A VISUAL REPRESENTATION OF DPC 2022: “TOWARDS HEALTHY DOCTORAL ECOSYSTEMS”

EVA COOLS
THE JOURNEY TOWARDS THE CONFERENCE
FIRST BRAINSTORM BY STEERCO ON OVERALL THEME
Ecosystem Edge: What can business schools learn from businesses?

Over the last decade, there has been a renewed and growing interest in deploying loosely coupled networks of companies and individuals as an alternative to integrated supply chains or tight alliances. This form of organisation seems particularly well-adapted to situations where companies are confronted with a high degree of uncertainty and the need to innovate.

Managing New Business School Ecosystems: Do's and don'ts
# DEVELOPING THE PROGRAMME SCHEDULE

### WEDNESDAY

- **Opening Remarks**
- **Welcome**

### THURSDAY

- **How to select sustainability?**
- **Business model innovation**

### FRIDAY

- **Coping with the challenges of our time**
- **Closing and announcement**

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**Tentative Schedule**

<table>
<thead>
<tr>
<th>Time</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td>09:00</td>
<td>Opening Remarks</td>
<td>Opening Remarks</td>
<td>Coping with the challenges of our time</td>
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<tr>
<td>09:30</td>
<td>Welcome</td>
<td>Welcome</td>
<td>Closing and announcement</td>
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<tr>
<td>10:00</td>
<td>How to select sustainability?</td>
<td>Business model innovation</td>
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<tr>
<td>11:00</td>
<td>Break</td>
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<tr>
<td>11:30</td>
<td>Parallel Tracks (jigsaw world cafes)</td>
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<tr>
<td>12:00</td>
<td>Lunch</td>
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TEASER WEBINAR
MANAGING A DOCTORAL ECOSYSTEM

Arnoud De Meyer
Professor Emeritus
Singapore Management University (SMU)

EFMD Doctoral Consortium 11/04/2022
## POTENTIAL BENEFITS OF ECOSYSTEMS

- Innovation accelerator
- Faster joint learning
- Fostering flexibility
- Faster scaling up
- Easier to cope with uncertainty

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CHALLENGES TO BE MANAGED

- Map your ecosystem to optimise the learning
- Building and maintaining trust and alignment along the ecosystem
- Continuous monitoring of “right”/complementary partners
- Appropriate collaborative leadership & communication
KEY TAKE-AWAYS

WANT TO READ MORE?

- **EFMD Doctoral Community Webinar** - Doctoral ecosystems: what do we mean by that? – YouTube

- **Towards healthy doctoral ecosystems** - EFMD Global blog
2022 EFMD Doctoral Programmes Conference
Towards healthy doctoral ecosystems
18–20 May 2022 | Brussels, Belgium

events.efmdglobal.org
STARTING FROM AN “EMPTY SHEET”
WELCOME
THE VLERICK ECOSYSTEM

- Legal context
- Parent universities
- Flemish government: academic research fund
- Partnerships: centres for excellence
- International research collaborations
- 3 types of PhD
- DBA

Opening by Vlerick research dean Filip Roodhooft

A view on the Vlerick (research) ecosystem as a first example
NEW CONCEPT: “LOVE TRIO”
Icebreaker by Vlerick professor Ralf Wetzel

Who are you and what do you bring to the doctoral ecosystem?

P.L.A.Y.!
P.RESENCE
L.EAP into it
A.DAPTIVENESS
Y.ES AND
! IMPACT
BREAKING THE ICE
2022 EFMD Doctoral Programmes Conference
Towards healthy doctoral ecosystems
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events.efmdglobal.org
Panel about different contexts

Examples by John Molson School of Business, Henley Business School & Copenhagen Business School

Impact of contexts on different doctoral ecosystems

- Partner schools compete & collaborate
- Trust & coordination
- Students & company + faculty team
- Academic rigour vs solving problems
- Global students + strong beliefs + growth mindset + personal development
- Supervisor training
- PhD degree

Panel led by Vassili Joannides de Latour, Grenoble Ecole de Management
Panel about digital in the doctoral ecosystem

