WHAT TO EXPECT AS AN ECONOMICS GRADUATE STUDENT

September 2012

This document is a guide to the Graduate Program in Economics at Universidad Carlos III.

1. ACADEMIC ORGANIZATION OF THE GRADUATE PROGRAM

The Graduate Program in Economics at Universidad de Carlos III consists of the two-year Master in Economic Analysis, followed by a three year PhD in Economics. The Master in Economic Analysis is aimed at equipping students with the quantitative and analytical tools that modern economic analysis requires. After following a core curriculum in the first year, students choose a number of specialized field courses in the second year that bring them to the research frontier. In the PhD program, students are engaged in full-time research towards the completion of a doctoral dissertation under the supervision of a faculty advisor.

Master in Economic Analysis (first two years)

<u>Preliminary Mathematics course.</u> All incoming students must attend a two-week preliminary Mathematics course that takes place before the start of official classes.

<u>Organization of academic year.</u> Each academic year is split up into 4 quarters of 9 weeks each (8 weeks of courses and 1 week of exams). Each course meets for 4 hours a week (32 hours in total).

<u>First year courses.</u> In the first year there are 12 courses of 5 credits each (60 credits in total). First year courses focus on the three core sequences (Macroeconomics, Microeconomics, and Statistics/Econometrics), in addition to Mathematics. All first year courses are compulsory. Students must attend class, hand in all required work, and sit for all exams (quizzes, midterms, and finals).

Qualifying exams. At the end of the first year (mid July) students who plan to continue in the PhD program upon completing the Master's degree must take the qualifying exams of the three core sequences. More information is provided under the heading "Admission to the PhD program".

<u>Second year courses.</u> Second year courses consist of 8 courses of 6 credits each (48 credits) and a Master's thesis (12 credits). Second year courses are organized into 3 fields: Econometrics, Microeconomics-Industrial Organization, and Macroeconomics. Students have to complete at least 2 fields. This implies taking at least 2 courses in each of the chosen fields. Students must attend class, hand in all required work, and sit for all exams (quizzes, midterms, and finals).

Master's thesis. Students must present a Master's thesis at the end of the Master's program (mid September). It should be written in English and take the form of an academic paper. Students must present a title, an abstract, and a brief outline of their Master's thesis by May of their second year. At that time, each student must have agreed with a faculty member to supervise the Master's thesis. Finding a topic and a faculty advisor is the student's responsibility. To do so, students should start talking to faculty members early on in their second year with the objective of finding a good match. Having an advisor who does not belong to the faculty of UC3M is possible, but in that case there should be a co- advisor from UC3M. Students who wish to take an outside advisor should talk to the Director of the Master's program. For students who continue with the PhD

program, the professor who supervises the Master's thesis often becomes the PhD advisor, though that need not always be the case. At the end of the second year (beginning of September) students must hand in the final written version of the Master's Thesis. This is followed by an oral presentation and defense around mid-September in front of a committee proposed by the Director of Graduate Studies. Any faculty member or student is welcome to attend these defenses.

<u>Course registration</u>. Students register on line in September (more information available in the documentation sent by CEAES).

<u>Grading.</u> Each course and the Master's thesis get a numerical grade and a letter grade. The equivalence between letter grades and numerical grades is as follows:

A: between 9 and 10 B: between 7 and 8.9 C: between 5 and 6.9 D: below 5

A grade below 5 is a failing grade. A student failing a first year course has the possibility of retaking the exam a second time at the end of the first year (aprox. around July, see below). A student failing a second year course, must either retake the exam a second time at the end of the second year, or complete credits by substituting the failed course by another course without violating the field requirements.

<u>Retakes.</u> Each student failing a course can sit for a retake in July of the same academic year. The retake exams are the same day as the corresponding qualifying if any. Otherwise, they have a separate date also in the beginning of July.

Financial support. Financial support is conditional on satisfactory academic progress and compliance with any other duties included in this guide. Students who do not comply with expectations or perform poorly may lose financial support. In particular, students who fail more than 2 courses by June of the first year are not guaranteed financial support in the second year. Besides, the department may require a higher teaching load than usual (see also the document on Teaching Assistant Responsibilities) to those second year students with financial support who do not qualify for the PhD in the first year.

