

# AMC Graduate School

## Handbook

## PhD supervisor



*“The outcome of a PhD project is a young scientist, not just a PhD thesis.”*

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# Why this handbook?

The doctorate level program is the third phase in academic training, following the bachelor and master level programs. The role of the PhD supervisor in the doctorate level training has changed over time, and the relation between PhD supervisor and PhD candidate has shifted from a master-apprentice relation to one of a tutor-student relationship. The PhD supervisor is fully responsible for the academic training of the PhD candidate. **The end product of a PhD project is a young doctor, not just a PhD thesis.**

The evaluation and appraisal of the PhD candidate and his/her scientific progress and professional development is part of the PhD supervisor's coaching task. Offering supervisor support is part of the Graduate School's mission to organize the doctorate level training.

To this end, the Graduate School offers a number of instruments, ranging from guidelines for good mentorship and appraisal and progress evaluation interviews, information on formal doctorate regulations, and workshops on supervision of PhD candidates (in cooperation with HRM).

This handbook offers practical information and guidelines for PhD supervisors, co-supervisors and others engaged in supervision of PhD candidates.

## PhD Supervisor Support

Marlies Stouthard  
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See also our website [www.amc.nl/graduateschool](http://www.amc.nl/graduateschool), go to PhD Supervisor Support.

Locatie AMC | Meibergdreef    Locatie VUmc | De Boelelaan

Zorg    **Educatie**    Research



**Mijn situatie**

- > Ik wil arts worden
- > Ik wil een academische opleiding in de zorg
- > Ik ben arts
- > **I'm a PhD Candidate**
- > I'm an international student
- > Ik ben docent

**Overzichten**

- > Opleiding Geneeskunde
- > Opleiding Medische informatiekunde
- > Opleiding Biomedische wetenschappen
- > Medisch specialistische vervolgoopleidingen
- > Opleiding Verpleegkunde (HvA)
- > Paramedische opleidingen (Hva) en stages
- > Opleiding Wetenschappelijke professionalisering
- > Master Evidence Based Practice in Health Care
- > Master Health Informatics

**Meer**

- > Faculty Development
- > Instituut Onderwijs en Opleiden/Onderwijssteun

AMC Internet Homepage

Locatie AMC | Meibergdreef    Locatie VUmc | De Boelelaan

Zorg    Educatie    Research



## Graduate School

The doctorate is the highest academic degree awarded in the Netherlands. It is proof that the PhD candidate is capable of conducting independent research of a very high standard, under the supervision of at least one full professor, culminating in the successful defense of the doctoral thesis. It takes about three to four years of full-time research and study to complete a PhD project at the AMC. The Graduate School provides PhD candidates with information about registration and course information.

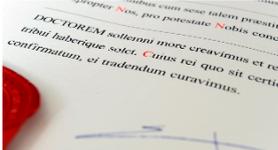
**Secretariat**

- [graduateschool@amc.nl](mailto:graduateschool@amc.nl)
- E2-172
- 020-566 3108

**Office of Doctorate Affairs**

- [promotiezaken@amc.nl](mailto:promotiezaken@amc.nl)
- E2-176

+31(0)20 566 7477



**Becoming a PhD Candidate**  
General information on AMC PhD tracks. What is a PhD at the Amsterdam UMC, location AMC? How to apply for a PhD position?



**Registration as a PhD candidate**  
AMC PhD candidates register with the Graduate School at the start of their PhD track. Registration offers access to PhD training and support.



**PhD courses**  
The PhD Course Program offers a comprehensive training program for AMC PhD research and future careers.

AMC Graduate School Homepage

# AMC Graduate School

## Staff

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## Board

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Prof. W.M. Wiersinga  
Prof. T.B.H. Geijtenbeek  
Prof. J. Stoker  
Dr. M.M.G. Leeflang  
Arthur Edridge, MD MSc (APROVE)

## Board of Studies (Opleidingscommissie)

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Prof. C.J. Fijnvandraat  
Prof. G.M.M.J. Kerkhoffs  
M. van den Hof MSc, MD  
T. J. van Velzen, MSc, MD  
B.C.L. van der Putten, MSc

# AMC Graduate School

## Mission and Vision

### **Mission**

The AMC Graduate School organizes the doctorate level academic training of AMC PhD candidates.

### **Vision “PhD projects as Doctoral Level Academic Training”**

The AMC Graduate School aims at creating an infrastructure that promotes and supports excellence in the doctorate level training of PhD candidates as highly qualified future professionals in an international environment.

### **Main activities**

The AMC Graduate School

- informs current and future PhD candidates, supervisors and others about the AMC PhD program;
- registers AMC PhD candidates and their supervisors;
- offers a PhD course program for registered PhD candidates;
- supports PhD supervisors (promotores and copromotores) in their role as active mentors and trainers of PhD candidates;
- monitors the AMC PhD candidate’s training;
- facilitates formal activities towards the thesis defense and graduation ceremony.

### **Core values**

The AMC Graduate School is an internationally oriented, collaborative, professional organization within the Academic Medical Center of the University of Amsterdam, valuing service and quality.

# Introductory meetings

The Graduate School organizes introductory meetings for starting PhD candidates, **every first Thursday of the month from 16.00 till 17.00 hrs.**

During this informal meetings both the Graduate School and APROVE introduce themselves and give you a brief overview of the services they provide. After the presentation you will be able to ask questions and to meet colleague PhD candidates.

Newly registered AMC PhD candidates receive an invitation by e-mail. Attendance is not compulsory. You are very welcome to join at any month that suits your calendar. Supervisors of PhD candidates are also welcome to join. They may attend without an (formal) invitation.

# AMC Graduate School

## Doctorate level training



# PhD Course Program



## **Preface**

### **The Doctorate**

Doctorate Regulations - Conditions - How to apply for a PhD position? - The PhD Thesis - Compensation for PhD Graduation Costs

### **Formalities needed to complete the PhD**

#### **At the AMC**

The AMC PhD candidate - Registration - Introductory Meetings

#### **Training and Supervision**

Training and Supervision Scheme - PhD Candidate Support - PhD Supervisor Support - Annual Appraisal Interview - AMC Research Code - Chapter 2 Good Mentorship from the AMC Research Code - AMC Ombudsman

#### **The PhD Course Program**

Collaborations - ECTS Credits - Course Application - Waiting Lists - Graduate School Course Regulations - Course Administration

#### **The AMC Graduate School**

Mission - Vision - Staff - Board - PhD Training Oversight Committee

#### **AMC Scholarships and Awards**

AMC PhD Scholarships - Thesis Awards - Publication Awards - Graduate School Course Award - Awards Session

## **PhD Course Program**

### **General information**

The PhD Course Program of the AMC Graduate School is international, demand-driven, elective, modular, and tailored to AMC PhD research. The courses are small-scale, interactive, and 'just-in-time'. They are offered as blended learning: e-learning when possible, and/or face-to-face when needed.

The course program offers training to PhD candidates to develop their scientific skills, acquire transferable skills and broaden and deepen their scientific understanding. Each AMC PhD candidate follows an individual training program. The course program can help PhD candidates in conducting independent, original and scientifically significant research, and critically evaluating their own work and that of others. Prior registration as an AMC PhD candidate is a requirement for participation in the course program.

The AMC Graduate School currently offers 49 courses. An overview of all courses can be found in the course schedule 2017-2018. PhD candidates and their supervisors should select the most relevant courses, while considering prior training and the content and methods of the planned PhD research. This will result in a personalized, modular training program for the entire period of doctorate studies.

Unless stated otherwise, the AMC Graduate School courses are offered free of charge for registered AMC PhD candidates.

The general introductory course "The AMC World of Science" is highly recommended for all new AMC PhD candidates. This course should preferably be taken during the first year of research. The other courses can be taken in any order.

### **Compulsory courses**

There are no compulsory courses during the PhD project, with four exceptions:

- Clinical researchers that conduct research that is subject to the Medical Research Involving Human Subjects Act (WMO) are obliged by law to take the BROK course.
- The course Laboratory Animals must be taken by all researchers conducting tests or experiments on animals.

To pass these courses, participants must pass the corresponding national examinations.

- The Laboratory Safety course is obligatory for researchers who work in a laboratory within the AMC.
- The Radiation Protection course is obligatory for researchers who work with radiation or radionuclides within the AMC.

### **Collaborations**

Most of the courses are provided by the AMC Graduate School and are taught by AMC researchers; they are open only to registered AMC PhD candidates. However, several courses are provided by other institutions and organizations, such as the Dutch Heart Foundation, or by medical research schools operating under the auspices of the Royal Netherlands Academy of Arts and Sciences (KNAW). Other courses in the program are provided by AMC Clinical Research Unit (CRU) and AMC HR department.

### **ECTS Credits**

The AMC Graduate School recommends that PhD candidates take 20-30 ECTS of training and

teaching during their PhD project. There is no formal requirement for a minimum number of courses, hours or ECTS.

Each course description specifies the number of ECTS credits. This expresses the estimated study workload required to achieve the objectives (learning outcomes) of the corresponding course. The workload of one academic year of full-time study is 60 ECTS. Bear in mind that the PhD course program itself is not formally approved for ECTS credits nor ECTS grades.

### **Enrollment**

The courses of the AMC Graduate School have grown rapidly in popularity. The AMC Graduate School now has more registered PhD candidates and offers more courses than ever before. Courses are scheduled once or several times per year. Due to limited capacity, some popular courses have a waiting list.

We are working hard to increase the capacity so that all registered PhD candidates can attend courses within their preferred time schedule. These solutions take time, and, much to our disappointment, they sometimes cannot be implemented in the subsequent course program. In the meantime, we kindly request PhD candidates to notify the Graduate School as soon as possible if they must cancel their registration for a course so we can offer their place to another candidate.

### **Attendance and cancellation**

After confirmation of your registration, attendance at all sessions is compulsory. In the event of unavoidable absence from a session, you must notify the Secretariat of the AMC Graduate School in advance. Participants must make up missed sessions through independent study; missed sessions cannot be taken in a subsequent course.

Cancellation without consequences is possible until two weeks before the start of the course. After this period, a warning will be given in case of cancellation or no-show. Participants who have received two warnings are excluded from any further courses of the AMC Graduate School.

### **Course Regulations and Code of Conduct**

The AMC Graduate School has a set of Course Regulations. The complete document can be found on the AMC Graduate School website. Below a number of general rules are summarized.

- Pagers have to be switched off during course sessions; cell phones must be switched to silent;
- Participants are expected to arrive on time for all sessions;
- Attendance is registered; participants must sign the attendance list upon arrival at each session;
- A certificate will be issued based on sufficient attendance;
- At the end of the course or session an evaluation form must be filled in.

### **Examination**

A few courses have compulsory examinations. In case of a failing grade, PhD candidates are allowed only one re-examination (resit).

### **More information**

For more information about the course program, please contact the AMC Graduate School:

#### **AMC Graduate School**

AMC, room E2-172

T: +31 (0)20 566 3108 / 4618

E: [graduateschool@amc.uva.nl](mailto:graduateschool@amc.uva.nl)

# Other courses

The PhD candidate can also follow any courses outside the AMC Graduate School. However, the AMC Graduate School does not accept any responsibility for and does not offer any financial support these courses.

## Useful information and links:

### BioBusiness Summer School

[www.biobusinesssummerschool.nl](http://www.biobusinesssummerschool.nl)

[www.hyphenprojects.nl](http://www.hyphenprojects.nl)

### Research Schools (with KNAW ECOS accreditation) on Medicine and Life Sciences

- CaRe - Netherlands School of Primary Care Research
- COEUR - Cardiovascular Research School ErasmusMC Rotterdam
- EPP - Dutch-Flemish Postgraduate School Experimental Psychopathology
- EURON - European Graduate School of Neuroscience
- GROW - Research Institute for Growth & Development
- MGC - Medical Genetics Centre South-West Netherlands
- NCMLS - Nijmegen Centre for Molecular Life Sciences
- ONWAR - Graduate School Neurosciences Amsterdam Rotterdam
- OOA - Oncology Graduate School Amsterdam
- Rudolf Magnus - Rudolf Magnus Institute
- Biodiversiteit - Research School Biodiversity
- Bijvoet - Bijvoet Center for Biomolecular Research
- CASIMIR - Casimir Research School
- GBB - Groningen Biomolecular Sciences and Biotechnology Institute
- Helmholtz - Helmholtz Institute
- Mol Med - Erasmus Postgraduate School Molecular Medicine
- NIHES - Netherlands Institute for Health Sciences
- NIOK - Netherlands Institute for Catalysis Research
- ONWAR - Graduate School Neurosciences Amsterdam Rotterdam

### Postdoc Career Development Initiative

[www.pcdi.nl](http://www.pcdi.nl)

