

IHS
Making cities work

Erasmus

IHS is the international institute of urban management
of Erasmus University Rotterdam



ANNUAL HIGHLIGHTS 2009 INSTITUTE FOR HOUSING & URBAN DEVELOPMENT STUDIES

Erasmus
ERASMUS-UNIVERSITEIT ROTTERDAM

Content

Developments in July 2009

Overview of activities 2009

Publications

Staff

Prospects

Word of thanks

Annual highlights

2009, a year with variety

We can list a number of highlights for the IHS in 2009: the highest number of self-paying students in years, the organization of five conferences, at the end of the year a number of successful acquisitions for advisory projects, and the launch of the international network of IHS Alumni International.

On the downside, the global financial and economic crisis that manifested itself fully in 2009 also affected the IHS, although the consequences for the Institute have been relatively limited. Increased competition mainly expressed itself in difficult acquisition of projects and lower fees for consulting projects, but not in student numbers or applications.

Student Numbers

A record number of students left the IHS in 2009 with a diploma. The Master Programme in Urban Management and Development (UMD) united 94 participants, including 24 members of the "Romania Young Professional Scheme". Out of the 70 non-Romanian, 68 students graduated within the set period. We celebrated their study results during a graduation ceremony at Hotel New York, followed by a cruise on the Maas.



UMD5; graduation ceremony

The other programs in 2009 also brought a lot of activity to IHS. More than 340 people subscribed for the International Course on Housing and Urban Development that was organized for the 91st time in 2009. Of this large number only 10 people ultimately followed the three-month course. This large discrepancy between registrations and participation clearly illustrates the strong financial dependence of the exchange students our courses. To reduce this dependence we focus our marketing efforts more than ever on groups that are able to finance their studies without a scholarship. The result is seen most clearly in the masters program where the share of scholarship recipients in the total number of participants continues to decline.

During the summer IHS was buzzing with people. The participants of the 'Land Management' course, in cooperation with the Lincoln Institute of Land Policies in the United States, added an extra 34 participants.



UMD5; graduation boat outing

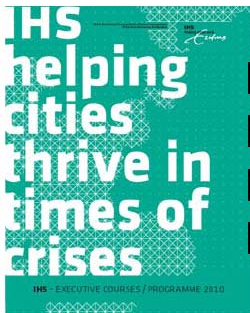
The fall and the beginning of a new academic year welcomed 86 students to the Masters programme. The number of self-paying students was higher than ever. We intend to continue this trend and make our course less scholarship dependent in 2010. Among the 86 students who currently participate in the program, 19

students are Chinese demonstrating the success of reaching urban professionals in China.

IHS has developed a number of new tailor-made programmes in 2009. Examples include:

- Sustainable Urban Energy;
- Strategic Approaches to Sustainable Urbanization;
- Urban Management and Strategic Urban Planning;
- Urban Heritage Management.

These customized programs were developed and implemented in collaboration with partners in Korea (International Urban Training Center) and in Vietnam (Urban solutions).



IHS EXECUTIVE COURSES LEAD YOUR CITIES INTO THE FUTURE

IHS Executive Courses

IHS is intensely busy with the development of distance learning courses. One of these courses is currently being tested in one of the modules of the Master programme.

It is gradually becoming a tradition that the IHS provides a short course for participants from Indonesia in the field of local economic development. In this course theory and practice are combined in an attractive programme. Participants come from both public and

private sectors and are required to actively contribute input to the course by preparing a case example from their working experience.

Thanks to the large number of courses, 2009 was a successful year in terms of student numbers. In total there were more than 306 students who accumulated 79 study years in Rotterdam, a total that is about 4% higher than the previous year. Courses outside the Netherlands attracted 150 participants, which accounted for over 12 study years.

People worldwide have been informed about our courses, but the focus areas are mainly Indonesia, China and India and more recently Brazil. Visits to education exhibitions organized by the Dutch government are key in these marketing activities. The networks of agents and partners IHS has in various countries are also very important to provide information to prospective students. The relatively large number of students from China and Indonesia in the Master's programme shows that these activities are gradually bearing fruit.