<u>Class attendance</u>, regular attendance to the courses is compulsory. Insufficient attendance may lead to the withdrawal of financial support and can affect negatively the student's grades. Students requiring a leave of absence due to medical reasons or justified personal reasons must apply by sending an email to Angelica (<u>ala@pa.uc3m.es</u>) with CC to the program director. In their application, they should specify dates and the reason for absence. Authorization requires an affirmative answer by the program director. The student must also report to the instructors involved.

Departmental seminars. There are three weekly seminars (Macroeconomics, Microeconomics, and Applied Economics & Econometrics). Second year students expecting to enter the PhD program have to regularly attend at least one seminar per week (the list of seminars for all three workshops can be downloaded from the following site: http://www.eco.uc3m.es/index.php/en/research/seminars-and-conferences). Seminar attendance is monitored by signature sheets. We provide the model at the end in Appendix A. Every time a student attends a seminar, he or she should ask the signature of a faculty member. Students must hand in their signature sheets to the Graduate Program Administrative Assistant (Arancha or Angélica) before Christmas and before the summer.

Seminars are a very important part of research and help in shaping one's research agenda. As a consequent, those students who fail to report sufficient assistance (<u>no less than 65% of all seminars of an area</u>) will not received the department support, particularly so for scholarships and job applications. Students are also highly encouraged to meet seminar speakers to discuss about research (there is typically one agenda for the day the speaker is at the department; you can sign up by sending an email to Esther Catalan, ecatalan@pa.uc3m.es). These meetings allow the student to develop new ideas, improve the ones they are working on, as well as to obtain positive externalities from networking.

Tutoring. The department provides tutoring to first year students. Each student will be assigned a member of the academic staff who will be happy to meet and discuss any issue related to the program. It is strongly suggested that students report to their tutors upon arrival to the program, and at the end of each of the terms to assess performance.

<u>Course Evaluations</u>. At the end of each term, in order to monitor teaching quality, students must fill out teaching evaluations for all the courses they have taken. There are two surveys about teaching evaluations, one run by the department and another one by the university.

Exchange through ENTER network. The Graduate Program is part of the European Network for Training in Economic Research (ENTER), an initiative by eight of the leading economics departments in Europe. Second year students who have completed most of their coursework have the possibility of spending a quarter in one of the other institutions of the network. More information is provided under the heading "ENTER network".

Important dates for course 2012-13 (tentative):

5 September: Qualifying exam Microeconomics 15-18, room 15.0.04. 7 September: Welcome reception for incoming students 10-12 am, room 15.0.15. 7 September: Qualifying exam Econometrics 10-13, room 15.0.04. 10 September: Qualifying exam Macroeconomics 10-13, room 14.1.12. 10-21 September: Preliminary Math course for first year students 15 to 17, room TBA. 14 September: Deadline for Master's thesis submission. 14 September: Deadline for applications for seminars at an ENTER institution (ask Efi). 19 September: Oral defense of Master's thesis. 24 September to 16 November: First guarter classes. Confirmation pending: CEASE briefing on how to register. 31 October: Submission third year paper (fourth year students) 1 November: Deadline to apply to ENTER Jamboree (tentative, ask Arancha) 16 November: Last day of first quarter classes 19-23 November: Exams first quarter (micro 19, stat 21, math 23) 26 November to 9 February: Second guarter classes 24 December to 7 January: Christmas break 8 January: end Christmas break 1 February: end second quarter classes 4-8 February: Exams second quarter (micro 4, math II 6, macro I 8) 11 February-12 April: third quarter classes 25 March to 1 April, Easter break 12 April, end third quarter. 15-19 April: Exams, (macro II 15, game theory 17, econometrics 19). 22 April to 14 June: fourth guarter classes. 15 May: Master's thesis proposal (second year students) 14 June: end fourth quarter 17-21 June: fourth quarter exams (micro III, 17, econometrics II 19, macro III 21)

July's tentative dates:

- 1 July, retake and qualifying econometrics.
- 5 July, retake Math I.
- 8 July, retake and qualifying macro.
- 12 July, retake Math II.
- 15 July, retake and qualifying micro.
- 19 July, retake Game Theory.
- 13 September, deadline submission Master thesis.
- 19 September, Master thesis defense.