# AMC Graduate School

## Formal issues AMC-UvA

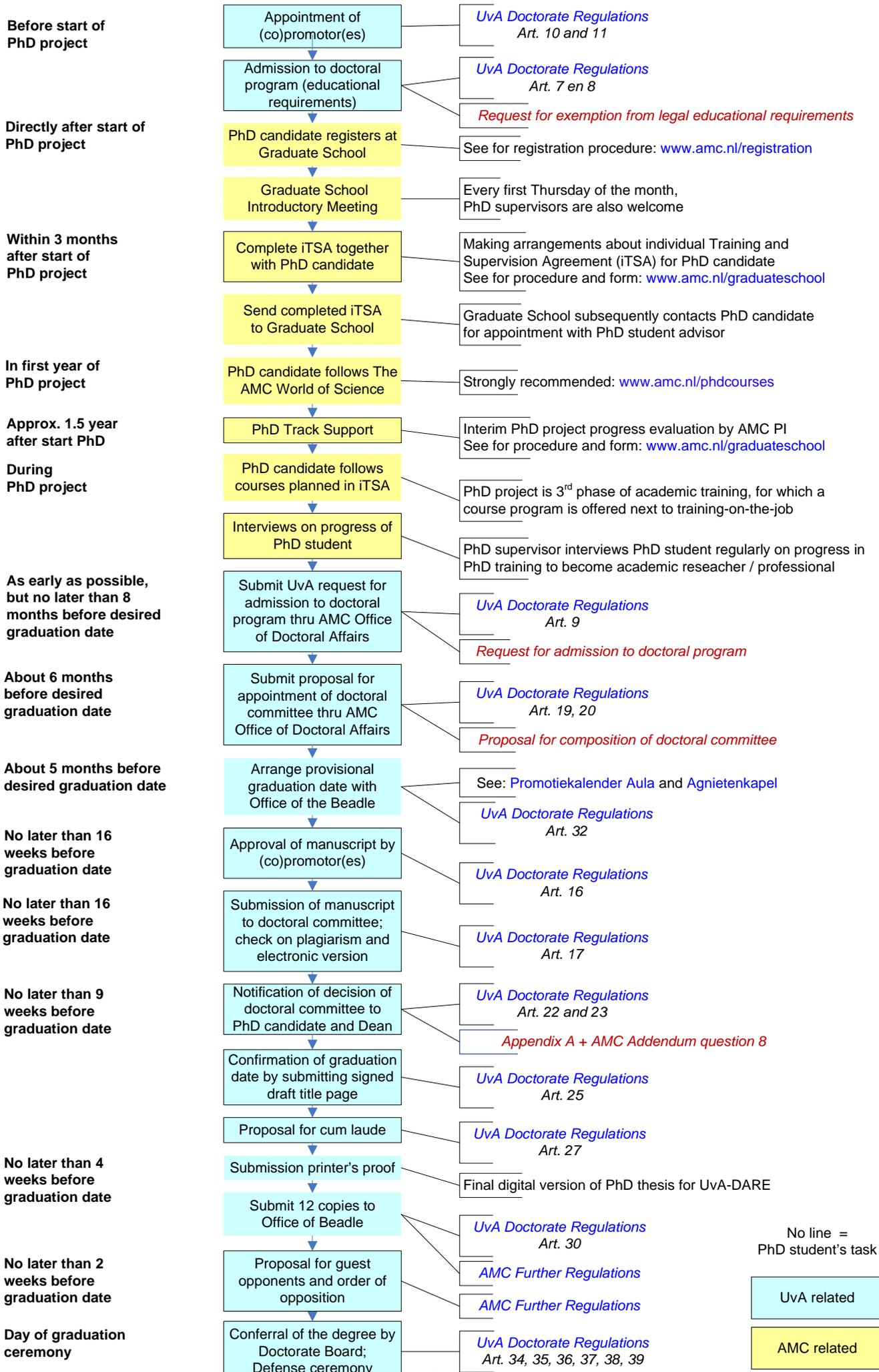


Academic Medical Center

**University of Amsterdam**

# Time table for PhD supervisor and PhD candidate

# AMC Graduate School



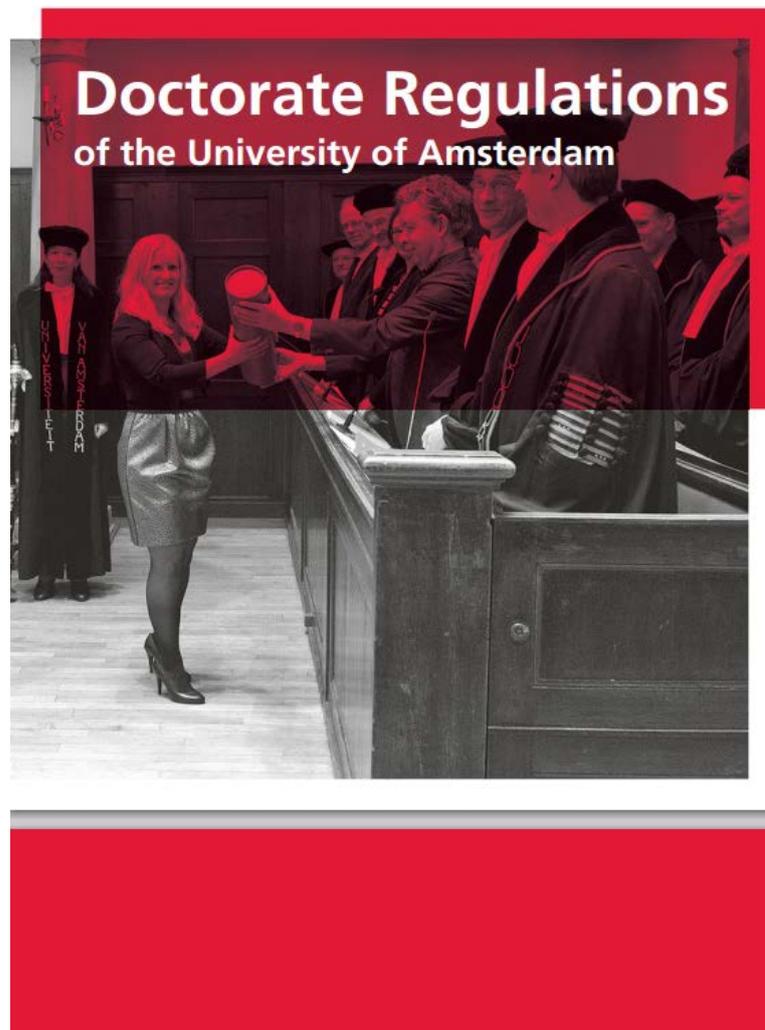
No line =  
PhD student's task

UvA related

AMC related

# AMC Graduate School

## PhD Graduation



# Office of Doctorate Affairs

## Bureau Promotiezaken

Professor Wilmar M. Wiersinga, MD PhD  
Delegate to the Dean for Doctorate Affairs

Annemarie van de Woestijne  
AMC PhD liaison Office of Doctorate Affairs

Office of Doctorate Affairs (Bureau Promotiezaken)  
Kamer E2-176  
AMC  
Meibergdreef 9  
1105 AZ Amsterdam

Tel. +31 (0)20 566 7477  
E-mail [promotiezaken@amc.uva.nl](mailto:promotiezaken@amc.uva.nl)

Open:  
Monday-Tuesday-Thursday-Friday 9.00-12.00  
Wednesday closed

## **STEP-BY-STEP APPROACH: HOW TO OBTAIN A DOCTORATE?**

The Office of Doctorate Affairs (called in Dutch *Bureau Promotiezaken*) processes all formalities concerning the doctorate (PhD) as stipulated in the Doctorate Regulations 2014 of the University of Amsterdam (*Promotiereglement 2014 van de Universiteit van Amsterdam*) and Further Regulations of the Faculty of Medicine (*Aanvullende bepalingen van de Faculteit der Geneeskunde*)

Contact information: location E2-176, tel. +31 20 5667477, [promotiezaken@amc.nl](mailto:promotiezaken@amc.nl)  
Opening hours: Monday-Tuesday-Thursday-Friday - 09:00-12:00 hrs, closed on Wednesday.  
Ms Annemarie van de Woestijne is the Faculty PhD liaison.  
Prof. Wilmar Wiersinga is the dean's delegate on doctorate affairs.

The UvA doctorate regulations and the various forms can be found either in Dutch or in English on the following University websites:

[www.uva.nl/promotiereglement](http://www.uva.nl/promotiereglement)

[www.uva.nl/doctorateregulations](http://www.uva.nl/doctorateregulations)

The step-by-step approach described below is provided for PhD candidates who wish to obtain a doctorate in the Faculty of Medicine. It combines the doctorate regulations set by the University of Amsterdam and the additional ones set by the Faculty of Medicine.

### **STEP 1 – REQUEST FOR EXEMPTION FROM THE LEGAL EDUCATIONAL REQUIREMENTS**

This step is only necessary for candidates who do not meet the Dutch educational requirements for admission to the doctoral program, that is for those PhD candidates who do not have a Dutch Master's degree certificate or initial university degree. The requested form in English or Dutch should be submitted to Bureau Promotiezaken together with:

1. certified copies of all academic degree certificates
2. certified copies of associated lists of marks or course overviews
3. certified copies of translations if documents under 1. and 2. are in a language other than Dutch, English, French, German, Spanish or Italian; translations must be accompanied by original certificates
4. a legally permitted and valid identity document
5. curriculum vitae

### **STEP 2 – REQUEST FOR ADMISSION TO THE DOCTORAL PROGRAMME**

The form 'Request for admission to the doctoral program' should be filled in completely and signed by promotor(es) and (co)promotores with original signatures. If the copromotores do not hold a full or associate professorship, a motivation to nominate an expert with doctorate as co-

promotor should be given on the reverse side of the form. Do not forget to fill in the issue date of the Master's degree, (or the date and number of the exemption decision), and the appointment end date or retirement date of the promotor(es), if applicable. The requested form in English or Dutch should be submitted (in person) to *Bureau Promotiezaken* together with:

- a legally permitted and valid identity document (driver's license is not allowed)
- an original Dutch Master's degree certificate or initial university degree (*doctoraal diploma*)

### **STEP 3 – PROPOSAL FOR COMPOSITION OF THE DOCTORATE COMMITTEE**

Requirements for the voting members of the doctorate committee (promotores and copromotores have no voting right) are:

1. at least 5 but no more than 7 members
2. >50% should be professors
3. ≥50% should be from the University of Amsterdam
4. ≥1 professor should be from the University of Amsterdam
5. ≥1 professor should be from outside the University of Amsterdam.

Experts with a doctorate who do not hold the title of professor or university lecturer, can be nominated as voting member.

Please note: The decision of the Doctorate Board on the composition of the doctorate committee is valid for one year. After that period, a new proposal has to be submitted.

A provisional date of the public defense ceremony of the PhD thesis can be requested at the Beadle Office once the formal decision of the Doctorate Board of the University of Amsterdam has been received on the composition of the doctorate committee.

### **STEP 4 – DOCTORAL THESIS ASSESSMENT**

After the decision of the Doctorate Board on the composition of the doctorate committee has been received, and after approval of promotor(es) and copromotor(es) of the manuscript, the PhD thesis should be sent to members of the doctorate committee *no later than 16 weeks before the provisional date of the public defense of the PhD thesis*.

The manuscript must be final and complete, including both a Dutch and English summary. The cover, propositions and acknowledgement are not part of the manuscript to be assessed. After having forwarded the manuscript to the members of the doctorate committee changes are not allowed in the manuscript except minor ones (limited to typing errors) (see Step 6 point 3).

At the same time, the PhD thesis manuscript must be sent to the doctorate committee members and in cc. to the library of the Academic Medical Center via e-mail to [phdscan@amc.nl](mailto:phdscan@amc.nl) (no-reply e-mail address), and to the dean's delegate ([promotiezaken@amc.nl](mailto:promotiezaken@amc.nl)). The librarian

performs an electronic scan on plagiarism, and sends the outcome to the promotor and to *Bureau Promotiezaken* within two weeks after receipt of the PhD thesis.

Full details are given in the document 'Procedure for screening on plagiarism of AMC doctoral theses'.

When informed in due time by *Bureau Promotiezaken* that no plagiarism has been found, the PhD thesis is uploaded by the AMC librarian to the University Library for publication in the UvA-DARE repository (UvA Dissertations Online) no later than 6 weeks before the date of the defense. The scan on plagiarism and the submitted text are archived. The PhD candidate sends the cover, propositions, acknowledgement and license agreement to the University Library separately, no later than 6 weeks before the defense ceremony.

### **STEP 5 – DOCTORAL THESIS APPROVAL AND ADMISSION TO THE DOCTORAL DEFENCE CEREMONY**

*No later than 6 weeks* after receipt of the PhD thesis, the voting members of the doctorate committee send their judgment to the promotor(es) using the form in Appendix A of the Doctorate Regulations of the University of Amsterdam. If one of the voting members expresses a negative judgment, a meeting is convened. If the voting is in favor of admission to the doctoral defense ceremony, the promotor(es) send all of the following documents to Bureau Promotiezaken, in print, *no later than 9 weeks before the provisional date of the public defense of the PhD thesis*:

1. copies of the **form in Appendix A, in Dutch or English, of all voting members**
2. **addendum appendix A** – ad question 8 (related to specific assessment criteria of the Faculty of Medicine) in Dutch or English
3. e-mail with the **results of the scan on plagiarism** as received from [phdscan@amc.nl](mailto:phdscan@amc.nl)
4. the **completed title page** for the doctoral thesis (as outlined in appendix B of the Doctorate Regulations of the University of Amsterdam). **The front and reverse of the title page should be signed by the promotor(es).**

### **STEP 6 – IMPRIMATUR AND OPPOSITION**

1. *No later than 8 weeks* before the provisional date of the public defense, the dean (Prof. J.A. Romijn) or the delegate of the dean for PhD affairs (Prof. W.M. Wiersinga) signs the front and reverse of the title page. The presence of the signatures of the promotor(es) and the dean or his delegate on both sides of the title page serves as 'Imprimatur': only with these signatures the PhD candidate is allowed to publish his PhD thesis. *Bureau Promotiezaken* informs the PhD candidate, the Office of the Beadle and [phdscan@amc.nl](mailto:phdscan@amc.nl). The Office of the Beadle converts the provisional date of the public defense into the definitive one.

2. *No later than 6 weeks* before the date of the public defense the PhD candidate sends the license agreement to the University Library. UvA-DARE offers the possibility to apply an embargo (with a maximum of 2 years) on not yet published chapters and other material of the PhD thesis.
3. *No later than 6 weeks* before the date of the public defense the PhD candidate – if there have been made any changes in the text approved by the doctorate committee – resubmits the manuscript. The changes should be restricted to typographical errors. The PhD candidate resubmits the corrected definitive manuscript (printer's proof) with a list of those minor changes to [phdscan@amc.nl](mailto:phdscan@amc.nl), with *Bureau Promotiezaken* and the promotor(es) in cc., mentioning minor changes that have been made. This final version should also contain – if not submitted already at the first time – the cover, ISBN number, lay out, title page corrections, colophon, propositions and acknowledgements. This version of the PhD thesis will then be uploaded by the AMC library to the University Library.
4. *No later than 4 weeks* before the date of the public defense the PhD candidate sends one copy of the PhD thesis to *Bureau Promotiezaken* and 12 copies to the Office of the Beadle.
5. *No later than 2 weeks* before the public defense the promotor(es) may propose a guest-opponent to *Bureau Promotiezaken* in case one or more of the opponents (voting members of the doctorate committee) are unable to attend the public defense ceremony. Please note that professors should still be in the majority.
6. *No later than 1 week* before the public defense the promotor(es) inform *Bureau Promotiezaken* about the order of the opposition by the opponents with their titles and teaching commitment and/or expertise.