Opportunities and challenges brought by digital transformation from a student, faculty & administrator perspective
DIGITAL ... A CURSE OR A BLESSING? DEBATE WILL FOR SURE BE CONTINUED
Testimonial by imec

Example of an industrial and academic ecosystem in nano and digital technology

BROADENING THE ECOSYSTEM TO AN "HEXAGONAL LOVE"
A CHALLENGE FOR EACH TOP TALENT

- >900 PhD students at imec, most with domestic or external scholarship, about 220 with imec scholarship
- PhD degree from one of the local network universities or from own university, dual degree agreements
- imec is the host institute, does not give degrees, but decides on topics and research path!
- International environment, world-class infrastructure, interaction with and impact on industry

- Multidisciplinary research
  - Electronic engineers
  - Electromechanical
  - Material engineers
  - Computer scientists
  - Chemists & physicists
  - Bio engineers & Bioscientists

IMEC AS A "TRANSFORMER"

- Universities
- imec
- Industry

Time frame
- Long term, many options
- Short term applications

Low R&D cost
- Providing focus for universities and basic insight and solutions for industrial partners
Bring your own challenge to this SILENT BRAINSTORM:

- write down your challenge
- reflect on the different cases
- draw, write, doodle...
- walk around & repeat

What keeps you awake at night?
World cafés

Discussing crucial factors in doctoral ecosystems: mental health & wellbeing AND trust in supervision

Establishing trust in the Supervisor(s) /Supervisee relationship

World Cafe

Mark NK Saunders & Marion Fortin
MENTAL HEALTH & WELLBEING WORLD CAFÉ
MENTAL HEALTH & WELLBEING WORLD CAFÉ
TRUST in the Supervisor/supervisee team

Focus on TASK but also on PEOPLE
Clear on expectations
Feedback & follow up
Ego Aside
Ability
Integrity
Benevolence
Show motivation
Take responsibility

SUPERVISOR
PARTNERS
PHD student

.openness
communication

No hierarchy

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WANT TO READ MORE?

Building trust in supervisory relationships - EFMD Global blog
2022 EFMD Doctoral Programmes Conference
Towards healthy doctoral ecosystems
18–20 May 2022 | Brussels, Belgium

events.efmdglobal.org
Panel about the challenges of our time

Zooming out to external factors impacting doctoral education ecosystems
The Business Case for Redesign

- Candidates
  - Competitive Analysis
  - Financial Model

- Research Training
  - Curriculum
  - Supervision

- Outcomes
  - Academic Placement
  - Enhancing Research Environment

Quality
CAREER-STAGE DEPENDING REWARD SYSTEM AT MAASTRICHT SCHOOL OF BUSINESS AND ECONOMICS

- Research
- Education
- External funding
- Academic citizenship, management & leadership
- Dissemination & outreach
THE CONTEXT

- Aim to transform a monodisciplinary institutional doctoral ecosystem into an interdisciplinary one
- Enabling students to envision transformative, interdisciplinary futures
- Interaction between three different doctoral programmes: PhD, DBA, Dprof (Transdisciplinary)
UNSOLVED, GUIDING QUESTIONS

• How do we disrupt a traditional doctoral ecosystem to create a new one?
• What is an effective strategy to introduce interdisciplinarity in an ecosystem
• What are the sources of resistance? What are the opportunities? What are the risks?
Nova SBE Impact Model
Nova SBE’s SDG Journey (2020)

OFFICIALIZING OUR LANGUAGE OF IMPACT

- **Mandatory Courses**
- **Electives**
- **Events**
- **Executive Education**
- **Mindset – challenges to students**

- **CEMS**
- **GBSN**
- **UN SDSN**
- **PRME Champion**
- **UN Global Compact**
- **Ellen McArthur Foundation**

- **Donors and Sponsors**
An Impact Model aligned with the SDGs
Grounding a revised Nova SBE’s Sustainability Strategy

An impact-driven school, home to a community with a role to play.