ADMISSION TO THE PHD PROGRAM

<u>Qualifying exams.</u> At the end of the first year of the Master's program (mid July) students who are planning to continue with the PhD program must take three qualifying exams that cover the three core sequences: Macroeconomics, Microeconomics, and Statistics/Econometrics. The content of these exams is based on the material covered in the first year of the corresponding courses. To pass the qualifying exams, it is necessary to pass all three exams. Note that students who have got an A in all the first year courses of a particular sequence will be allowed to skip the qualifying exam of that sequence. If a student fails one (or several) of the qualifying exams, they can retake it only once, at the end of their second year.

<u>Admission conditions</u>. Admission to the PhD program requires the successful completion of the Master's degree as well as meeting the following conditions:

1. An average grade of B in the first exam of the first year courses (i.e. retakes are not counted). The way this average is computed is as follows: in each course an A gets +1, a B gets 0, a C gets -1, and a D gets -2. Then, the sum of all first year courses is taken, and this should add up to at least 0. Students just below this cut-off are allowed to apply to the Director of Graduate Studies for an exemption, though chances are limited.

2. An average grade of B in the first exam of the second year courses.

3. Pass the three qualifying exams. More information on the qualifying exams is given below.

All marginal cases are analyzed at the end of each academic year by a commission composed by the instructors of the PhD program and the Directors of Graduate Studies and a final decision is taken.

PhD IN ECONOMICS (THIRD YEAR ONWARDS)

PhD advisor. Early in the beginning of their third year students should find an official PhD advisor: a formal document should be signed by the advisor (no later than six months after the beginning of the academic year). Multiple advisors (i.e., co-advisors) are allowed, but at least one of the advisors should be affiliated with Universidad Carlos III (one of the co-advisors may be external.) Having an external co-advisor is subject to the approval of the Director of Graduate Studies. As mentioned before, the PhD advisor is often, but need not be, the Master thesis' advisor. It is expected that the PhD student will be included in one of the scientific grants of the PhD advisor as a way of contributing to certain expenses, such as presenting at conferences and workshops.

Departmental seminars. There are three weekly seminars (Macroeconomics, Microeconomics, and Applied Economics & Econometrics). Second year students expecting to enter the PhD program have to attend regularly at least one seminar per week (the list of seminars of all three workshops can be downloaded from the following site:

http://www.eco.uc3m.es/index.php/en/research/seminars-and-conferences). Seminar attendance is monitored by signature sheets. We provide the model at the end in Appendix A. Every time a student attends a seminar, he or she should ask the signature of a faculty member. Students must hand in their signature sheets to the Graduate Program Administrative Assistant (Arancha or Angelica) before Christmas and before the summer. Seminars are a very important part of research and help in shaping one's research agenda. As a consequent, those students who fail to report sufficient assistance (no less than 90% of all seminars of an area) will not received the department support, particularly so for scholarships and job applications. Students are also highly encouraged to meet seminar speakers to discuss about research (there is typically one agenda for the day the speaker is at the department; you can sign up by sending an email to Esther Catalan, ecatalan@pa.uc3m.es). These meetings allow the student to develop new ideas, improve the ones they are working on, as well as to obtain positive externalities from networking.

<u>Student workshops.</u> The PhD students run a student workshop. All PhD students are required to present their work in this workshop, at least once a year. Work in progress is admissible.

<u>Reading aroups.</u> Several fields, such as Microeconomics and Macroeconomics, organize regular reading groups, with the attendance of faculty and PhD students, as a way of exchanging research ideas and presenting relevant papers. The initiative for these reading groups comes from either PhD students or faculty members. We strongly encourage all PhD students to enroll in one of these groups.

Third year paper. By the beginning of October of their fourth year students must hand in their third year paper. This is an important milestone. The third year paper will be evaluated by one of the faculty members (other than the student's supervisor). The evaluation consists of a short referee report that provides comments and states whether the paper has the potential of being turned into a job market paper in the next twelve months. Students are expected to present their third year paper in the student workshop. Students who do not fulfill their third year paper requirement will be reevaluated in terms of their financial aid and their departmental duties.

Fourth and fifth year students. During the fourth and fifth year the students should work on their dissertations, present at least once a year in one of the departmental seminars or workshops (providing an English-written copy of their paper). It is expected that the student emails before his/her seminar to faculty members working in fields related to the seminar's topic. The list of faculty members to be invited can be decided by the student, together with his/her advisor.