## FURTHER REGULATIONS FOR THE FACULTY OF MEDICINE

1 January 2018

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### 1. Registration

Registration of AMC PhD candidates at the AMC Graduate School is compulsory, as well as a training and supervision agreement.

### 2. AMC Office of Doctorate Affairs

The AMC Office of Doctorate Affairs (called in Dutch *Bureau Promotiezaken*) processes all formalities regarding the doctorate (PhD) as stipulated in the UvA Doctorate Regulations, and Further Regulations for the Faculty of Medicine.

### 3. Number of published papers

The PhD thesis contains at least three manuscripts with results of original scientific research with the PhD candidate as first author, published in or accepted by international, peer-reviewed, scientific journals at the time of assessment of the thesis manuscript by the voting members of the doctorate committee.

### 4. Number of co-authorships

No more than 25% of the papers in the PhD thesis may have one or more voting members of the doctorate committee as co-author.

#### Supplementary to: Article 20.8 of the Doctorate Regulations of the UvA:

*“If the doctoral thesis consists (partly) of articles that have been written in the name of several authors, the co-authors of these articles may only make up a minority of the remaining voting members of the Doctorate Committee.”*

### 5. Screening on plagiarism

The dean is responsible for the screening on plagiarism of the PhD thesis. At the same time at which the PhD thesis is sent to the voting members of the doctorate committee, the PhD thesis must also be sent to the library of the Academic Medical Center via e-mail [phdscan@amc.nl](mailto:phdscan@amc.nl). The librarian will perform an electronic scan on plagiarism, and sends the outcome to the promotor(s) and to *Bureau Promotiezaken* within two weeks after receipt of the PhD thesis.

Full details are given in the document ‘Procedure for screening on plagiarism and submission of AMC doctoral theses’.

### 6. Electronic and printed version

The Medical Library sends the approved final electronic version of the PhD thesis to the University Library for publication in the UvA-DARE repository (UvA Dissertations Online), on

behalf of the Dean. To this end, the PhD candidate sends the printer's proof to [phdscan@amc.nl](mailto:phdscan@amc.nl) (c.c. [promotiezaken@amc.nl](mailto:promotiezaken@amc.nl)).

The PhD candidate sends the license agreement to the University Library separately, no later than 6 weeks before the defense ceremony.

The PhD candidate sends 12 copies of the printed version of the PhD thesis to the Office of the Beadle, no later than four weeks before the defense ceremony.

## **7. Portfolio**

Adding a portfolio (see [example](#)) to the PhD thesis is compulsory.

## **8. Guest opponents**

The request for admission of guest opponents is submitted to Bureau Promotiezaken no later than two weeks before the graduation ceremony.

## **9. Opposition**

No later than one week before the graduation ceremony, the promotor submits a list with the order of opposition to Bureau Promotiezaken, including the exact teaching details and affiliation of the opponents.

## **10. 'Ius promovendi' and appointment as supervisor for associate professor (UHD)**

The Doctorate Board UvA has given all associate professors (UHD's) the 'ius promovendi'. The Faculty of Medicine has the prerogative to allow exercising this right to act as supervisor; the Dean decides. In the AMC, only researchers appointed as associate professor (UHD) and PI, and with at least two performances as co-supervisor, can apply. A motivated application accompanied by prove of the three criteria mentioned plus a CV, can be send to the dean's delegate for doctorate affairs.

## **11. Theses prepared outside the UvA**

PhD candidates who prepared their thesis fully outside the UvA, without supervision by the intended promotor(s) and copromotor(s) (as shown by their absence from authorship on the original papers in the thesis), are not eligible for admission to the doctorate at the Faculty of Medicine of the University of Amsterdam.

## **12. Exemption**

For each of the above mentioned supplementary provisions, exemption can be requested by a motivated letter to the dean or his delegate for doctorate affairs.

Front

## Appendix A

# **Doctoral thesis assessment and admission to the doctoral defence ceremony**

**Vote:**

**Explanation:**

### **Submission**

Please submit both sides of this completed form to the faculty office (with a copy to the supervisor) by post or email **no later than eight weeks before the PhD conferral date.**

### **Criteria**

Committee members must assess the manuscript on the basis of the requirements imposed for the relevant discipline. The aspects below should be taken into account in this assessment. The criteria to which this manuscript is subject should each be assessed independently of each other.

Reverse

## Doctoral thesis assessment and admission to the doctoral defence ceremony

	Excellent	Very good	Good	Satisfactory	Unsatisfactory
1. Extent to which the research is innovative <i>Explanation:</i>	<input type="checkbox"/>				
2. The way in which the material has been organised, analysed and processed <i>Explanation:</i>	<input type="checkbox"/>				
3. The originality and creativity of the work <i>Explanation:</i>	<input type="checkbox"/>				
4. The soundness of the methodology used in the analysis <i>Explanation:</i>	<input type="checkbox"/>				
5. A critical approach to existing theories and concepts <i>Explanation:</i>	<input type="checkbox"/>				
6. Balance in the structure of the thesis and clarity in style and wording <i>Explanation:</i>	<input type="checkbox"/>				
7. The extent to which the doctoral thesis has a (pioneering) impact on the field of study <i>Explanation:</i>	<input type="checkbox"/>				
8. Optional: Assessment criterion/criteria prescribed by the faculty, namely: <i>Explanation:</i>	<input type="checkbox"/>				
9. Do you believe that this doctoral thesis should qualify for the distinction 'cum laude'?  If so, can you attest that the doctoral thesis is among the best 5% of all doctoral theses that you have read in the relevant field of study? <i>Explanation :</i>					

**Doctorate Regulations of the University van Amsterdam**

**Doctoral thesis assessment form and admission to the doctoral thesis defense**

**Addendum Appendix A - ad question 8 - Specific assessment criteria Faculty of Medicine**

<b>Surname doctorate candidate:</b>	<b>Initials:</b>
-------------------------------------	------------------

<b>1. Number of published or accepted original manuscripts in thesis (requirement: at least 3)</b>	
--	--

<b>2. Co-authorships</b>	
<b>a. Number of co-authors being voting members of the doctorate committee</b> (requirement: these co-authors may only constitute a minority of the voting members of the doctorate committee)	
<b>b. Number of published articles with one or more voting members of the doctorate committee as co-author</b> (requirement: the number of articles may not exceed 25% of the total number of articles published in the thesis)	

<b>3. Screening on plagiarism</b>	
<b>a. Date of plagiarism check</b>	
<b>b. Results of screening</b>	
<b>c. Signature promotor:</b>	

## Procedure for screening on plagiarism of AMC doctoral theses

The Doctorate Regulations 2014 of the University of Amsterdam stipulate that the dean is responsible for a check on plagiarism of the final manuscript of the doctoral thesis after approval by the supervisor(s), and for submission to the University Library (art. 17). At the Faculty of Medicine (AMC/UvA), the dean has assigned these tasks to the AMC Medical Library.

1. The supervisor<sup>1</sup> sends the final, approved manuscript to email address [PhDscan@amc.nl](mailto:PhDscan@amc.nl). The manuscript must be complete, including title pages, contents, Dutch and English summary, portfolio, CV and any other parts, with the exception of the cover and acknowledgement (*Dankwoord*). The manuscript must be submitted as one single \*.pdf file. It may be either plain text or in the final lay-out. Only manuscripts fulfilling all conditions will be accepted. If the file exceeds 10MB, [FileSender](#) can be used.
2. A scan on plagiarism of the manuscript<sup>2</sup> is performed, using standard plagiarism screening software tools.
3. The final results of the screening on plagiarism are sent to the supervisor(s) and the PhD Graduations Office, within 14 days of the date of submission.
4. The complete output of the screening of the manuscript will be archived until the date of the doctorate thesis defense.
5. If the screening reveals no plagiarism, the exactly identical manuscript will be uploaded to the University Library for publication in the UvA-DARE repository (UvA Dissertations Online)<sup>3</sup>. If the screening raises doubt about or suspicion of plagiarism, the manuscript will not be uploaded. The doctoral candidate sends the cover, acknowledgement and license agreement to the University Library separately, no later than six weeks before the defense ceremony.

<sup>1</sup> If the final approved manuscript is sent on behalf of the supervisor (*promotor*), the supervisor must be included in the e-mail as cc. The second supervisor and co-supervisors must also always be included as cc.

<sup>2</sup> All chapters including introduction, conclusions, discussion and summary will be subjected to screening on plagiarism. Title pages, contents, propositions, portfolio, CV, colophon and any other parts will not be subjected to plagiarism screening.

<sup>3</sup> The AMC Medical Library is responsible for the upload of the manuscript to UvA-DARE.

# AMC Graduate School

## Registration



# DOCTOR

# Registration procedure for AMC PhD candidates

You are an AMC PhD candidate when you have a full AMC professor as your PhD supervisor and you will be defending your thesis at the Medical Faculty of the University of Amsterdam.

From now on your details must be recorded in the Central Personnel Database, with confirmation from your PhD supervisor, from the moment you begin your doctoral studies. This requirement also applies to AMC PhD researchers not employed directly by the AMC or AMR. Registration entitles you to an AMC ID badge and e-mail account, and provides access to the library and to all activities organised by the AMC Graduate School and PhD candidate association APPROVE.

## How does it work?

As you start your PhD studies, you must complete the registration form and both you and your PhD supervisor must sign it. An appoint for registration only is not necessary. Bring the completed registration form, your Master's degree certificate(s) and a valid official identity document (not a driving licence). You need to bring original documents, not copies. If you do not yet have an AMC badge, call the AMC HR-Servicedesk to make an appointment. You will be issued with one on the spot. As soon as your registration has been processed, the Graduate School will e-mail confirmation to your AMC address.

## The procedure step by step

1. Complete the registration form online.
2. Press the 'verzend' button. You receive the registration form in your personal e-mail.
3. Print out the e-mail and sign it.
4. Ask your PhD supervisor to check and sign the form.
6. Take the following items with you to the AMC HR Servicedesk (no appointment necessary):  
the completed registration form, your Master's degree certificate(s) and a valid official identity document (not a driving licence).  
NB. Bring original documents, not copies. And only fully completed forms will be accepted.
7. The registration procedure is complete. You receive confirmation by e-mail to your AMC address.

# Frequently Asked Questions

## **I already registered with the AMR. Why do I need to register again?**

The registration with the AMR is not the same as the Graduate School registration. The new registration form gives the Graduate School details on your PhD research, such as your starting date, main sponsor and PhD supervisor.

## **I am already an employee of the AMC. Do I need to register again?**

Yes. You are already known in the AMC Personnel System but we have to mark you as a PhD candidate.

## **Why do I need to bring my passport and master-degree to the AMC HR-Servicedesk?**

The AMC HR-Servicedesk is under an obligation by Dutch Law to only register persons in the AMC Personnel System with valid identification and a school certificate (original versions).

## **I already showed my passport and master degree when I got registered as AMC (or AMR) employee. Why do I need to show it again?**

The AMC HR-Servicedesk does not have a digital filing system so all papers are stored in an archive. It takes too much time to search for your documents - there are approx. 16.000 personal files -. So the quickest way to get you registered is to bring the documents yourself.

## **In the past I followed courses with the Graduate School. So my details are known. Do I still need to register?**

Yes, all the old registrations are not valid anymore.

## **I have registered with Promotion Affairs (Bureau Promotiezaken) to set a date for defending my thesis. Do I still need to register?**

Yes, the AMC wants to have a complete overview of all PhD candidates. Even if you defend your thesis next week, we would like you to register.

## **I finish my PhD research and start writing my thesis. Do I still need to register?**

Yes, we need the details on your PhD research for our statistics.

## **I am working abroad and can not bring the form to the AMC HR-Servicedesk in person. How can I register?**

Send an e-mail to [graduateschool@amc.uva.nl](mailto:graduateschool@amc.uva.nl) explaining your situation. We will work out a solution to get you registered.

## **I do my research in the AMC but I will not defend my thesis at the University of Amsterdam, but elsewhere. Do I need to get registered as an AMC PhD candidate?**

No, you can only register if you will defend your thesis at the UvA and you have a full professor as your PhD supervisor.

## **I filled in the registration form on-line. Can I send it by e-mail?**

No, the send-button at the end of the form does not work. It only gives you an overview of your details. You need to print the file and have it signed by you and your PhD supervisor (promotor).

## **I do not have access to my original master degree. Can I register without?**

No. Please contact the AMC Graduate School:

E: [graduateschool@amc.uva.nl](mailto:graduateschool@amc.uva.nl) T: 020-566 3108

**My PhD supervisor is out of office. Can my co-supervisor of my daily supervisor sign the form?**

No. The form will only be processed with a signature of your PhD supervisor. If this is a problem, please contact the AMC Graduate School:

E: [graduateschool@amc.uva.nl](mailto:graduateschool@amc.uva.nl) T: 020-566 3108

**How can I access the Medical Library when I am abroad?**

Browse to <https://literatuur.amc.nl>

Login with your AMC username and password

If you don't have a AMC username, please contact the AMC Graduate School:

E: [graduateschool@amc.uva.nl](mailto:graduateschool@amc.uva.nl) T: 020-566 3108

## DOCTOR - beknopte handleiding

In het AMC is aanmelding van promovendi bij aanvang van het promotietraject verplicht. DOCTOR is het systeem waarin de AMC Graduate School gegevens van AMC promovendi opslaat.

Let op: alleen promotoren hebben toegang tot DOCTOR.

### Inloggen via AMC intranet (in CDW)

Open AMC intranet in Windows Internet Explorer; DOCTOR werkt uitsluitend in deze browser. In de adresbalk typt u **doctor** gevolgd door <enter>. Het inlogscherm verschijnt. U logt in met uw AMC gebruikersnaam en wachtwoord.

U logt in met uw AMC gebruikersnaam en wachtwoord.