Student satisfaction

It is standard procedure within the IHS that students during and at the end of any course evaluate content, curriculum, teachers, support and guidance. These evaluations often show that they are very satisfied with their studies at the Institute. Student satisfaction is also annually measured in an external evaluation called the International Student Barometer (ISB). The latest ISB report shows that the IHS scored better on all of the various components in comparison to the average scores. The table below summarizes the findings. On a scale of 1 to 4 regarding overall satisfaction IHS scored 3.28 in comparison to the average ISB result of 3.01 and the EUR average of 2.94. Students are actively recommending the Institute to potential participants. This score is 4.62 on a scale of 1 to 5.

International Student Barometer results (ISB), scale of 1 to 4			
	ISB	EUR	IHS
Overall learning	3.01	2.93	3.24
Overall Living	2.91	2.87	3.03
Overall Support	3.14	3.01	3.33
Arrival Overall	3.00	2.94	3.31
Overall Satisfaction	3.01	2.94	3.23
Recommendation (scale 1 to 5)	4.14	4.14	4.62

These results give a sense of satisfaction, which does not mean that there is no space for improvement. The Barometer also lists elements for improvement. Some of these are beyond the control of IHS, like the cost of student accommodation, more proactive policies were also suggested, such as organizing social activities for students. Nevertheless, we are proud of the results.

IHS Research

IHS carries out several research projects in cooperation with two faculties of the Erasmus University. The project with the Erasmus School of Economics is almost in line with the planning and has led to several publications. The programme with the Faculty of Social Sciences has experienced considerable delays. Consequently investment spending on the programme has been delayed. It has been agreed that short-term programs should be evaluated with stakeholders.

The research program "Health Economics" from the Department of Applied Economics of Erasmus School of Economics was completed in 2009. The program has resulted in six articles on the health situation in urban areas compared to rural areas and the publication of Dr. Ellen van der Poel's thesis: "Urbanization, Health and Inequality in the Developing World". The research programmes will continue in 2010. The University of Tilburg is also involved in one of these programmes. In June, Degefo Obo defended his PhD

on the topic of Microfinance in Ethiopia: elixir or poison? The defense ceremony took place at the Institute for Social Studies (ISS) and was the first promotion of the ISS as part of the Erasmus University, Rotterdam.

The World Bank-funded program that enables five PhD students to do their research continued in 2009. We expect two doctoral students will conclude their study in 2010.

In 2009 the Institute organized five conferences, in some cases in collaboration with other institutions. IHS was host and organizer of the 10th N-AERUS (Network Association of European Researchers on Urbanization in the South) congress in autumn. We welcomed 76 guests to Rotterdam and received 33 papers that were presented during the conference. For three days the researchers discussed the topic: "Challenges to open cities in Africa, Asia, Latin America and the Middle East: shared spaces within and beyond". A report of this conference can be found on our website (www.ihs.nl).

At the beginning of the summer, in collaboration with the Faculty of Social Geography at the University of Utrecht, IHS organized a conference on gated communities. The conference, held at the University of Utrecht, was regarded as a great success by the participants. Most of the papers presented will soon be published in recognized journals.

At the end of the summer around 40 participants from almost as many countries visited IHS for a conference entitled "Climate Change and Urban Planning". The conference was organized in collaboration with UN-Habitat and discussed the consequences of Climate Change and how cities should administratively prepare for them.

In cooperation with the Ethiopian Civil Service College IHS held a conference in Addis Ababa on "Information in an Urban

Environment." The items discussed during this conference will be published in book form.