Extensions beyond the fifth year. Students who have not submitted their PhD dissertations by the end of their fifth year are required to apply annually for one-year extensions. In order to apply for a one-year extension, students must submit a comprehensive report on their progress. An accompanying letter of the PhD advisor that includes a realistic time estimate for the completion of the thesis is also required. Certain regulations from the University or the Ministry of Education may place limits on these extensions and set deadlines for the PhD thesis defense. In any event, the thesis should be defended – with no exceptions - no later than the sixth year.

<u>Presenting in conferences.</u> Students are encouraged to present their work in high quality academic conferences and workshops. Most often the related costs are covered by one of the scientific grants of the PhD advisor.

<u>Academic visits to other institutions.</u> Students are encouraged to spend time in other institutions if this is deemed positive for their academic progress. If they wish to spend time at other institutions, they should have the support of their PhD advisor and of the Director of Graduate Studies. They should plan ahead of time to cover their teaching and/or administrative duties. More information can be obtained under the heading "Teaching and administrative duties".

PhD completion. Students are expected to complete their dissertation by the end of their fifth year. More information on the PhD defense is given under the heading "PhD thesis defense".

Job market. Each year the PhD Advisory Board selects, on the basis of their performance, the students the Department will endorse on the academic job market. The endorsed students will be helped to prepare for the job market (by giving a job market seminar and by mock interviews) and may receive some financial aid to attend the job market meetings in the US, the UK and Spain. The Department's job market officer coordinates the job market effort. More info on the current job market candidates can be checked at http://www.eco.uc3m.es/index.php/en/department/job-market-candidates.

<u>Academic progress.</u> Students who do not make sufficient progress towards the completion of their PhDs will be reevaluated in terms of their financial aid and departmental duties.

Academic or other leaves, The Graduate Program in the Department of Economics is a fulltime program, and in the absence of a valid reason students are expected to be in the Department during the entire academic year that goes from September 1st to July 15th (with the exception of official holidays) and that includes all exam periods, both at the undergraduate and the graduate level. Valid reasons include spending research time at other academic institutions in the context of a student's academic training or a medical problem. A student who wishes to take a leave (with the exception of academic business already authorized by the supervisor) of more than 5 days should send an email to the PhD Director and to the student's advisor (with copy to the Graduate Program Administrative Assistant, Arancha or Angelica) explaining the reasons for the planned leave and the dates of the leave. He or she should then get approval from both the PhD Director and the student's advisor.

PHD THESIS DEFENSE

<u>Requirements of the thesis.</u> To be defended, the thesis should in principle consist of 3 different academic research papers. At least 2 of the chapters should be at a level sufficient to be submitted to top field journals (so-called B journals according to our Department's ranking).

Internal committee evaluation. When the student and his/her PhD advisor believe the thesis is ready to be defended, they inform the Director of Graduate Studies. An internal committee of 3 people is then formed to evaluate the thesis. The composition of the committee is decided by the Director of Graduate Studies with input from the PhD advisor. The committee may include professors who are not on the faculty of the Department, but at least one of the three members should be a full-time faculty member of the Department. It tends to be a good idea if at least one member is from outside the university, since this helps for the formal defense. The mission of the internal committee is to decide whether the thesis is ready to be defended in the internal thesis seminar of the Department.

Defense in the internal thesis seminar. Once the internal committee has approved the thesis to be presented, the student has to defend his/her thesis in an internal thesis seminar at the Department. The student's presentation should be in English, last about 50 minutes, and focus on the main contributions of the thesis. After the student's presentation and a round of questions, the PhDs in the room deliberate, and decide whether the student is ready for the formal defense.

Formal defense. The committee for the formal defense is set up by the student's PhD advisor (after consultation with the Director of Graduate Studies). The committee should consist of 3 people ("titulares") and 1 substitute ("suplente"). At most one person may belong to Universidad Carlos III. Upon successfully defending, the student is awarded a PhD in Economics.

<u>More details.</u> There is a document that explains all the details of the PhD defense. Please contact the Graduate Program Administrative Assistant for a copy (Angélica Aparicio: ala@pa.uc3m.es).

ENTER NETWORK

ENTER. Our Graduate Program is a member of the European Network for Training in Economic Research (ENTER), an initiative by eight of the leading economics departments in Europe, all of them with international graduate programs: Universitat Autònoma de Barcelona, Université Libre de Bruxelles, Universität Mannheim, Stockholm (Stockholm School of Economics and University of Stockholm), Universiteit van Tilburg, University College London, and Universidad Carlos III. The ENTER network fosters the exchange of students and organizes the yearly "Jamboree".