AMC Graduate School for Medical Sciences

### Sign in to AMC Doctor

AMC Username:

Password:

Remember me next time.

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In DOCTOR kunt u naar het overzicht van uw eigen promovendi, dat wil zeggen de promovendi bij wie u als promotor geregistreerd staat.

U kunt de gegevens van uw promovendi individueel inzien.

U kunt ook een aantal standaardoverzicht bekijken, zogenaamde Reports.

### Overzicht individuele promovendi

Als u links op de knop 'AMC Graduate School' klikt, ziet u het overzicht van uw promovendi. Selecteert u een naam, dan kunt u op de knop 'Detailed report' klikken rechts onder.

- *Detailed report*: overzicht per promovendus met alle ingevoerde gegevens

### Overzichten in Reports

- *Complete summary*: alle promotietrajecten, zowel lopende als afgeronde
- *Ongoing PhD projects*: alle lopende promotietrajecten

- *Completed PhD projects*: alle afgeronde promotietrajecten (met keuze van periode)
- *Discontinued PhD projects*: alle voortijdig beëindigde promotietrajecten
- *Gender\_number*: totaaloverzicht, met grafiek, van AMC promovendi uitgesplitst naar geslacht
- *Division\_number*: totaaloverzicht, met grafiek, van AMC promovendi uitgesplitst naar divisies.

U kunt al deze rapporten exporteren en opslaan als Excel-, Word- of PDF-file.

### **Wijzigingen doorgeven**

Tussentijdse wijzigingen geeft u via e-mail door aan de Graduate School.

- Werkgever : datum uitdienst + gegevens nieuwe werkgever
- Functie : datum wijziging + nieuwe functie
- Promotieteam : datum wijziging + titel, initialen, achternaam + rol
- Sponsor : datum wijziging + nieuwe sponsor
- Stopzetting : datum

### **Promovendus status**

Promovendi in de afrondingsfase van hun traject kunnen, na beëindiging van het arbeidscontract, als promovendus in het AMC Centrale Personen Registratie (CPR) worden opgenomen met een gastvrijheidsaanstelling via de AMC Graduate School. Zij behouden dan hun AMC e-mailadres en AMC account, inclusief toegang tot de Medische Bibliotheek.

Let op: Deze registratie is geen vervanging van een arbeidscontract!

Om uw promovendus een dergelijke gastvrijheidsaanstelling te geven, stuurt u een e-mail aan de Graduate School ([graduateschool@amc.nl](mailto:graduateschool@amc.nl)) een maand voor afloop van het contract. Vermeld naam van de promovendus en de datum waarop de 'promovendus status' moet ingaan.

### **Contactpersoon DOCTOR:**

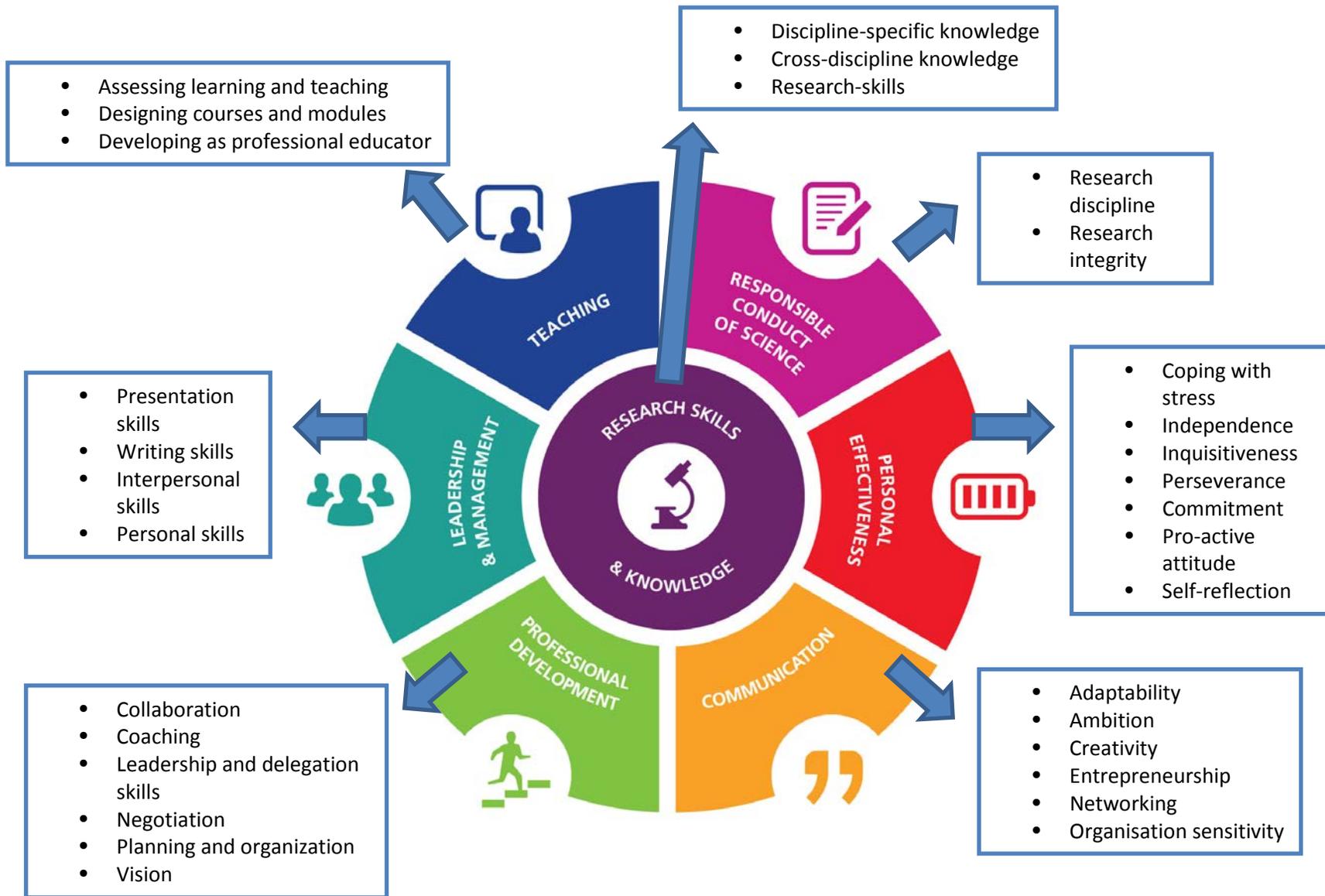
Marlies Stouthard, [m.e.stouthard@amc.uva.nl](mailto:m.e.stouthard@amc.uva.nl)

Amsterdam, 19 januari 2018

# PhD Competence Model



# PhD Competence Model



# PhD Competence Model

AMC PhD candidates should be equipped to pursue a career inside or outside academia after their PhD track. Excellence in the doctorate level training of PhD candidates as highly qualified future professionals in an international environment is essential. The AMC Graduate School aims at creating an infrastructure to promote and support this excellence. PhD candidates are challenged to model their own learning processes. Offering a self-assessment tool for PhD competences is one way to encourage PhD candidates to self-reflect on their capacities and further develop themselves.

Collectively the University Medical Centers have defined a set of core competences for PhD candidates as a guideline for professional career development, and to recognize acquired competences. Of course these competences are also very relevant for postdoc's. The **PhD Competence Model** is designed as a self-assessment tool. It reflects the competences an AMC PhD candidate should have acquired by the end of his/her PhD track, depending on his/her career perspective.

The emphasis of the model is on career development and orientation. The user evaluates his/her level on the given competence, using a 5-point scale from zero to five (excellent). A score of three reflects an average level based on peer group. The final profile can be viewed in the spider chart. The results are available offline only. The PhD Competence Model can be used yearly to monitor progress.

## Tips for use

1. The tool is for **self-assessment** purposes only. It is explicitly not to be used as an appraisal or assessment tool.
2. We recommend that you consult peers and your supervisors for **feedback**.
3. **Select** a number of competencies per year that you would like to develop; the competence categories may differ per year based on your research goals and ambitions.
4. Use the completed self-evaluation as part of your individual Training and Supervision Agreement (iTSA), and extrapolate your **learning objectives** for the coming year (i.e. Intended Learning Outcomes or ILO's).
5. Competences are shown in **behavior**. Note the references and examples of behavior used to evaluate your level on each specific competence, so that you can compare your performance levels over the years.
6. Once your individual profile is completed, it is important to consult available courses, workshops etc to enhance your skills. See [AMC PhD Course Program](#) and the links below.
7. The tool can also be used as input for **career planning** discussions or even for job applications (employers and employees).
8. Whilst the model was designed for PhD candidates, it can of course be used in **postdoctoral careers** also.

## **Overview of courses, workshops etc**

The links below lead to an overview of courses and other activities per competence.

[Research skills and knowledge](#)

[Responsible conduct of research](#)

[Personal effectiveness](#)

[Professional development](#)

[Leadership & management](#)

[Communication](#)

[Teaching](#)

Contact: [AMC Graduate School](#)

URL: [www.amc.nl/phdcompetences](http://www.amc.nl/phdcompetences)

# AMC Graduate School

## iTSA

# individual Training and Supervision Agreement



# iTSA - Individual Training and Supervision Agreement for PhD candidates

PhD candidates are in training to become independent researchers. As such, they need guidance and 'on-the-job' supervision. The PhD supervisor (*promotor*) is responsible for providing them with supervision, guidance, and feedback. A PhD candidate may have one or two PhD-supervisors, who may decide to delegate elements of the supervision to one or two co-supervisors (*copromotors*).

In addition, the AMC Graduate School offers a variety of courses to help the PhD candidate become a more proficient and efficient researcher. In consultation with the PhD supervisor, the PhD candidate can select what courses to take, and when.

The arrangements for the supervision and for the training are laid out in an 'individual Training and Supervision Agreement (iTSA). The agreement specifies:

- the synopsis and work plan of the PhD project
- the extent, mode and frequency of supervision
- the agreements on tasks and needs of the PhD candidate
- the individual PhD course program
- other remarks and signatures of PhD candidate and PhD supervisor(s).

The iTSA has an addendum on Intended Learning Outcomes (ILOs). ILOs reflect the learning process of the individual PhD candidate and therefore don't need to be formulated nor discussed with the PhD supervisor, though they are free to do so.

PhD candidates employed by AMC Medical Research receive the form from the AMR HR-officer at the intake interview. Other PhD candidates can download it from our website.

The 'individual Training and Supervision Agreement' form has to be filled in the first semester after the start of the PhD research by the PhD candidate and PhD supervisor(s). Both should then sign the form. Next, the original document must be sent to the Graduate School.

The PhD candidate is invited to discuss the iTSA with the PhD Candidate Advisor in a personal meeting. The Candidate Advisor provides additional information about the selected courses, about the facilities of the Graduate School, and is happy to answer any other question. The PhD Candidate Advisor signs the form and attaches it to the PhD candidate's personal file in our registration system DOCTOR. The PhD candidate receives a pdf-file of the signed iTSA form for his/her own archive. The PhD supervisor can refer to the iTSA in DOCTOR, using his/her personal login.

PhD Candidate Advisor  
Kirsten Douma  
E2-172  
E: [graduateschool@amc.nl](mailto:graduateschool@amc.nl)  
T. +31(0)20 56 66541

## ***individual Training and Supervision Agreement***

Dear PhD candidate and supervisor(s),

Welcome to the AMC Graduate School for Medical Sciences.

The AMC Graduate School aims at enhancing the quality of AMC PhD projects. The goal of the Individual Training and Supervision Agreement (iTSA) is to actively discuss the choices to be made concerning supervision, courses, career perspective and intended learning outcomes. Therefore, we developed a form in which relevant agreements to be made during the PhD project are recorded, tailored to the individual PhD candidate. The instrument aims to stimulate regular discussion, progression and satisfaction of both the PhD candidate and supervisors.

The process of deliberation and discussion is of greater importance than the actual arrangements that are made as they are highly personal and may change over time.

The iTSA has to be filled out during the first three months after the start of the PhD project. Upon submission, the PhD candidate will have an individual appointment with the PhD Candidate Advisor.

The intended learning outcomes (ILOs) do not have to form a part of the agreement between PhD candidate and supervisor, and can be filled in by the PhD candidate alone.

Please send the iTSA -signed by both PhD candidate and supervisor(s), not co-promotor- to:

**AMC Graduate School**

AMC E2-172 / [graduateschool@amc.nl](mailto:graduateschool@amc.nl)

We wish you a pleasant and rewarding time.

With kind regards, AMC Graduate School

## ***individual Training and Supervision Agreement***

### **1. PhD candidate**

Name and initials PhD candidate:

Date of birth:

Master education and institution:

PhD start date:

Department and division or institution:

Member of which Amsterdam UMC research institute? (max. 2)<sup>1</sup>:

- Amsterdam Neuroscience
- Amsterdam Gastroenterology & Metabolism
- Cancer Center Amsterdam
- Amsterdam Reproduction & Development
- Amsterdam Infection & Immunity
- Amsterdam Public Health
- Amsterdam Cardiovascular Sciences
- Amsterdam Movement Sciences

Employer:

- AMC
- AMR
- Other (please specify): \_\_\_\_\_

Title PhD project:

Funded by:

- Direct funding by University/AMC
- Funding from NWO, KNAW, STW, ZonMw and/or ERC
- Funding by Charity Foundations, Public or Private organizations and EU funded projects (exl. ERC grants)
- Other (please specify): \_\_\_\_\_
- No funding (yet)

FTE :

Years:

Principal Investigator of the project:

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<sup>1</sup> To which of the eight Amsterdam UMC research institutes do you belong?

[www.amsterdamresearch.org](http://www.amsterdamresearch.org)

## 2. Work plan for the PhD project

Type of research<sup>2</sup>:

Synopsis PhD project<sup>3</sup>

Concrete work plan year 1<sup>4</sup>

Milestones per year:<sup>5</sup>

Year 2:

Year 3:

Year 4:

---

<sup>2</sup> Indicate the type of research: fundamental, translational, clinical, public health/epidemiological or other.

<sup>3</sup> Identify the background, objectives and possibly methodology of the PhD project in 10 lines.