Poster of the winning project IABR, "Working on Cities' Ghana Workshop

IHS also participated as co-organizer of the Rotterdam Architecture Biennale 2009. The Institute was particularly involved in the so-called "parallel cases' exhibition that addressed more experimental and innovative solutions to urban problems. This also provided an opportunity to further strengthen earlier collaboration with the Berlage Institute in Rotterdam. This activity fitted well with the workshop: 'Ghana Atelier' which was organized in the context of the master's programme. Ten IHS students worked together with master students of the Rotterdam Academy of Architecture on the construction and design of a specific residential area in Accra, Ghana. The findings, analysis and recommendations formed an important part of the thesis for the IHS students Masters Diploma. The project was awarded the Architecture Biennale prize as the most innovative contribution to the 'parallel cases'.

A number of scientific publications were published by IHS. A summary list may be found in the appendix. One of our masters students was invited to present a paper at a conference of the;

"Transportation Research Board" on the theme: "Gender and Public Safety in Transportation: An Explorative Study in Sub-Saharan African City A-Lagos, Nigeria '.

IHS Projects

The deteriorating economic situation in 2009 was particularly noticeable in the market for consultancy projects. Competition has increased; we have the impression that consultants who so far have not engaged in the IHS sector have entered the market in 2009. This created strong pressure on prices. The rising rate of the Euro against the U.S. dollar has also played an important role. This is especially important for clients who budget in U.S. dollars, like the World Bank and other development aid organizations. The result has been that the IHS was in some cases shortlisted as a potential exporter of consulting projects, but was ultimately not invited to implement the project due to the price. At the end of the year the tide turned and IHS was able to acquire a number of relatively large projects. Some examples of interesting projects that were acquired in 2009 and whose implementation has started include:

- Georgia: "Tbilisi City Development Strategy for Sustainable Development";
- United Arab Emirates: "Support to the Formulation of a Housing Strategy ";
- Turkey: Urban Planning of Diyarbakir, ", in collaboration with the Berlage Institute,
- Saudi Arabia: "Advice on the Master Plan for Makkah";
- Indonesia: Contract Extension Project, "Sustainable Capacity Building for Decentralization ";
- Indonesia: Support for the project, "Urban Institutional Development Programme.

At the very end of 2009 we received notice that Nuffic will finance the organization of five "refresher courses" for IHS alumni, to be implemented in 2010.

IHS Events

The celebrations of the anniversary year 2008, was completed in 2009 with the summer publication of the jubilee magazine, "IHS, Celebrating 50 Years of Making Cities Work". It reported on the celebrations of the anniversary year, the winning photos from the alumni photo contest were published and we reviewed and projected important themes of work for IHS. In addition, the first "Annual Highlights were published. A schematic publication containing all the highlights of 2008 presented chronologically.



IHS Jubilee Magazine

The creation of a world IHS alumni association in 2008 in Nanjing received follow-up in 2009. In June, the IHS Alumni Relations Office was officially announced to alumni. This Office is part of the Department for Marketing & Communications. The first priority was to update all contact information from alumni in a custom-made database. With the contribution of online networks like Facebook and LinkedIn, campaigns through other networks and address data of (former) colleagues, the quality of available data from alumni has increased enormously. A large number of alumni are now contactable by email.

In collaboration with the students from the current master's programme, guidelines were formulated concerning the functioning

of the alumni association, "IHS Alumni International." Local alumni associations were also revived and TWO successful alumni meetings were held in Indonesia and India in collaboration with the local associations.



Logo IHS Alumni International

After the launch of the Erasmus Centre for Urban Management Studies (ECUMS) in January 2008, in terms of publicity it has not been busy. ECUMS needs to play an important role in the future in the activities of urban development and urban management taking place at the Erasmus University. During the past year the focus was mainly targeted at the internal organization and development of the website.

New Software

In 2009 we invested in two new data management systems. For the purpose of streamlining the accounting process SAP software was implemented in the summer. The new software provides a better cohesion with the time recording system that is used in the Institute and the accounting tools. It is also consistent with the system that is in use in other parts of the EUR and therefore facilitates the consolidation of the various components of the EUR at IHS.

