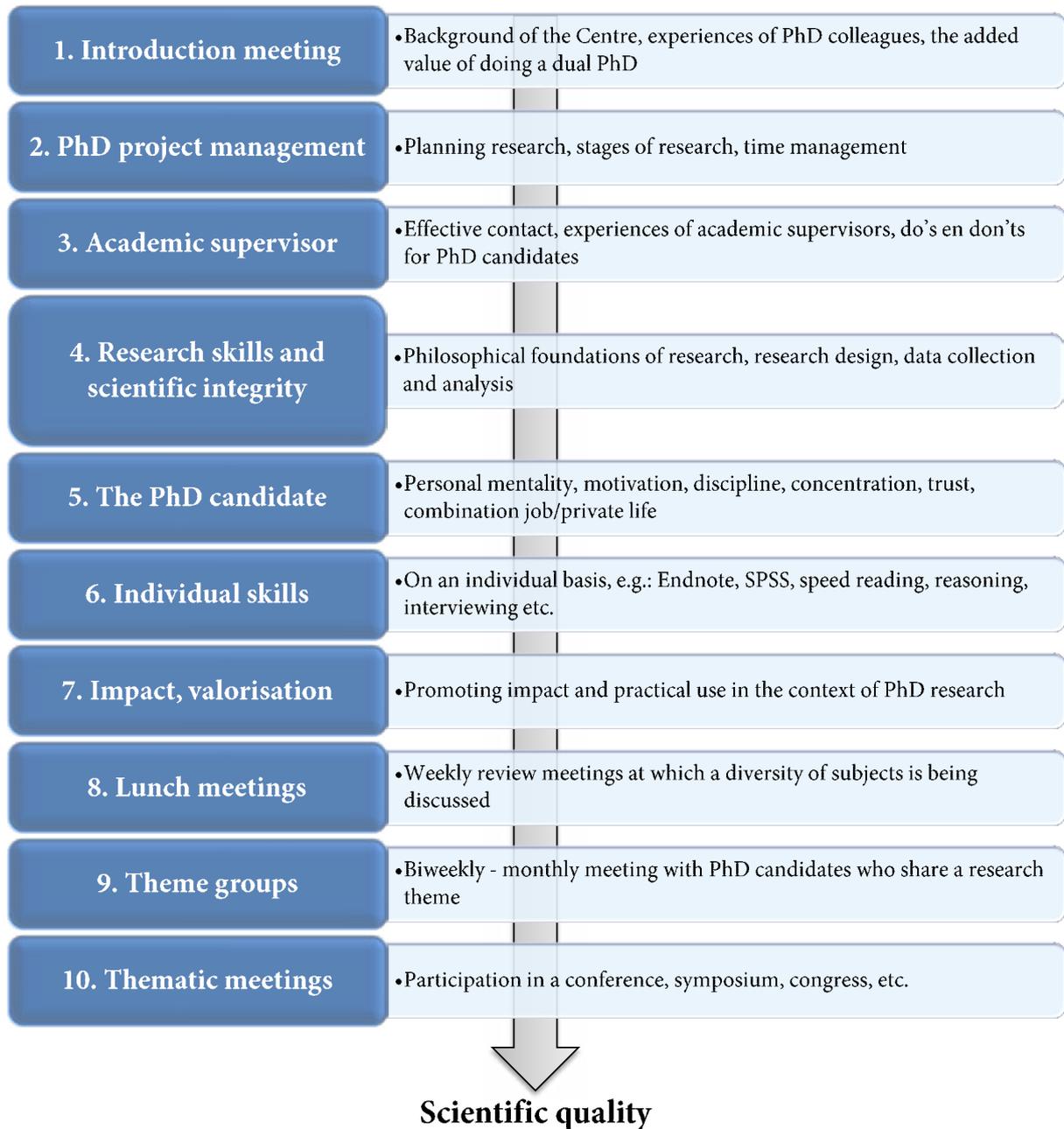
The pre-PhD phase will take from 20 to 40 per cent of working hours, plus ten hours a week outside of work as well as a week or so of holiday time.

## **Phase 2: PhD**

After the pre-PhD phase, the dual PhD candidate will collect and analyse data, after which the dissertation is written. The PhD phase can be covered in two to four years. In this phase, some days a week should be made available for the dissertation.

The actual duration of this phase depends on the skills and time of the candidate and the quality of the research plan.