<sup>4</sup> What will the PhD candidate do during the first year? Select activities that support personal development as a researcher-in-training, as well as activities that contribute towards the PhD thesis (scheme of research/ experiments and a global writing scheme).

<sup>5</sup> Formulate very briefly which milestones should be reached after the first year. E.g. number of publications written, inclusion of patients, set up of experiments etc. If possible draw a time table for your whole PhD trajectory.

### 3. Agreements on Supervision<sup>6</sup>

PhD supervisor 1: prof.  
Role and frequency<sup>7</sup>  
Expertise<sup>8</sup>

PhD supervisor 2: prof.  
Role and frequency  
Expertise

PhD co-supervisor 1:  
Role and frequency  
Expertise

PhD co-supervisor 2:  
Role and frequency  
Expertise

Daily supervisor:

Other arrangements:

---

<sup>6</sup> Supervisory team of min. 2 and max. 4 (co)supervisors

<sup>7</sup> Describe the agreements on availability and frequency of meetings with the PhD supervisory team.

<sup>8</sup> Describe the specific details on tasks and delineation of the supervisors' expertness; who will have which task during the PhD project? What is the scope of each of the supervisors' expertise in this specific PhD project?



 PhD Track Support

 exit survey

## 4. Specific agreements on tasks and needs of the PhD candidate

Following questions are an instrument to identify and discuss specific needs and potential bottlenecks during the PhD research and to consider other aspects that need to be discussed by PhD candidate and supervisors.

- Other structural activities of the PhD Candidate besides the PhD project<sup>9</sup>:
  - In- or outside AMC:
  - Estimated amount of time:
  
- Research Facilities:
  - Lab facilities:
  - Specific software:
  - Network/facilities abroad:
  - Other:
  
- Teaching / Training to students:
  - Optional / Mandatory:
  - Estimated year of PhD:
  
- Career Development:
  - Focus of career perspective:
  - Strong / weak points:
  
- Threats to PhD project<sup>10</sup>:

---

<sup>9</sup> Structural activities next to the PhD research, such as residency, an own company or other job(s).

<sup>10</sup> E.g. low inclusion rate, lack of funding, only high-risk projects, high clinical or data management workload.

## 5. Individual PhD Course Program

Please indicate the prospected selection of courses during the PhD project with the PhD supervisors.<sup>11</sup>

<b>Transferrable skills</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
The AMC World of Science				
Medical Literature (e.g., Endnote etc.)				
Scientific Writing in English for Publication				
Oral Presentation in English				
Project Management				
Career Development				
Entrepreneurship in Health and Life Sciences				
Didactic Skills Training				
Communication with patients –for non-MD's				
Peer to Peer Group Coaching				
FameLab				
Language courses €				

<b>Scientific Methods</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Basic Course Legislation and Organization - eBROK				
Research Data Management				
Practical Biostatistics (e-learning)				
Advanced Topics in Biostatistics				
Computing in R				
Clinical Epidemiology: Randomized Clinical Trials				
Clinical Epidemiology: Observational Epidemiology				
Clinical Epidemiology: Evaluation of Med. Tests				
Clinical Epidemiology: Systematic Reviews				
Qualitative Health Research				
Genetic Epidemiology				
Bioinformatics				
Bioinformatics Sequence Analysis				
Data analysis in MATLAB				
E-Science				
Unix				
Systems Medicine				
MRI				

<b>Laboratory courses</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
Laboratory Safety (e-learning)				
Radiation Protection				
Laboratory Animals €				

<sup>11</sup> Be aware that the actual application takes place through the website of the AMC Graduate School: [www.amc.nl/phdcourses](http://www.amc.nl/phdcourses) – application form. €: costs involved

DNA Technology				
Crash Course				
Mouse Morphology, Function & Genetics				
Advanced qPCR				
Basic Microscopy				
Advanced Microscopy				
Cellular Imaging: From Pixel to Publication				
Cellular Imaging: Electron Microscopy				

Research Topics	Year 1	Year 2	Year 3	Year 4
Oncology €				
Infectious Diseases				
Advanced Immunology €				
Cardiovascular Diseases €				
Lung Diseases and Lung Research				

Please indicate the prospected selection of courses to be taken outside the AMC Graduate School:

Other courses	Year 1	Year 2	Year 3	Year 4	Institution

## 6. Remarks and Signatures

### PhD Track Support<sup>12</sup>

Approximate date of PhD Track Support:

Proposed PhD Track Advisor:

### Remarks

Specify any comment that was not mentioned previously in this document but which is important for either the PhD candidate, PhD supervisor(s) or the PhD project:

### Signatures

PhD supervisor 1  
Prof.

PhD supervisor 2  
Prof.

PhD candidate

AMC Graduate School

Date:

Signature:

Date:

Signature:

Date:

Signature:

Date:

Signature:

<sup>12</sup> For more information about the PhD Track Support including FAQs: [www.amc.nl/phdtracksupport](http://www.amc.nl/phdtracksupport)

- iTSA
- PhD Track Support
- exit survey

## 7. Intended Learning Outcomes and PhD Competence Model<sup>13</sup> - to be filled out by the PhD candidate only

Intended Learning Outcomes (ILOs - *Voorgenomen leerdoelen*) have been developed in the perspective of giving the PhD candidate a larger responsibility for modelling his own learning process. ILOs make the process of 'learning by doing' explicit and visible. Formulating personal learning goals invites the PhD candidate to think about his starting level and hiatuses in knowledge and/or skills. ILOs may vary from small and simple goals to more complex goals that invites the PhD candidate to think of the larger framework of his research, such as integration of research results in the working field, immediate surroundings or society.

Collectively the University Medical Centers have defined a set of core competences for PhD candidates as a guideline for professional career development, and to recognize acquired competences. The [PhD Competence Model](#) is a self-assessment tool. It reflects the competences an AMC PhD candidate should have acquired by the end of his/her PhD track, depending on his/her career perspective. The PhD Competence Model may be used for selection of Intended Learning Outcomes.

### “Knowledge and Understanding”<sup>14</sup>

**Intended Learning Outcome:**

**Intended Learning Activity:**

**Evaluation ILO:**

### “Competence and Skills”

**Intended Learning Outcome:**

**Intended Learning Activity:**

**Evaluation ILO:**

### “Judgment and Approach”

**Intended Learning Outcome:**

**Intended Learning Activity:**

**Evaluation ILO:**

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<sup>13</sup>ILOs reflect the learning process of the individual PhD candidate and therefore don't need to be formulated nor discussed with the PhD supervisor. More ILOs may be added if demanded by the PhD candidate.

<sup>14</sup> For detailed information on ILOs and ILAs , please go to [www.amc.nl/graduateschool](http://www.amc.nl/graduateschool) – PhD Candidates - Training and Supervision and [amc.nl/Graduateschool](http://amc.nl/Graduateschool) – PhD Candidates – PhD Competence Model



PhD Track Support

exit survey

# AMC Graduate School

## PhD Track Support



# PhD Track Support Instructions

This document contains instructions on the PhD Track Support for the:

- PhD Track Advisor
- PhD candidate
- Supervisor(s)

## **Instruction for PhD Track Advisor:**

In this document we explain the role of the *PhD Track Advisor* in the *PhD Track Support* of the AMC Graduate School.

### *What is PhD Track Support*

To improve the quality of the research and the supervision of our PhD candidates, PhD Track Support provides external input. The aim of this support is to avoid, minimize and recognize potential threats to the progress and quality of PhD projects at an early stage. In the PhD Track Support the supervisor invites a PhD Track Advisor halfway the PhD project. This PhD Track Advisor is a PI or senior researcher, preferably from another department or research group (or from another research institute or university) and is not directly involved in the PhD project. The interaction between PhD candidates and their supervisors is hierarchical and vulnerable, therefore transparent and independent feedback by the PhD Track Advisor is highly valued. Good mentorship, integrity, and independence in science need to be emphasized and enhanced by the monitoring procedure.

### *How to perform PhD Track Support*

- Read the Progress Report that the PhD candidate has discussed with the supervisor. If the Progress Report does not give enough information, ask the PhD candidate to provide additional information.
- The PhD Track Advisor invites the PhD candidate to prepare a short presentation that gives an overview of the progress of the PhD project.
- Invite the PhD candidate and supervisor(s) for a meeting in which the PhD candidate gives a short presentation and in which you discuss the progress report together. Ask explicitly for feedback from the supervisor.
- Then, talk with the PhD candidate separately to address personal issues. Ask for quality of supervision and general well-being of the candidate. This conversation is confidential and does not need to be discussed with the supervisor(s); only if the PhD candidate indicates that this may be helpful.
- The conversation will be held in person. You may ask for additional information.

### *How to finalize PhD Track Support*

- After the meeting you provide your advice on the PhD Track Support form and sign it.
- The signed PhD Track Support form should then be sent to the PhD candidate (so not to the supervisors). The PhD candidate also signs the form.
- It is up to you to decide whether this is a one-time meeting or follow-up meetings may be planned for further support/advice/mentoring.
- In case you wish advice concerning a confidential issue that was raised during the PhD Track Support meeting you may contact Marlies Stouthard, the director of the AMC Graduate School ([m.e.stouthard@amc.nl](mailto:m.e.stouthard@amc.nl)).

More information and examples of PhD Track Support can be found on our website: [amc.nl/pdhracksupport](http://amc.nl/pdhracksupport).

**Instruction for the PhD candidate:**

Together with the supervisor(s) you choose a PhD Track Advisor. You fill in the Progress Report as provided by the AMC Graduate School and discuss this with your supervisor(s). You and your supervisor(s) sign the Progress Report. Then you send the Progress Report to the PhD Track Advisor. Plan a meeting with the supervisors and your PhD Track Advisor together. Prepare a short presentation that gives an overview of the project and the progress that has been made.

At the meeting you actively participate in the discussion with the PhD Track Advisor and the supervisor(s). In the private, confidential conversation that follows with the PhD Track Advisor, you may address personal issues. Note: the first part of the meeting is with the supervisor(s) and PhD Track Advisor together, while the second part is with the PhD Track Advisor only.

After the meeting the PhD Track Advisor will complete the PhD Track Support form, sign it and send it to you (not to your supervisors). You endorse the feedback in the form by signing it. Scan the signed PhD Track Support form and signed Progress Report as one document. Send this document to the AMC Graduate School and save a copy for your personal file. Make sure your supervisors get a copy of the Progress Report. If beneficial, you can also send your supervisors a copy of the PhD Track Support form. However, you are not obliged to do that.

**Suggestions:**

- Try to find a PhD Track Advisor who can give you independent advice.
- Be honest in your Progress Report; e.g. if you think you cannot finish the project in time it is good to mention this in the Progress Report such that it can be openly discussed.
- Stay open for feedback to improve your project.
- Ask for a confidential conversation with the PhD Track Advisor.
- If needed, use the advice given in the PhD Track Support form to discuss issues with your supervisors.

**Instruction for the supervisor(s):**

Together with the PhD candidate a PhD Track Advisor is chosen and invited by the supervisor(s). The supervisor(s) read the Progress Report and discuss it with the PhD candidate. Once all agree the PhD candidate sends the signed Progress Report to the PhD Track Advisor.

The PhD candidate prepares a short presentation that gives an overview of the project and the progress that is made. Following the presentation the supervisor(s) discuss the Progress Report with the PhD candidate and the PhD Track Advisor together. Then the supervisors leave the room to let the PhD Track Advisor talk with the PhD candidate in private on issues such as supervision, candidate well-being, etc.

After the meeting the PhD Track Advisor will provide feedback in the PhD Track Support form and send it to the PhD candidate. This form is also signed for endorsement by the PhD candidate who will send it to the AMC Graduate School. You will receive a copy of the Progress Report, but not of the PhD Track Support form.

**Suggestions:**

- Try to find a PhD Track Advisor who can give independent advice to you and your PhD candidate about the PhD track.
- Ask the PhD candidate for feedback to improve your own supervision.
- Be realistic about the progress of the project.
- Give the PhD candidate feedback.
- Try to focus on the outline of this PhD project and not the details or on the broader issue.
- Use the advice given by the PhD Track Advisor during the meeting.

# AMC Graduate School

## Portfolio



## General information on doctorate level training program and portfolio in PhD thesis

The doctorate level academic training program is an individualized training program that forms an essential part of the doctorate level academic education of PhD candidates as highly qualified future researchers and professionals in an international context. The training program complements the 'on- the-job' training of PhD candidates and usually aims at acquiring various competences.

The PhD candidates build a portfolio with the intention of clearly and prominently demonstrating the results of the doctoral training program. They are required to include this portfolio in their PhD theses.

- The portfolio often consists of courses and practical training aimed at acquiring specific academic skills, general scientific skills or transferable skills. It may also include other activities such as attending conferences, seminars and master classes, participation in retreats and journal clubs, teaching, and publications. Courses can be taken at the AMC Graduate School or elsewhere. Publications may but do not need to be related to the PhD project.
- The PhD Portfolio gives an overview of the doctorate level academic training of the PhD candidate. Each PhD candidate has his or her individual PhD Portfolio.
- There is no formal requirement for a minimum number of courses, hours or ECTS. The AMC Graduate School recommends 20-30 ECTS for PhD training and teaching during the PhD project.
- The AMC Graduate School adheres to the ECTS as a rule for its courses: 28 hours = 1 ECTS credit. (See [www.amc.nl/graduateschool](http://www.amc.nl/graduateschool) / PhD Course Program.)
- Below you find a guideline for the number of ECTS for other activities. Other activities may be included in the PhD Portfolio to a maximum of 4 ECTS/yr.