Student exchanges. Second year Master's students who have completed most of their coursework can spend some time at one of the other institutions of the network. PhD students also have the possibility of visiting up to one year one of the members of the network. Visiting students pay the academic fees in their home institution. Spending time in another institution of the network is subject to approval by the Director of Graduate Studies of the home institution and by the ENTER coordinator of the host institution. Students should make arrangements ahead of leaving to cover their teaching and/or administrative duties. More information is provided under the heading "teaching and administrative duties".

<u>Annual "Jamboree".</u> The annual network meeting, the so-called "ENTER Jamboree", consists of a 2-3 day workshop and takes place in February in one of the network institutions. Each institution typically sends 4 student presenters, 4 student discussants, and 1 faculty presenter. A couple of months before the Jamboree there is a call for applications, and a number of fourth and/or fifth year students are selected by a committee appointed by the Director of Graduate Studies. Their basic travel expenses are funded by the Department.

<u>Student presentations</u>. Every year each institution of the network selects up to three PhD candidates who wish to present their work at another ENTER node with travel costs covered by our own program and accommodation costs (typically) covered by the inviting institution. Preference is given to fifth year students who will be going to the academic job market.

2. TEACHING LOAD AND DEPARTMENTAL SERVICES

All students in the program are required to contribute to the teaching load or the other administrative duties in the Department.

YEAR	TEACHING HOURS	ANNUAL GROUPS	HOURS WORK
1 ¹	0	0	0
2	1.5	2	9
3	2.25	3	12
4	3	4	15
+5	3.75	5	18
TOTAL	10.5	14	54

The standard teaching load is as follows:

The first column indicates the student's year, the second column the effective number of teaching hours per week, the third column the number of groups per year and the fourth column the number of hours that should be devoted to teaching in total (preparation, grading, ...)

In addition, students are asked to help to proctor exams during the exam periods of January-February, May-June and July and, possibly, help to grade assignments or quizzes.

Instead of teaching, students may be asked to collaborate in administrative duties or research activities in the Department. In those cases, the workload is similar to the teaching workload.

Students who wish to spend time at other academic institutions must make plans in advance to cover their teaching and/or administrative duties. Typically this involves doing extra teaching and/or administrative duties in advance of leaving. The approval of the Director of Graduate Studies and of the student's advisor (during the PhD years) is required.

TA responsibilities

- Lecture attendance: TAs are expected to attend all lectures the first time they teach a given class or whenever the professor deems it necessary.
- *Small group classes*: TAs are required to be present for all their small group classes. In case of a medical emergency, the TA should notify the instructor and find a replacement.
- *Grading*: TAs are responsible for all the grading of the small groups they are responsible for. This includes the grading of problem sets, quizzes, midterms, both finals (January, May and June), as well as the so-called *"revisión"* of both exams (January, May and June). Grading should happen in a timely fashion, never exceeding more than a week, and grades should be posted on Aula Global within that same deadline.
- *Class material*: TAs may be asked to help out with the preparation of class materials, such as solving problem sets or exams.

¹ Exceptionally, students performing well below the average may be required to give some teaching from February to June.

- *Office hours*: TAs need to organize 2 weekly office hours and post them on Aula Global during the first week of class.
- *Communication*: TAs should regularly communicate with their instructors, and should answer emails from their students in a timely manner.
- *Proctoring*: TAs are supposed to proctor the exams of the courses they teach (two exams per course: ordinary and retake, the latter is usually at the end of june-beginning of July), in addition to another 4-5 exams per exam session (January, May and June).

Time commitment

The average actual weekly hours worked by a graduate student should not exceed those given in Column (4) of the table above. Of course the workload may vary from week to week, for example, because of grading during exam weeks. If the actual average hours worked consistently surpass this number, the TA should document his/her hours and contact the professor as well as the Director of Graduate Studies so that a solution can be found.

Teaching training

- Experienced TAs that have been identified as "excellent" will attend the small group classes of firsttime TAs (and TAs that underperform) to provide them with constructive feedback and comments.
- Professors will also be encouraged to occasionally attend the small group classes of their TAs with the same objective of providing feedback and comments.

Evaluations

- Each quarter there will be one Outstanding TA Award.
- Teaching evaluations will play a role in the assignment of teaching responsibilities. Students with good evaluations (and positive feedback from their course coordinators) will be given priority in choosing their teaching duties.