Furthermore, SuperOffice was installed, it is a database software package used for contacts, students, programs, alumni, and course administration. Recently, the applications and admissions for courses have also been filled in using this software online. This has made the application process for registration significantly more efficient. During a period of three months, two external consultants were involved in the implementation of this package. In the course bureau and marketing department student assistants have been active updating contact information and alumni. Meanwhile, the staff has been instructed on how to deal with this new data management system.

Staff

Over the year the IHS has hired a number of new employees. One of the new staff members that were employed to strengthen the academic staff on climate change has already proved to be a valuable asset to IHS.

In spring, two employees were hired to build and strengthen the alumni policy in the marketing and communications department. In November, a new assistant replaced an office colleague at the course bureau, who was on maternity leave.

The search for a worthy successor to the scientific director, who left IHS at the end of 2008, for a professorship at the University of Utrecht, is still ongoing.

Overview of activities 2009

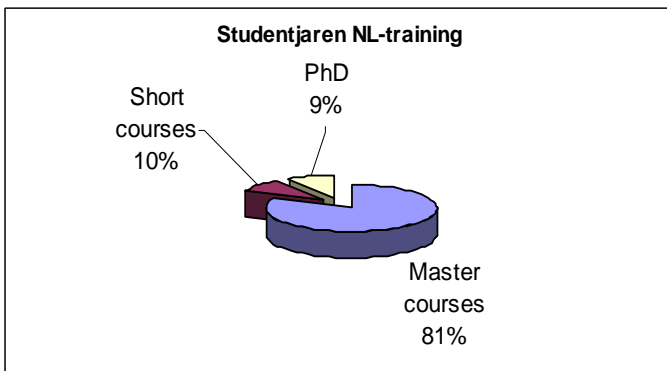
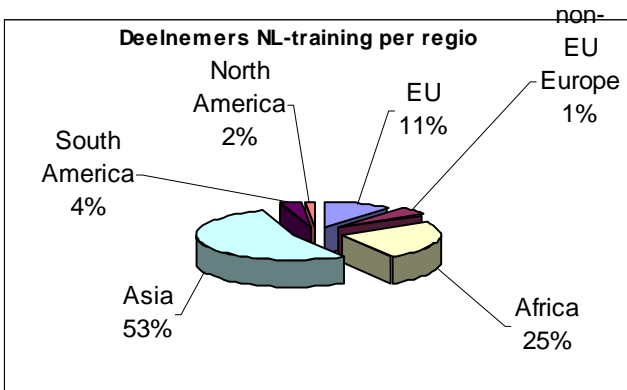
The activities of the IHS are divided into education and training, consultancy and research projects and associated publications.

In 2009 the following courses were completed in the Netherlands:

- Master Course on Urban Management and Development (UMD 5).
- Master Course for Young Professionals Romania
- International Course on Housing and Urban Development (3-month diploma course) (ICHUD 91)
- Land Management (1-month diploma course in collaboration with the Lincoln Institute of Land Policies, USA)
- Management and Maintenance of High Rise Multi-family Housing for Moldova (Tailor-made short course)
- Regional Economic Development Support (REDS), (Tailor made short course for participants from Indonesia.)
- Integrated Urban Settlement (Tailor made short course for participants from Indonesia.)

In October 2009 the new Master Course "Urban Management and Development" (UMD 6) started. This course will run until September 2010.

These courses were attended by 298 students from 47 different nationalities according to the following breakdown by geographical region, in total representing more than 90 student years.



Student years – training in the Netherlands

IHS also had a number of students that were trained abroad in the framework of projects and tailor-made training:

- Brazil: Course Informal Land Markets Brazil
- Guatemala: Curso Centroamericano de Especialización en Políticas de Suelo
- Irak (Jordan): Strengthening the Capacity of the Housing Sector

- Indonesia: UMD 6 pre-course for the 'double degree' participants at the University of Gadjah Mada, Yogyakarta.