Activity	Hours	ECTS
Presentation at scientific conference (oral or poster)	14	0,5
Visiting scientific conference (per day)	8	0,25
PhD Retreat (2 days; incl. oral or poster presentation)	28	1
Visiting seminar, lecture	1-3	0,1
Workshop, master class	4	0,2
Journal club (1/month; 12 in total)	28	1
Candidate coaching/mentoring (3 months)	28	1
Teaching (per DBU ) (max. 4)		1
APROVE Board membership	28	1
AMC Graduate School Board membership	28	1
AMC Graduate School Board of Studies membership	14	0,5

- The PhD Training and Supervision Scheme provided by the AMC Graduate School can be used as a basis for the PhD Portfolio.
- For each activity, the PhD candidate indicates the year in which it took place and (with the exception of the parameters of esteem) the workload of the activity. The workload is expressed in hours or ECTS credits.
- A short CV of the PhD candidate is also encouraged in the PhD Thesis. There is no predefined format. The PhD candidate is responsible for his or her CV.
- The CV and PhD Portfolio may be added on the last pages of the PhD Thesis only.
- The PhD candidate and the PhD supervisor have a shared responsibility for the correctness of the PhD Portfolio in the PhD Thesis. The PhD supervisor should approve the PhD Portfolio. (The AMC Graduate School is not responsible for the content of the PhD Portfolio.)

Please use the PhD Portfolio format offered below.

<b>PhD Portfolio</b>		
Name PhD candidate:		
PhD period (mm/yy – mm/yy):		
Name PhD supervisor:		
<b>1. PhD training</b>		
	<b>Year</b>	<b>Workload (in hours/ECTS)</b>
<b>General courses</b> ( <i>general scientific and transferrable skills</i> )		
<b>Specific courses</b> ( <i>discipline-specific academic skills</i> )		
<b>Seminars, workshops and master classes</b>		
<b>Presentations</b>		
<b>(Inter)national conferences</b>		
<b>Other</b>		
<b>2. Teaching</b>		
<b>Lecturing</b>		
<b>Tutoring, Mentoring</b>		
<b>Supervising</b>		
<b>Other</b>		
<b>3. Parameters of esteem</b>		
<b>Grants</b>		<i>(No hours/ECTS)</i>
<b>Prizes and awards</b>		
<b>4. Publications</b>		
<b>Peer reviewed</b>		
<b>Other</b>		

# AMC Graduate School

## Compensation for PhD graduates



# AMC Regulations for compensation for PhD graduates

## Reimbursement of the costs for printing the thesis: UvA Doctorate Regulations

All AMC doctorate graduates can claim a modest contribution to the costs for printing their thesis. The reimbursement for AMC PhD graduates is € 500 net. They must apply for it by completing the expenses claim form, which can be downloaded below. The reimbursement is charged to the unit that employs the PhD candidate or, when the PhD candidate is employed outside the AMC, the department/division of the PhD supervisor.

### [Guest expenses claim form](#) ([Declaratieformulier PNIL](#))

To claim the reimbursement for printing your PhD thesis (€ 500) if you are not employed directly by the AMC.

### [AMC employee expenses claim form](#) ([Declaratieformulier AMC](#))

To claim the reimbursement for printing your PhD thesis (€ 500) if you are employed directly by the AMC.

## PhD Graduation Bonus: CAO regulation

The collective employment agreement of the AMC (CAO UMC) contains a provision for a PhD Graduation Bonus (art. 17.4.4). The AMR BV has adapted this provision in their Collective Agreement (art. 13a.1.10).

The provision is valid only for research trainees (*'Onderzoeker in Opleiding'* or OiO). All research trainees employed by AMC or AMR BV - and only them - are eligible for a gratuity of € 750 gross. The gratuity is awarded only to research trainees if they successfully obtain the doctorate during their four year contract. The bonus may not be balanced with other local compensation regulations.

PhD candidates employed elsewhere and those who are not appointed as research trainee do not qualify for the PhD bonus.

## Schedule of regulations for compensation for PhD graduates

The different regulations and their application, as decreed by the AMC Executive Board on April 26, 2011, are summarized below.

appointment	AMC	AMR BV	elsewhere	
OiO	<4 year*	€ 500 net costs + € 750 gross bonus	€ 500 net costs + € 750 gross bonus	€ 500 net costs
	>4 year	€ 500 net costs	€ 500 net costs	
no OiO	€ 500 net costs	€ 500 net costs	€ 500 net costs	

\* Assuming a duration of 4 years on a full time basis, for part time (0,8 fte) appointment this becomes 5 years; PhD thesis approved by Doctorate Committee within 3 months after the end of the appointment

# FAQ

1. Am I entitled to a reimbursement of costs of printing my PhD thesis?

*All AMC PhD candidates who have obtained their doctorate degree may claim € 500 net reimbursement as a modest contribution towards the costs of printing their PhD thesis. The expenses claim form can be found on the AMC Graduate School website, see Information for PhD candidates <http://www.amc.nl/?pid=4658>*

2. Am I entitled to the PhD bonus?

*PhD candidates who are employed by AMC of AMR BV as research trainee ('Onderzoeker in Opleiding' (OiO)) and who have finished their PhD project within the agreed time limit are entitled to a bonus of € 750 gross. If you are employed outside the AMC or AMR BV, you do not qualify for the PhD bonus.*

3. Am I a research trainee?

*A research trainee is appointed as researcher in training or 'Onderzoeker in Opleiding' (OiO) and receives a salary appropriate to this appointment. This is irrespective of the funding of the research project. See also the CAO UMC (art. 17.3). <http://www.nfu.nl/fileadmin/documents/Werkq-NFU20083083-OFF-ENG-CAOv081016.pdf>*

4. What is meant by "who successfully graduates with a doctorate during his employment"?

*How is the agreed time limit for finishing the PhD project defined? The manuscript for the PhD thesis has to be approved by the Doctorate Committee within 3 months of the end of the research trainee appointment. That is to say within 4 years and 3 months from the start of your PhD project as a research trainee, if you had a full time appointment, and within 5 years and 3 months if you had a part time (0,8 fte) appointment. If you changed your appointment during your PhD project from full time to part time or vice versa, the proportional duration will be calculated. Thus, the starting date of your appointment as a research trainee and the date of the approval of the Doctorate Committee are deciding.*

5. How do I apply for the PhD bonus?

*The bonus is awarded by your employer. The claims are handled by the HR department. All you or your supervisor have to do is to send a dated copy of the signed draft title page of your thesis to the HR advisor of the AMC or AMR BV (depending on where you are employed), as declaration of approval of your thesis by the Doctorate Committee (See UvA Doctorate Regulations, art. 20). This should be done within a reasonable time; we use as a rule a period of 6 months after the end of your appointment.*

6. Is the PhD bonus a gross or a net compensation?

*The PhD bonus is regularly awarded as a gross gratuity of €750. The employer may decide to award it as a net reimbursement of € 750 for costs of PhD graduation. You have to prove you made the costs by submitting bills etc.*

7. When did the regulations come into effect?

*The regulations came into effect on May 1, 2011 by decree of the AMC Executive Board.*

8. I finished my PhD project as a research trainee in time, but before May 1, 2011. Can I apply for the PhD bonus?

*If you were employed as a research trainee by the AMR BV, you can apply. The AMR BV awarded the PhD bonus before these regulations came into effect, without the time restriction. If you were employed by the AMC, you are eligible for the PhD bonus only if your appointment ended after December 1, 2010, and less than 6 months ago. You have to apply for the PhD bonus within approximately 6 months after the end of your employment. If your AMC research trainee appointment ended before December 1, 2010, unfortunately you are not eligible for the PhD bonus.*

# AMC Graduate School

## Supervisor support



# PhD Supervisor Support

The doctorate level program is the third phase in academic training, following the bachelor and master level programs. The role of the PhD supervisor in the doctorate level training has changed over time, and the relation between PhD supervisor and PhD candidate has shifted from a master-apprentice relation to one of a tutor-student relationship. The PhD supervisor is fully responsible for the academic training of the PhD candidate. The end product of a PhD project is a young doctor, not just a PhD thesis.

The evaluation and appraisal of the PhD candidate and his/her scientific progress and professional development is part of the PhD supervisor's coaching task. Offering supervisor support is part of the Graduate School's mission to organize the doctorate level training and will be more broadly implemented in 2011. To this end, the Graduate School offers a number of instruments, ranging from guidelines for good mentorship and appraisal and progress evaluation interviews, information on formal doctorate regulations, and workshops on supervision of PhD candidates (in cooperation with HRM).

The AMC Graduate School arranges introductory meetings for newly appointed PhD candidates (see below). PhD supervisors and co-supervisors are welcome to these meetings. We also arrange individual meetings with newly appointed AMC full professors.

It is not uncommon for PhD Supervisors to have questions about qualifications, conditions, conflicts, processes, and procedures in PhD projects. At any stage, the PhD supervisor can seek information, advice or help from the AMC Graduate School to assist them in their role as PhD supervisor.

## **PhD Supervisor Support**

Marlies Stouthard  
AMC, room E2-164  
tel. +31 (0) 20 566 8235  
[m.e.stouthard@amc.uva.nl](mailto:m.e.stouthard@amc.uva.nl)

See also our website [www.amc.nl/graduateschool](http://www.amc.nl/graduateschool), go to PhD Supervisor Support.

# Duties of the AMC PhD supervisor

The PhD supervisor (promotor) has overriding responsibility for supervision with regard to the planning and implementation of the research project, as well as responsibility for the doctoral training of the PhD candidate.

## Qualifications and procedure

According to Dutch law, a PhD supervisor has to be a full professor at a Dutch University. If the PhD supervisor is a professor at a non-Dutch university, another Dutch university full professor must also be appointed as PhD supervisor.

A professor receives the right to act as a PhD supervisor (promoter) - 'ius promovendi' - by appointment. The willingness to act in that capacity suffices to become a PhD supervisor for a specific PhD candidate. The Dean has to approve this nomination. The PhD supervision of an individual PhD candidate may end prematurely by mutual consent, through mediation by the Dean or by intervention of the Doctorate Board.

The PhD supervisor may delegate his duties as a supervisor to one or more co-supervisors, but remains responsible.

## Official duties

In the early phases of the PhD project, the PhD supervisor draws up a training and supervision scheme with the PhD candidate. He/she is responsible for ensuring that doctoral training is completed and supervision is provided as stipulated in this scheme.

The PhD supervisor oversees that the PhD candidate meets the qualifications for pursuing a PhD, and that the PhD candidate submits an application to be admitted to the procedure. The PhD supervisor has to approve the final manuscript, has to assemble a doctoral committee to review the thesis, and oversees arrangements for the public defence of the PhD thesis.

## Project leader / manager

The PhD supervisor is usually, but not necessarily, responsible for the funding of the PhD research project, for the selection of the PhD candidate who will work on the project, and for ensuring that the PhD candidate's appointment and working conditions are in agreement with the general and specific PhD project's demands.

## Attitude and behaviour

The PhD supervisor is fully aware of the UvA Doctoral Regulations as well as the additional AMC Specific Provisions, and the AMC Research Code. The supervisor shall be available for the doctoral candidate, be clear and consistent in his/her supervision, and critically review results achieved. A supervisor shall fulfill his/her expected duties for doctoral education and always strive towards equal treatment through clearly counteracting all forms of discrimination and harassment.

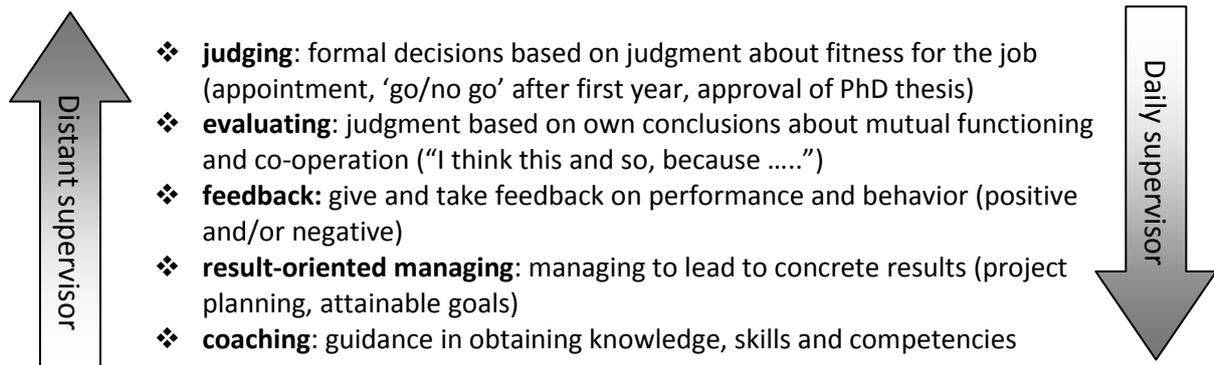
# Guidelines for progress assessment interviews between PhD candidate and PhD supervisor

# Roles for the Supervisor

The PhD supervisor (promotor) may take different positions in supervising the PhD candidate. He may be a more distant supervisor, a daily supervisor, or both. The roles that come with these different positions - evaluator, supervisor, manager, coach - are described in short below. In addition to these roles, the supervisor often also serves as a mentor to the PhD candidate.\*

It should be clear to the PhD candidate, in every meeting, in which role the supervisor is acting. In daily practice, they might interact.

Activities belonging to the different roles are:



These activities will apply to both distant supervisor and daily supervisors, but to a different extent. For the distant supervisor, judging and evaluating are crucial, whereas for the daily supervisor result-oriented managing and coaching will apply more.

\*See also: AMC Research Code Chapter 2 'Good Mentorship' (2010)

# Progress assessment

Assessment of progress in the PhD project should not be limited to one or two formal annual interviews. However, we restrict to this example in these guidelines because they will occur in all supervision situations.

The daily supervisor will discuss progress in the PhD project more often in a less formal setting with the PhD candidate.

The progress assessment interview might coincide with the formal annual assessment interview, but it does not have to. Sometimes the supervisor is not the executive manager.

The progress assessment interviews should be seen as an extension of the training and supervision scheme discussions between supervisor and PhD candidate, or a training and supervision interview.