# Educational elements of the dual PhD programme



## A wide range of research projects

The Dual PhD Centre facilitates a wide range of research projects. These projects relate to the various faculties of Leiden University (Humanities, Social and Behavioural Sciences, Law, Science, Medicine, Campus The Hague). But oftentimes, the practice-driven research transcends traditional disciplinary boundaries. Each candidate has unique preferences, interests and professional background. The Dual PhD Centre recognizes this, and seeks to create a tailor-made academic environment to conduct the research. Some personal experiences of dual PhD candidates:

Dr. Margriet Krijtenburg, lecturer Spanish at the Academy for European Studies and Communication Management at De Haagse Hogeschool:



*“My fascination is Europe. More specifically, I’m fascinated by the father of the European Union: Robert Schuman. I received my doctoral degree on September 11th 2012. My dissertation, ‘Schuman’s Europe: His frame of reference’, explores the original vision of a unified Europe by Robert Schuman, the main architect of European unification. My academic supervisor was prof. dr. Paul Cliteur, Faculty of Law.”*

Miranda de Hei, lecturer Primary Education at De Haagse Hogeschool:



*“Since I graduated in Educational Science, I got highly interested in a new teaching model: cooperative learning. This new way of teaching can lead to better educational results. In my research I focus on pabo-students. I strive to increase the scientific knowledge about the effects of theoretical based designs for cooperative learning in the educational practice and the critical success factors in the educational design of cooperative learning. My advisor is prof. dr. Admiraal at the Graduate School of Teaching.”*

Jos Winnink, senior staff member at the NL Octrooicentrum:



*“I am interested in the behaviour of dynamic systems. In my research I focus on early identification of scientific discoveries that evolve into new technologies, and on the estimation of the evolutionary path of such developments. The working title is “The early prediction of scientific impacts on R&D dynamics”. I am now in the last phase of the dissertation process. My academic supervisors are prof. dr. Robert Tijssen and prof. dr. Ton van Raan at the Faculty of Social and Behavioural Sciences.”*

Larissa Koupriouchina, research fellow and senior lecturer at Hotelschool The Hague:



*“My research focuses on the human and computer forecasting of occupancy rates. In the hotel industry, revenue management teams tend to override system-generated forecasts. Why do revenue managers do this and to what extent are these overrides justified? This study will help to gain insights into the interaction between management professionals and the revenue management systems and corporate performance. I received the NWO doctoral grant for teachers. My academic supervisor is prof. dr. Jan Adriaanse at the Faculty of Law.”*

Rob van Eijk, internet technology expert at the Dutch Data Protection Authority:



*“My research interests include customer lifetime value, management of privacy risks, graph mining and network data analytics. Privacy and data protection are much-discussed topics. My PhD project focuses on the effects of the revision of the European Privacy Directive on identity in an information society. It shows that online information flows can be visualised in networks. Prof. dr. Jaap van den Herik at the Faculty of Law is my academic supervisor.”*

# Ten steps towards the doctoral degree

## **Pre-PhD (1 year)**

*Step 1:* Exploration of the research theme, required education and training, opportunities for financial support, availability of 50% working time in continuous periods and other conditions for the dual dissertation trajectory. The first meeting with the candidate is held on the basis of his or her first sketch of the dissertation plan as well as a CV and samples of written work. This is the initial assessment. The coaches of the Dual PhD Centre determine whether the plan can be carried out successfully.

*Step 2:* Creation of a starting document by the PhD candidate with the main lines of the dissertation plan, a (provisional) choice of academic discipline and search for possible supervisor. Supervision by one of the coaches of the Centre.

*Step 3:* Agreement of the Centre's director, employer and/or financiers with starting document. Decision by the Centre's coaches

to admit candidate to preparatory phase. Making a PhD work contract, signed by candidate, employer and the Centre's director.

*Step 4:* Elaboration of starting document by PhD candidate into first chapter and/or article and/or plan for research proposal; first contact with intended supervisor. Education, training and coaching. Supervision by one of the coaches of the Centre. This covers at least one working day a week and grows into the availability of 50 per cent of working hours in the PhD phase. Semi-annual formal evaluation with decision by Centre's director on the continuation.

*Step 5:* Agreement intended supervisor with research plan and acceptance of candidate by supervisor, agreement of employer and/or financiers.

*Step 6:* Official appointment of supervisor by dean and registration as PhD candidate at a Leiden University graduate school.

## PhD phase (2 - 4 years)

*Step 7:* The dissertation phase consists of at least one or two working days a week. Supervision of PhD candidate by the academic supervisor, supplemented by the coaches at the Centre. Annual formal evaluation with the academic supervisor and coach of the Centre on progress and results. Special attention is paid to the use of time on the dissertation in combination with the professional practice. Where needed, arrangements are made

regarding compensation for dissertation work, education, training, coaching and performance reviews.

*Step 8:* Approval dissertation manuscript by academic supervisor.

*Step 9:* Approval of dissertation manuscript by reading committee.

*Step 10:* Defence and graduation.



The first dual PhD graduation: dr. Margriet Krijtenburg with the dean of the Faculty Campus The Hague and acting rector magnificus, prof. dr. Jouke de Vries

## Contact

Phone: +31 (0)70 - 800 9589

E-mail: [crk@cdh.leidenuniv.nl](mailto:crk@cdh.leidenuniv.nl)

<http://campusdenhaag.leiden.edu/organisation/crk/dual-phd-centre-crk.html> (English)

<http://campusdenhaag.nl/crk/> (Dutch)

### **Visiting address**

Leiden University Dual PhD Centre The Hague

Lange Houtstraat 11

2511 CV Den Haag

The Netherlands

### **Correspondence address**

Leiden University Dual PhD Centre The Hague

P.O. Box 13228

2501 EE Den Haag

The Netherlands