Assignment of teaching duties

Before the start of each quarter students will be asked their teaching preferences. Students with good teaching evaluations will be given priority in the assignment of their teaching. An effort will also be made to limit the number of different courses TAs need to teach, especially for those students with good evaluations.

Other duties

Some students will be doing administrative duties for the Department or act as Research Assistants. If so, their time commitment will be the same as those of TAs.

Failure to perform

Any instructor who encounters a TA who is failing to perform his or her responsibilities should contact the Director of Graduate Studies. If the problem persists, the Department Chair will deal with the matter. Should the TA continue not to meet his or her responsibility, appropriate action will be taken.

3. ADMINISTRATIVE ASPECTS OF THE GRADUATE PROGRAM

Financial Support and Health Insurance

The Department provides financial support for five years (conditional on satisfactory progression). The stipend amounts to approximately $1,150 \in$ gross. In addition, students get a tuition waiver.

Students get health insurance from the social security system.

Students in every year may be required to apply for scholarships from other institutions, such as the Spanish government, the regional government, the European Union, and private foundations. Students with scholarships from outside institutions may have to produce regular progress reports, typically every 24 months, to maintain those scholarships.

Financial support at any time is conditional on satisfactory academic progress.

Paperwork

Grade transcripts, proof of admission, and any other official (or unofficial) certificates are provided exclusively by CEAES (the University's Graduate Administrative Office). Contact person is Luly Dorado (Office 11.0.03, Phone: +34916245751, odorado@ceaes.uc3m.es).

Certificates of anything to do with your working status at the University (such as your income) are provided by RR.HH. (the University's Human Resources Department). The contact person is Ramón Mora: <u>rmora@pa.uc3m.es</u>.

You are strongly encouraged to first consult with Arancha Alonso (the Department's Graduate Program Administrator) before contacting CEAES or RR.HH. Her contact details are: phd@eco.uc3m.es. Office: 15.2.20. Telephone number: +34916248624.

Registration fees

Students do not have to pay any registration fee, but have to pay 40 € aprox. for administrative fees. These costs are subject to change. These fees have to be paid at the beginning of each academic year in the offices of CEAES. Please, contact to: Luly Dorado (Office 11.0.03, Phone: +34916245751, <u>odorado@ceaes.uc3m.es</u>).

WHO IS WHO

Department of Economics

Arancha Alonso (on maternity leave expected from end of September to April) Graduate Student Administrator Office: 15.2.20 Phone: +34 916248624 Email: phd@eco.uc3m.es Responsibility: coordinator of administrative issues of Master and PhD students.

Angélica Aparicio Administrative Assistant Office: 15.2.20 Phone: +34916245756 Email: <u>ala@pa.uc3m.es</u> Responsibility: administrative issues of Master and PhD students.

Natalia Fabra PhD Program Director Office: 15.2.03 Phone: 91 624 5736 Email: <u>natalia.fabra@uc3m.es</u> Responsibility: academic issues of PhD Program

Ángel Hernando Veciana Master's Program Director Office: 15.2.12 Phone: 91 624 9602 Email: <u>angel.hernando@uc3m.es</u> Responsibility: academic issues of Master's Program and admissions

Carlos Velasco Job Market Officer Office: 15.1.09 Phone: 91 624 9646 Email: <u>Carlos.Velasco@uc3m.es</u> Responsibility: placement

Pedro Sant'Anna and Lian Allub Students Seminar Emails: <u>pde@eco.uc3m.es</u> (Pedro) and <u>lallub@eco.uc3m.es</u> (Lian) Responsibility: organization of the student's seminars

Nikolaos Tsakas ENTER Student Coordinator Email: ntsakas@eco.uc3m.es Responsibility: sets up student workshops within the ENTER Network

CEAES (University Graduate Studies Office)

Luly Dorado Office: 11.0.03 Phone: 91 624 5751 Email: odorado@ceaes.uc3m.es. Temporally: Paloma Ramiro: pramiro@pa.uc3m.es Responsibility: official documents, registration

RR.HH. (University Human Resources Department)

Ramón Mora Office: 8.0.03 Email: rmora@pa.uc3m.es

Appendix A: Seminar	Attendance Shee	et	
Season, from	to		
Student's name			Year in the program
Field	Date	Signature	