Knowledge
Lifelong Learning
Societal Transformation
Organizational Sustainability

WHAT
An impact-driven school, offering a variety of levers that address the challenges of humanity

HOW
Through School’s levers, and inspired on PRME, we are contributing to a set of principles of sustainability

IMPACT
Our short, medium and long-term effects towards the Agenda 2030

SDG Strategy 2020-2030

As outlined in Our Vision and Our Mission, this Impact Model sets the tone to grow from accounting to strategy.

It enables our ecosystem to own, disseminate and act upon our commitment - We all have a role to play – on campus and beyond boarders.
Keynote by Karol Vieker, DEI manager of Stockholm School of Economics

What does it take to create diverse and inclusive doctoral ecosystems?
I see no qualified applicants …
Norm-Criticism as a Tool for Change

- Norm-criticism is an invaluable tool in bringing about long-term structural change that promotes open and inclusive ecosystems.

- Norm-criticism can be described as the opposite of tolerance, which does not take power structures into account.

- A norm-critical approach means:
  1. Exposing norms and power structures
  2. Studying the consequences of them
  3. Showing who gains/loses from following/breaking them
  4. Determining how we all as individuals contribute to reinforcing or weakening them, thereby empowering – and placing responsibility on – everyone to take concrete measures.

Note: How much can be done of course depends on your context. But don’t give up! Every little change helps!
Keep the Discussion Going!

• What norms do you have in your ecosystem? Which of these contribute to inclusion and which to exclusion? How can the inclusive norms be strengthened and the exclusive norms weakened?

• Consider the vertical and horizontal hierarchies and power structures in your ecosystem. Who is listened to? Who is taken seriously? Who is included?

• What’s the tone like in research seminars and presentations? Is it warm and constructive or are there elements of “trashing” each other?

• How do you address sexist, racist, homophobic or other stereotypical statements that are made?

• How do you react if someone is subjected to sexual harassment?
Other Tips and Tricks

• Mind your choice of words and your behavior; be aware of how they may be interpreted by others. They matter!
  But dare to make – and admit – spectacular mistakes.

• Set a good example and clearly show that you do not tolerate discrimination, harassment, sexual harassment or bullying of any kind.

• Map your physical environment to ensure that it’s accessible from a physical and neurodiversity perspective, and that it isn’t reinforcing stereotypes and/or exclusive norms.

• Know the law and your organization’s policies. And make sure those policies include clear information on how to report wrongdoing, as well as how to change supervisors if necessary.

• Dare to give and humbly receive constructive criticism.
Remember …

- You have knowledge.
- You have power.
- You are privileged.
- You can make a difference!
IT’S A WRAP
MOVING FROM SOME ECOSYSTEM EXAMPLES ...
...TO IMPACT OF CONTEXT ...
... TO MENTAL HEALTH, TRUST ...
RESULT OF OUR HARD WORK ... “FULL SHEET”
SOME FIRST CONCLUSIONS

- **We are all in this together/you are not alone.** Great to share common challenges with peers and to be inspired. I like the open spirit in which knowledge and insights were brought to the table.

- **Come as you are.** Attention for well-being, health, inclusion are key in the increasingly diverse (in terms of participants, programme delivery, requirements,...) world of doctoral education.

- **Fit for purpose.** Doctoral programmes and research programmes by extension should include the challenges of our time (like SDGs, Open Science, interdisciplinarity, broadened research/faculty assessment,...) to stay relevant and prepare responsible future scholars.

- **One size does not fit all.** The numerous speakers and panellist demonstrated clearly that our conference theme “Towards healthy doctoral ecosystems” had to be plural and that each word in the title matters. National context, school’s strategy, funding mechanisms, ... all play a key role in the build up of doctoral ecosystems.

- **Digital ... a curse or a blessing?** Most animated discussions took place around whether the shift to online/hybrid delivery (forced by the pandemic) is an opportunity to disrupt doctoral education or whether we better go back to on-campus learning, community building,... To be continued...
IT WAS GREAT HOSTING YOU
YOU WERE GREAT
AND WHAT COMES NEXT?
EFMD Doctoral Programmes Conference
24-26 May 2023
TOULOUSE, FRANCE