The following training activities were still in progress on December 31, 2009:

- Indonesia: UMD Pre-course for the 'double degree' participants at the University of Gadjah Mada, Yogyakarta, for the upcoming edition of the Master course

The following consultancy projects were completed during 2009:

- Indonesia:
 - Sustainable Capacity Building for Decentralisation, Monitor Team Package
 - Local Economic Resource Development, follow up
- Netherlands:
 - Evaluation Sustainable Urban Development
 - Expert Group Meeting Climate Change Conference
 - URBAN Matters Workshop
- Peru:
 - Ordenamiento Territorial, Paisaje y Protección de la Naturaleza in Peru
- South Africa:
 - Urban Renewal
- Tanzania:
 - Strengthening Capacity of Mzumbe University to Enhance Governance and Decentralisation

- Uganda:
 - Capacity Building for Uganda Martyrs University's Program on Local Governance and Human Rights
- Vietnam
 - Urban Environmental Program Schedule

Among the advisory projects that are in progress on December 31, 2009:

- Albania:
 - Fostering partnerships for equitable cities
- Egypt:
 - Urban Development Project
- Georgia:
 - Tbilisi City Development Strategy for Sustainable Development
- Ghana:
 - Technical Assistance for Land Planning
- Indonesia:
 - Sustainable Capacity Building for Decentralization, Core Team Package
 - Establishment of the Urban Institutional Development Program
 - Regional Economic Development Support (Follow up phase)
- Kenya:
 - UN-Habitat, Scoping papers on evictions UN-Habitat,

- UN-Habitat, Land, Gender, Islamic and Training Support to GLTN
- Nigeria:
 - Process Mapping
- Saudi Arabia
 - Advisory Services Master Plan for Makkah
- South Africa:
 - Livable cities and sustainable interior in Southern African Countries
- Turkey:
 - Matra-project Diyarbakir
- United Arab Emirates:
 - Advisory Services for Housing Strategy
- Various countries:
 - DFID: Technology, Infrastructure and Urban Planning Resource Center
 - Cordaid Year Plan 2007-2010
 - UN-Habitat: Sustainable Cities Project Phase 3
 - UN-Habitat: Policy Papers on Pro Poor Housing & Land
 - ENPI-Ciudad: Supporting Mechanism

Among the research projects that are still in progress on December 31, 2009:

- Ethiopia:
 - Provision of 5 PhD's for Staff of the Ethiopian Civil Service College

- Netherlands:
 - Research in collaboration with RHV
 - Research in collaboration with the Faculty of Social Sciences
 - PhD Research M. Huijsman
 - PhD Research C. Pennink

Publications

List of publications by IHS staff in 2009

- Ayala, A.** 2009a, 'The integration Paths of the Barrios of Caracas', In: Hill, A. and Weiß, K. (eds.) Spatial planning with obstacles: 40 years of spatial planning in crisis regions and developing countries (Dortmunder beiträge zur raumplanung : blue series, no. 133) Institute of Spatial Planning (IRPUD), Dortmund, pp. 105-122
- Ayala, A.** 2009b, Community organisations, misiones and integration of barrios of Caracas : the Case of the CAMEBA Upgrading Project. (IHS working papers series, no. 21) Institute for Housing and Urban Development Studies (IHS), Rotterdam [2010, 10 February]
- Berg, L. van den, Jacobs, W., and Nijdam, M.,** 'Sustainable development of (port) cities, what can firms do?The case of Shanghai', IHS/Euricur, Rotterdam 2009
- Bongwa, A.** 2009, Managing Ethiopian cities II: Informality in Ethiopia: taxing the hard to tax (IHS working papers series, no. 22) Institute for Housing and Urban Development Studies (IHS), Rotterdam [2010, 10 February]
- Borg J. van der and Tuijl E.van,** 2009 'Beijing, City of Design' IHS/Euricur, Rotterdam 2009
- Brilhante, O., Browne, N. and Marrewijk, C. van** [et al.] (eds) 2009, Master urban management and development 2007 - 2008 UMD 3 (IHS thesis series, no. 3) Institute for Housing and Urban Development Studies (IHS), Rotterdam
- Dijk, M. P. van,** 2009a, 'Competing trade policies with respect to Africa', In: Dijk, M.P. van, ed., The new presence of China in Africa, Amsterdam University Press, Amsterdam
- Dijk, M. P. van,** 2009b, 'Conclusions from China's activities in Africa', In: Dijk, M.P. van, ed., The new presence of China in Africa, Amsterdam University Press, Amsterdam
- Dijk, M. P. van,** 2009c, 'The consequences for China's mega cities of the global economic recession', [Paper for The 4th