## **Progress assessment interview scheme**

1<sup>st</sup> interview, at beginning of PhD project

- Discuss PhD project
- Explaining supervisor's supervision approach
- Assessing PhD candidate's training and supervision needs
- Making arrangements and formulating a training and supervision scheme (OBP)
- Discussing planning PhD project, 1<sup>st</sup> year in detail, next years globally
- Formulating attainable goals for 1<sup>st</sup> year in training, supervision, research, other tasks

2<sup>nd</sup> interview, after about 6 months

- How does it go?
- Feedback by supervisor on performance PhD candidate
- Feedback by PhD candidate on supervision
- Evaluating agreements in OBP on supervision: does everything go as planned, do appointments have to be adjusted? Make adjustments if necessary.
- Evaluating agreements in OBP on training: adjust, add, remove planned activities.
- Progress planning PhD project: are changes to be expected or in place?
- Interim evaluation of PhD project planning in 1<sup>st</sup> year
- If applicable: 'go/no go' after 1<sup>st</sup> year, announce formal assessment interview after 9 months<sup>1</sup>

3<sup>rd</sup> interview, after one year

- How does it go?
- Feedback by supervisor on performance PhD candidate
- Feedback by PhD candidate on supervision
- Evaluating agreements in OBP on supervision: does everything goes as planned, do appointments have to be adjusted? Make adjustments if necessary.
- Evaluating agreements in OBP on training: adjust, add, etc?
- Progress planning PhD project: are changes to be expected or in place?
- Evaluation of PhD project planning in 1<sup>st</sup> year
- Discussing planning PhD project, 2<sup>nd</sup> year in detail, next years globally
- Formulating attainable goals for 2<sup>nd</sup> year in training, supervision, research, other tasks

4<sup>th</sup> interview, after a year and a half

- How does it go?
- Feedback by supervisor on performance PhD candidate
- Feedback by PhD candidate on supervision
- Evaluating agreements in OBP on supervision: does everything goes as planned, do appointments have to be adjusted? Make adjustments if necessary.
- Evaluating agreements in OBP on training: adjust, add, etc?
- Progress planning PhD project: are changes to be expected or in place?
- Interim evaluation of PhD project planning in 2<sup>nd</sup> year

5<sup>th</sup> interview, after 2 years (see 3<sup>rd</sup> interview)

6<sup>th</sup> interview, after 2½ years (see 4<sup>th</sup> interview)

etc.

The daily supervision is harder to capture in general guidelines. The division of roles and needs of supervisor(s) and PhD candidate vary from situation to situation and with time.

<sup>1</sup> The formal assessment interview after 9 months about continuation of the PhD appointment after the first year is not discussed in these guidelines, because different HR rules apply to this formal situation.

# Suggestions and tips

## Begin

Organize at the beginning of the PhD project:

- Present formal rules (UvA doctorate regulations) and basic issues (finance, working place, and project).
- Discuss and establish mutual expectations.
- Planning the PhD project (incl. duration, additional promotor, copromotor):
  - Research
  - Training (knowledge, skills and competencies the PhD candidate has to acquire)
  - Supervision (best time of the day, frequency, mutual availability, appointments, confirmation and cancellation, annual cycle) (also daily supervision)

Important issues at the beginning of the PhD project:

- Enjoyment in the job
- Timetabling
- Length of PhD thesis (number of articles)
- Feasibility
- Method
- Theoretical perspective

Role of the promotor: "Keeping the balance between optimism and realism."

## During the PhD project

Motto: "Creating productive relationships"

- Expectations about tasks and roles: what support can a reasonable PhD candidate expect, and what can/will the supervisor provide and what can be found elsewhere.
- Expectations on written work (what, when) and on feedback.
- Expectations on publications (planning, authorship).
- Distinguish formal and informal moments in supervision.
- Progress and evaluation of the PhD candidate's development (training).
- Expectations on the PhD candidate's behavior, e.g.:
  - Turn up at appointments and prepare for them
  - Write regularly and share draft material
  - Tell the truth about work done and not done
  - Keep in touch (socially, practically and academically)
  - Do the research tasks that have been mutually agreed and scheduled
  - Work orderly

Role of the promotor: "Management of advice and criticism".

## End

Organize at the end of the PhD project:

- Finalization and approval of PhD thesis.
- Admission to candidacy for a doctorate (UvA doctorate regulations)

Important issues at the end of the PhD project

- Be realistic: it is not a Nobel Prize
- Career perspective
- Are expectations fulfilled?

Role of the promotor: “Manage euphoria, disappointment and impatience.”

*Based on: “Useful hints for PhD supervision” van Lise Busk Kofoed, Aalborg University Denmark (Presentation EUA-CDE workshop 2009, London)*

<http://www.eua.be/events/past/Past-Events/eua-cde-workshop/home.aspx>

## Other related literature

Sara Delamont, Paul Atkinson & Odette Page.

**Supervising the doctorate. A guide to success.**

The Society for Research into Higher Education. Open University press, 2<sup>nd</sup> Edition, 2004.

Barbara E. Lovitts.

**Leaving the Ivory Tower. The Causes and Consequences of Departure from Doctoral Study.**

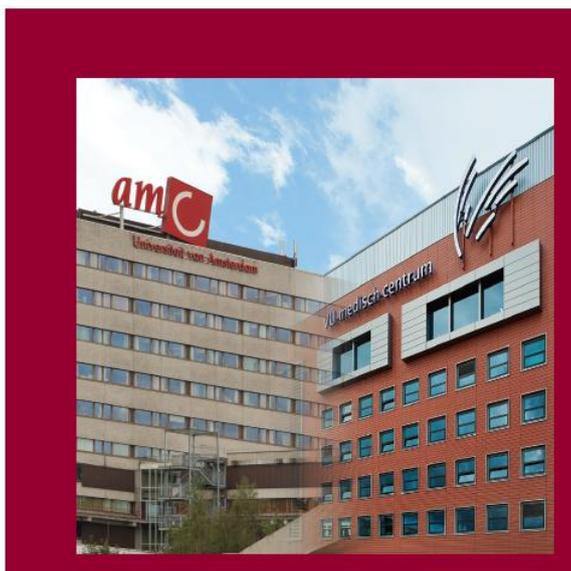
Rowman & Littlefield Publishers, 2001.

# AMC Graduate School

## Good Mentorship

### AMC-VUmc Research Code

Good research flourishes in a culture in which  
collaboration, independence and integrity thrive



## 2. GOOD MENTORSHIP

Junior researchers usually carry out research under the supervision of a more experienced researcher, namely their supervisor (a postdoc, staff member or professor). Supervising junior researchers is an important part of good scholarship. The duties of someone who is supervising a junior researcher – duties that constitute good mentorship – can be summarized as follows:

- Providing day-to-day guidance and feedback.
- Encouraging the researcher and showing a keen interest in his/her work.
- Supervising the junior researcher's work with the appropriate intensity and respect.
- Supervising the junior researcher in all relevant phases of the research project.
- Monitoring progress and critically reviewing the raw research data together with the junior researcher.
- Monitoring and promoting quality assurance and control.
- Monitoring the researcher's integrity in relation to the studies, data handling and submission of publications.
- Checking whether claims to authorship are justified.

Junior researchers may be Master or even Bachelor students, postgrads or PhD students. They are generally referred to below as 'researchers' as opposed to 'mentors' or 'supervisors'. The following guidelines apply to all forms of mentorship and supervision.

### 2.1 Duties of all supervisors

The goal of the working relationship between researcher and supervisor should be clear and explicitly agreed upon, as should the tasks of the researcher and the responsibilities of the supervisor with regard to the project.

1. A good supervisor acts as a mentor, a confidante, an advisor and a voice of reason for his/her researcher. Researchers want and need supervisors they can believe in and trust, and whose work they find exciting.
2. The supervisor should ensure that the project is based on a well-defined plan. The supervision may take diverse forms, depending on the stage the research project has reached. The supervisor should give the researcher the opportunity to develop his/her own ideas and plans, within the limitations of any agreements with a funding agency. The supervisor should provide alternative ideas and plans particularly if the researcher gets into a difficult or deadlock situation.
3. In the research project, any special requirements regarding access to research infrastructure and facilities should be taken into account.
4. The supervisor should ensure that the researcher has access to the infrastructure needed to carry out the research project, appropriate backup, adequate physical facilities and, if necessary, assistance from staff from both within and outside the researcher's own department.
5. The researcher should get regular help with, advice on and support for his/her research work. Such can be provided at scheduled times, but there should also be room for ad hoc consultation in the event of unexpected developments.
6. The intensity and form of the supervision may vary widely, depending on the people involved. It should be based on the researcher's level and approach. Mentorship given to a novice, for instance, may well differ in form and intensity from that given to a PhD student who is in the last stage of his/her research.

7. Regular consultations should take place on the progress the researcher is making. Such consultations should cover at least the progress of the project and any problems the researcher has encountered. The next steps in the research may also be discussed during these consultations. The consultations should preferably result in specific agreements on short-term and, if necessary, medium-term goals. During these consultations, the supervisor should go through the raw data with the researcher, so as to ensure that the final data are produced in a fashion that is in accordance with all aspects of the research code, such as proper data acquisition, processing and statistics, proper handling of patient material, etc.
8. The supervisor should set aside time to provide and receive critical feedback. This includes returning within an acceptable time corrected manuscripts, reports, etc. written by the researcher.
9. Feedback benefits from open, clear and structured communication, and from a discussion of both positive and negative elements of the research and the supervision.
10. The supervisor and the researcher should hold a performance appraisal interview at least once a year in order to review their respective performances.
11. The supervisor and the researcher should reach an agreement upon the publication of research findings and/or their presentation in the form of a lecture. As authorship is a particularly important issue, it is advisable to reach explicit agreement upon this in advance.
12. Both supervisor and researcher should have an open, critical attitude – irrespective of the hierarchical relationship between them – towards the academic goals as originally formulated by the supervisor. They should realize that the original hypotheses could turn out to be incorrect on the basis of their own or other people's findings. If this is the case, the supervisor should not push the researcher towards the expected results.

## 2.2 Specific duties of the PhD supervisor (*promotor*)<sup>1 2</sup>

A doctorate or PhD is the highest academic degree awarded in the Netherlands. It is proof that the researcher is capable of conducting independent research of a very high standard.

Any researcher who wants to obtain a doctorate must prepare a PhD thesis. He/she will do so under the guidance and supervision of a full professor, who will act as PhD supervisor (*promotor*).<sup>3</sup> This professor has overall responsibility for the PhD trajectory and has specific duties pertaining to this role. The regulations stipulate that any qualified researcher can approach a full professor and ask him/her to act as PhD supervisor. The PhD supervisor may

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<sup>1</sup> AMC Graduate School

The AMC Graduate School enhances the quality of PhD studies by organizing the doctorate level academic training of AMC PhD students, supporting students and their supervisors. See [AMC Graduate School](#). \*Not available in VUmc\*

<sup>2</sup> UvA Doctorate regulations

These can be downloaded from <http://www.uva.nl/en/research/phd/procedure>  
Additional specific provisions issued by the AMC can be found on [AMC Graduate School](#).  
\*Not available in VUmc\*

<sup>3</sup> The procedural rules for PhD candidates are laid down in the [Doctorate Regulations \(Algemeen Promotiereglement\)](#) issued by the UvA's Doctorate Board (College voor Promoties). [And for VUmc](#).

delegate his/her duties as a supervisor to one or more co-supervisors, but retains responsibility.

1. It is a personal decision of the professor whether to accept the researcher as a PhD student (*promovendus*).
2. When making a decision about supervision, the professor checks whether the conditions for successfully completing a PhD programme are available. This applies not only to the formal requirements (the PhD student must hold a Master's degree in a subject relevant to his/her proposed research), but also to the conditions for successfully completing a PhD programme of additional training and research.
3. Agreeing to act as PhD supervisor for a young researcher is an important decision that has far-reaching consequences. Both the student and the supervisor must confirm the request and the decision by signing a document.
4. The duty of the PhD supervisor is to supervise the PhD student in his/her research and in all aspects of the training related to that research. The supervisor is also expected to help the student to identify appropriate skills training and to undertake it.
5. After a professor has agreed to act as a PhD supervisor, he/she develops the content of the personal training programme. This programme has two sections: training and research. The PhD supervisor develops a plan and a schedule for coursework, training and other activities aimed at developing the knowledge and skills of the PhD student to the level of that of an independent researcher. The second part of the PhD programme is supervised research. The PhD supervisor creates or facilitates conditions for high quality research and for adequate day-to-day guidance and supervision of the PhD student, as specified earlier.
6. By the end of the first trimester, the PhD student and the PhD supervisor are expected to have reviewed and discussed the student-supervisor agreement and to have a signed training and supervision plan.<sup>4</sup> The PhD supervisor then ensures that a timetable is in place that will lead to a timely upgrade and progression to completion and submission of the PhD thesis.
7. The PhD supervisor may delegate the day-to-day supervision, or the supervision of specific elements of the PhD programme, to a colleague (e.g. an assistant professor), who may ultimately become a co-supervisor of the PhD student. However, final responsibility for the PhD thesis remains with the PhD supervisor (*promotor*). If PhD supervision is shared, a clear understanding of the allocation of duties (including the procedure to be followed in the case of diverging opinions) must be reached and communicated to the PhD student.
8. The PhD supervisor monitors the progress of both the training and the research part of the personal PhD programme. This is arranged during regular meetings. A PhD supervisor should maintain regular contact with his/her PhD students: it is not unusual in the early and closing stages for a PhD supervisor to meet with his/her PhD student on a weekly basis or even more frequently.
9. It is the PhD supervisor's responsibility to monitor the integrity of the PhD student in relation to performing the research studies, handling the data and submitting manuscripts.
10. In the case of conflicts, the PhD supervisor must ensure that the PhD student has access to an independent and qualified third party. In general, shared supervision (by two supervisors, a supervisor and a co-supervisor, or a supervision team) is

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<sup>4</sup> The AMC Graduate School uses a standard Training and Supervision Scheme (*Opleidings-en Begeleidingsplan*; OBP), which is available on their website [www.amc.nl/graduateschool](http://www.amc.nl/graduateschool).

preferable, considering the potentially vulnerable relationship between a PhD supervisor and a PhD student.