International Conference of the International Forum on Urbanism (IFoU), The new urban question – urbanism beyond neo-liberalism Amsterdam/Delft, 26-28 November, 2009] [2010, 10 February]

- Dijk, M. P. van**, 2009d, 'Ecological cities, illustrated by Chinese examples', In: Mohamed Salih, M A., ed., Climate change and sustainable development: new challenges for poverty reduction, Edward Elgar, Cheltenham
- Dijk, M. P. van**, 2009e, 'Ecological cities, what are we heading for and are new towns examples of ecological cities?' [Paper for the 10th Network-Association of European Researchers on Urbanization in the South (N-AERUS) Conference, Challenges to open cities in Africa, Asia, Latin America and the Middle East: shared spaces within and beyond, Rotterdam 1-3 October, 2009] [2010, 10 February]
- Dijk, M. P. van**, 2009f, 'Introduction: objectives and investments in Africa an overview', In: Dijk, M.P. van, ed., The new presence of China in Africa, Amsterdam University Press, Amsterdam
- Dijk, M. P. van**, 2009g, The impact of the Chinese in other African countries and sectors, In: Dijk, M.P. van, ed., The new presence of China in Africa, Amsterdam University Press, Amsterdam
- Dijk M. P. van** (ed.) 2009h, The new presence of China in Africa, Amsterdam University Press, Amsterdam
- Dijk, M. P. van**, 2009i, The political impact of the Chinese in Sudan, In: Dijk, M.P. van, ed., The new presence of China in Africa, Amsterdam University Press, Amsterdam
- Dijk, M.P. van**, 2009j, 'Urban water governance as part of a strategy for risk mitigation, what is different in Third World cities?' In: Paleo, U. F. (ed.) Building safer communities: risk governance, spatial planning and responses to natural hazards (NATO science for peace and security series – E : human and societal dynamics ; vol. 58), IOS Press, Amsterdam
- Geurts, E.** 2009, 'Working on cities: an experience from Kumasi, Ghana:

a design studio for architects and urban management students' [Paper for African Perspectives conference in Pretoria 25-28 September, 2009] [2010, 10 February]

Gianoli, A. 2009, Local democratic governance: the management of complexity, VDM Verlag, s.l.

Grafakos, S., Flamos, A., and Oikonomou, V., 2009, Integrating environmental, socio – political, economic and technological dimensions for the assessment of climate policy instruments [Paper prepared for the Climate 2009 online conference]

Kragelund, P. and Dijk, M. P. van. 2009, China's investments in Africa, In: Dijk, M.P. van, ed., The new presence of China in Africa, Amsterdam University Press, Amsterdam

Logan, J.R., Fang, Y.P. & Zhang, Z.X. 2009, 'Access to Housing in Urban China', *International Journal of Urban and Regional Research*, vol. 33, no. 4, pp. 914-935

Núñez Fernández, R. 2009, Econometric analysis applied to urban property transactions in Havana between 1994 – 2007 (IHS working papers series, no. 23) Institute for Housing and Urban Development Studies (IHS), Rotterdam [2010, 10 February]

Núñez Fernández, R. 2009, Public rules about using and owning real estate in Cuba (IHS working papers series, no. 24) Institute for Housing and Urban Development Studies (IHS), Rotterdam [2010, 10 February]

Obo D.D., 2009 Microfinance in Ethiopia: elixir or poison? (PhD. thesis, Institute of Social Studies - ISS, The Hague) Shaker, Maastricht, 2009.