### **2.3 Duties and rights of the PhD student**

Doing PhD research should be a pleasant and valuable experience. Good mentorship assists PhD students to enjoy their research work and training. A PhD student also has certain primary responsibilities pertaining to the relationship with his/her supervisor, namely:

- To act as a professional and assume responsibility for his/her own scientific work.
- To function as member of a team and to be accountable towards the PhD supervisor.
- To be critical of his/her own work and that of other team members.
- To follow mutual arrangements regarding the design and execution of the work.
- To accept guidance related to the personal PhD programme.
- To follow mutual arrangements related to the organization of the work, including work hours and presence.
- To submit or deliver agreed work packages on time.
- To conduct the research with care.
- To handle data properly (e.g. not to omit or falsify data).
- To check for errors.
- To take great care when dealing with patients and laboratory animals and their data, and to obey the rules such as those stipulated in this Research Code.
- To ensure that his/her reporting is complete and transparent.

The PhD student has the right to consult an independent and qualified third party with regard to the functioning of his/her supervisor.

# AMC Graduate School

## Testimonials

### PhD supervisors

“I always ask my PhD candidates to draw up a project plan for the entire PhD project right at the outset.”

“In the first 3 months, I am heavily engaged in the PhD project”

“My PhD candidates and I are like a family”

“Managing a large group of PhD candidates with a small staff is strenuous, but fun and rewarding when it is well organized.”

“A progress evaluation committee is helpful in pre-clinical research to ensure an optimal balance between realism and excellence in a PhD project”

“Our PhD candidates perform in a strong team and are well aware of their goals and our expectations”

**“Our PhD students perform in a strong team and are well aware of their goals and our expectations.”**

“In our clinical department with a research staff of eight, we have about 25 to 30 PhD students. Supervision is divided equally among our research staff. As a full professor, I am mainly engaged in research and teaching.

We recruit our PhD students from the group of students who aspires training as medical specialist in cardiology or internal medicine. Fortunately for us, this group is large so that we have a good choice and are able to pick only the best candidates. Our selection is very meticulous and elaborate. Candidates have selection interviews with representatives from all research echelons in our department, after which the head of the department decides. This procedure helps ensure that new PhD students are both excellent and socially well adapted, and fit in our team.

We discuss the content of the PhD thesis at the start of the PhD project, preferably in a meeting with all team members. The research plan develops into a specific research project. Our strategy is to plan (too) many chapters for a thesis, so that the PhD student feels it cannot fail, even if some of the research planned does not come off. Thus, the PhD project is well defined from the onset and fits in our research framework. This also makes the PhD student feel part of the team. The PhD student knows exactly what is expected and has a clear time line. The PhD project has to be finished within 4 years, possibly within 3 years.

Furthermore, all our PhD students participate as physicians / researchers in our clinical trials. This offers benefits for both the department and the PhD student: we have ample personnel and the PhD students gain relevant hands-on experience.

To enhance team building, all PhD students and staff visit international congresses together. We also have a team lunch once a week on the department floor, and organize other social activities in which we all participate.

Despite all precautions, PhD projects sometimes fail due to unforeseen circumstances. We therefore started to evaluate and, if necessary, discontinue PhD projects after the first year. Being a disappointment for both the PhD student and the department, we feel in the end this is the best solution for everyone.

In all, we try to create an environment in which our PhD students are motivated and stimulated to perform well. ‘Work hard, play hard’ is our motto. “

## **“My PhD students and I are like a family”**

“I am an associate professor and my research is translational lab research. I currently have three PhD students, one postdoc and two lab technicians. We all share a single room.

A PhD project starts with funding for a new subject of research. Funding is awarded based on a general research hypothesis, not yet a detailed research project. At the onset of a PhD project, I deliberately ask my PhD students to work out the subject of research into a concrete research proposal. They have to formulate the research question, design experiments and work out the details themselves. I am available as a supervisor at all times, but I want them primarily to do the thinking. At this point, I do not want to push them too much. Of course, I have an idea which way the research project should go, but I am also open for new ideas. Actually, I welcome any good original contribution. After all, the aim of a PhD project is to learn to become an independent scientific researcher who can design his own studies.

We work as a team, we are like a family. I act as the family mother. This is a very important aspect of my supervision. As a family, we feel solidarity for each other, we help one another and we achieve things together. My PhD students also learn from each other, see how they use different approaches and have other attitudes to work. Problems are discussed in the group, when they arise. We also have a lot of contact socially outside the work.

This model of a family works best in a small group with different characters. In selecting new PhD students, I always consider how a candidate would fit in.”

## **“A progress evaluation committee is helpful in pre-clinical research to ensure an optimal balance between realism and excellence in a PhD project”**

“I am strategic professor in a pre-clinical department. Our research is mostly done in an experimental laboratory setting and not in patients.

Currently, I supervise three PhD students myself, and I am formally promotor to a number of others who are supervised by other PI's in our department. I meet with my own PhD students every week individually to discuss the progress and new experiments. Furthermore, we have a weekly podium where all PhD students of the department present on the yearly basis their research to their colleagues and the department faculty. Finally, there is a weekly research meeting where all PhD students of the AMC research theme present and discuss their work.

A major issue is that pre-clinical research is centred on hypotheses testing and designing plausible alternatives. Often, a hypothesis is not confirmed and has to be retested in other models, reformulated or replaced by new ideas. This may be a very frustrating expedition at times and tends to lead to delay in the progress of the PhD project. Characteristically, students and supervisors may not be satisfied with outcomes and prefer to proceed for the benefit of publishing in high-ranked journals. In fact, this is not always beneficial to the objective of the PhD project, which has to be finished in time. Therefore, our department favours to appoint a progress evaluation committee for each PhD project.

Ideally, the progress evaluation committee is formed by two senior researchers from our department, not being the supervisor. They meet with the PhD student and the PhD supervisor once a year or, if necessary (mostly, after year 3 of the PhD project), more frequently. Their task is twofold:

- 1) to assess the progress of the PhD project and to discuss with the PhD supervisor and the PhD student the data and how to proceed to achieve a timely finalization;
- 2) to assess the interaction between PhD student and PhD supervisor ensuring optimal working conditions.

Typically, at the end of the project period the progress evaluation committee might advise to drop further hypothesis testing and write down the results-so-far in a manuscript to be submitted to a somewhat lower-ranked journal. Their task is to check the balance between realism and excellence, and to stimulate a fruitful research climate by closely monitoring the PhD project.”

**“I always ask my PhD students to draw up a project plan for the entire PhD project right at the outset.”**

“Our research is in the field of epidemiology. As an associate professor, I currently supervise three PhD students. In our department, a new PhD student usually starts his or her PhD project on an already funded research project. The study design, subjects and methods are specified. We generally know the number and a global title of the publications that will comprise the PhD thesis in the end.

In the first few weeks of a PhD project, the PhD student’s agenda is still relatively blank. A new PhD student should seize the opportunity to think about the task lying ahead. The student can start planning the entire PhD project, including data collection, data analysis, PhD courses, congresses, and writing manuscripts for publication. It is important to also take travelling abroad and training into account, and even holidays, in order to draw up a realistic project plan. Counting backwards from the end of the PhD project (in most cases 4 years from the starting date), and planning the finalization of the draft manuscripts, the PhD student can easily get an idea how much time is required to do the data collection and analysis, writing and preliminary preparations for the PhD thesis.

I discuss the project plan with my PhD students regularly, and naturally we will adapt it more than once in the course of the project, but it helps to plan and to keep on track during the project. A big advantage is that the PhD student has realistic expectations right from the start and that the consequences of changes in pace during the project are visible right away.

Also, in the first few weeks of the PhD project, I plan appointments for my PhD student with some of my colleagues. These 30 minute meetings help them to get acquainted with AMC faculty they are going to meet and need later on in their research, and it shows other staff members which projects engage us.

At the beginning of each year, I write the planned research output for the current year (manuscript title plus PhD student’s initials) on the white board in my room. In the course of that year, I add the progress information on each publication. This gradually expanding overview is rewarding and stimulating for both myself and my PhD students.

As a matter of principle, I schedule meetings with all my PhD students individually once a week, whether we have concrete results to discuss or not. It is good to sometimes just ask how things are going. Doing a PhD project can be frustrating at times and I want to give my PhD students an opportunity to express those feelings as well as their enthusiasm. “

**“Managing a large group of PhD students with a small staff is strenuous, but fun and rewarding when it is well organized.”**

“I am the head of a large experimental laboratory department containing three research groups. My research group alone consists of 25 people, of which are 20 PhD students, two faculty members (not PI, not MD) and two Veni laureates, in two research lines.

Some of the PhD students are supervised by one of the Veni laureates, who also act as copromotor. I meet with them - PhD student and copromotor together - once a month to discuss and monitor the project, but keep my distance from the daily supervision. The other PhD students are under my direct supervision (together with the two faculty members who guide practical details and experiments on the work floor).

With such a large group, it is important to manage the supervision in a tight organization. We have a weekly 90-minute lab meeting with all researchers and lab technicians in my research group. One of them gives a scheduled presentation on their research project. The remaining hour is filled by current affairs of topical interest, usually not planned in advance. Directly after this lab meeting, I sit with my PhD students for another 90 minutes every other week. This way, I intermittently meet with my PhD students in both research lines every fortnight. We discuss the current experiments in detail with the lab books on the table, in the presence of the two faculty members and other researchers involved. Furthermore, the faculty members of our research group discuss practical matters with the PhD students separately on a need-to-have basis.

My door is always open; I make a point of being available for my PhD students, although I realize this ambition has become more difficult to accomplish due to other responsibilities in the AMC. Furthermore, I have irregular individual meetings with my advanced PhD students.

Finally, we have two-weekly seminars for all researchers in the department. This way, we keep in touch with the other research groups.

In a large group like ours, it is important to have a balanced mix of relatively new and more advanced PhD students. This way, the more experienced PhD students can assist the less experienced. My task is to keep a close watch over the projects in general.

Although supervising so many PhD students at once is time consuming and strenuous at times, I wouldn't want to miss it for the world. It is what gives me most pleasure in my job.”

# AMC Graduate School

## PhD candidates association





## **APROVE (AMC Promovendivereniging)**

APROVE was founded in 2006 as an integral part of the AMC Graduate School. We strive to offer both a professional and social network to the PhD candidate in the AMC and its affiliated centres.

The AMC PhD candidates are represented in the AMC Graduate School board by an APROVE board member

APROVE organizes events all year round, for example:

- \*Quarterly mini-symposia with themes especially interesting for PhD-candidates, such as career planning, or doing research abroad.
- \*Pimp my...: how to improve your poster, abstract, etc...
- \*Yearly science quiz: Professors versus PhD-candidates
- \*Online social and professional network (to be expected...)

All AMC PhD-candidates can become a member. Send an e-mail ([aprove@amc.nl](mailto:aprove@amc.nl)).

On the website [www.aprove.nl](http://www.aprove.nl), you will find lots of information about how to physically create your thesis and all the things you need to know, do and remember when your thesis defense is nearing, including a time table.

# AMC Graduate School

## Career in science



# Research Council - Grant Support

## **Grants**

In order to optimize your chances to successfully apply for a research grant, the Research Council provides compulsory support.

### **How does it work?**

The internal deadlines for the support procedure of each grant are announced in Yellow Pages.

This deadline is approximately 3 month before the deadline of the funding agency. You can register for the support by sending an e-mail to [researchcouncil@amc.nl](mailto:researchcouncil@amc.nl) with a Word document containing your Curriculum Vitae, title, abstract and names of important co-researchers. If you are considered to be eligible, the Research Council will assign two referents to you. One referent is a member of the support group and has experience with the type of grant that you apply for.

The second referent that we select is not involved in your research but does have knowledge of your field. You can contact the referents yourself in order to receive feed back and improve your application.

The improved applications will be sent again to the support group, and you will be invited for a meeting to receive additional feedback.

For help in drafting the financial paragraph of your grant application, please contact AMR.

For the programmes ZonMw DoelmatigheidOnderzoek and ZonMw Preventie compulsory support is given by CRU.

No compulsory support is provided for other ZonMw programmes, Rubicon (recently got your PhD) and Mozaiek (colourful talent) grants.

See also AMC Intranet / Onderzoek / Grants.

### **Grant Support**

There are internal support groups for grant applications under the auspices of the Research Council. Senior researchers are coupled to less experienced researchers or researchers with a related specialty, as a result of which they can exchange feedback to strengthen the fundability of research proposals. Research funding from the European Union is becoming increasingly important. Researchers can get support, not only for the legal and administrative aspects, but also for enhancing the scientific and technical quality of their grant proposals.

### **AMC Clinical Research Unit (CRU)**

The CRU supports the clinical and nursing research carried out at AMC. The services cover data management, organization, administration, quality control and methodological and statistical supervision during the preparation, conduct and reporting of research. The CRU also hosts the Data Integration for Research (DIO) project, which combines information drawn from a variety of sources for use in scientific research. The sources include clinical information, laboratory data, operating theatre reports and medication details. The DIO is also linked to AMC's admissions, appointments and diagnosis-treatment system.

DIO forms the basis for the [String of Pearls Initiative](#), which is a joint project by the eight Dutch university medical centres to collect anonymized clinical data and biomaterial from patients with eight specific diseases.

### **AMC Medical Research**

[AMC Medical Research](#) supports the administration, management and contracting of research projects that are funded by third parties, thus safeguarding their continuity and independence. By overseeing financiers, project leaders and research staff, it ensures that such work remains transparent, effective and legitimate.

### **Technology Transfer Office**

The [Technology Transfer Office](#) plays an essential role in the commercialization of AMC research, by facilitating patenting, partnering, due diligence and control in relation to all management aspects of research findings, technology transfer and the foundation of spin-off companies. It also represents the main link between AMC inventors and entrepreneurs or industry representatives who are interested in bringing their technologies to market.

See also [www.amc.nl](http://www.amc.nl) / Research

# AMC Graduate School

## Awards session



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PhD Scholarships  
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# AMC Graduate School

## Foreign PhD candidates



# Foreign PhD candidates: International Office

You can contact the International Office for:

- Advice and general information on studying abroad;
- Information on exchange programmes (EU Lifelong Learning Programme, Erasmus);
- Mobility information for non EU citizens;
- Information on the AUF Spinoza Fund for travel grants for PhD candidates.

For more details, contact:

[internationaloffice@amc.uva.nl](mailto:internationaloffice@amc.uva.nl) / tel. +31 (0)20 566 5088

You can contact AMC Human Resource Management for:

- Visitor support;
- Advice related to immigration procedures as well as working permits.