Odufuwa, B.O., Franssen, J, Bongwa, A., and Gianoli, A., 2009, Cities, theories and reality, *Journal of Geography and Regional Planning*, vol. 2, no. 10, pp. 243-248 [2010, 18 February]

Pal, A. 2009, 'Community credit-and-savings scheme as a source of housing finance: challenges and solutions' [Paper for ISA International Housing Conference in Glasgow 1-4 September, 2009]

Poel, Ellen van de, 2009, Urbanization health and inequality in the developing world (PhD. Thesis) Erasmus Universiteit Rotterdam, Rotterdam [2010, 18 February]

Outlook 2010

General

A number of new projects have been acquired in 2009, that will mainly be implemented in 2010. Thus the project portfolio at the commencement of 2010 was significantly larger than at the beginning of 2009.

Towards the end of 2009 there was a downward trend in the value of the Euro compared to the U.S. dollar. This has represented itself in a slight improvement in the competitiveness of the IHS. Thus the chance of losing projects to international financial institutions due to the change in the dollar rate has reduced. It is expected that there shall be acquisition results in 2010.

Education and training

The emphasis on marketing remains in 2010. Efforts to date have resulted in a sharp increase in the number of applications. Due to the large scholarship dependence of our target students, this increase has not yet fully translated into an increase in the number of participants. Although there has been a significant increase of self-payers attending IHS courses.

The development of new programs in 2010 is ongoing. Five new programs will be launched in 2010:

- "Urban Management Tools for Climate Change";
- "Making Housing Affordable for All",
- Three executive courses under the slogan "Helping Cities Thrive in Times of Crisis":
 - "The Credit Crunch and Access to Credit by Local Government";
 - "Cost Benefit Analysis of EU Co-financed Projects";

- "Preparing Bankable Public Private Partnership Projects (PPP)".

The last series of courses have been designed as short courses (1-2 weeks). They are aimed at managers who wish to increase their knowledge in a short period of time. In 2010 IHS wishes to reach new audiences and respond better to the demand in IHS key areas and further develop its position as the "Institute of Excellence in Urban Management".

The discrepancy between registrations for courses and participation seems to be growing. Many applicants are unable to finance their study. The assistance of the IHS in finding funding sources for this purpose is not sufficient. The result is that we have to disappoint many potential students. Against this background, we are investigating solutions to reduce the cost of the IHS courses. One solution may be to increase cooperation with local institutions with which the cost per participant can be significantly reduced. This framework is currently being discussed with local institutions in Indonesia, Romania and South Africa.

Distance Learning is another opportunity to reach more students. In 2009 IHS started to develop new Distance Learning courses which will be offered in 2010. Although there is still much ongoing discussion about the success of these courses we hope it will be able to meet the needs of potential students who are unable to finance the more traditional courses.

Research

The research programs of the two faculties with which the IHS is working closely in the EUR continues. Currently, the content of these programs are discussed with our partners within the faculties to make them more inline with the contents of work of IHS. In 2009 research on local government was launched together with researchers from the Social Department and involvement of researchers from the University of Tilburg. In addition, discussions

are taking place with staff from the University of Utrecht to start a joint research program. Two IHS employees intend to complete their research in the form of an approved dissertation. Finally, discussions with Cordaid are taking place on a research program in urban development by IHS.

Endorsed Projects

As indicated elsewhere in this report, the IHS won a number of projects at the end of 2009. For many of these projects assistance and involvement from colleagues within and outside the Netherlands is required. Examples of this are two projects in Indonesia which are largely implemented by local staff. Major advantages of this are that the projects can be performed at significantly lower costs. It also meets the needs of local customers to involve local staff to work on the projects. The challenge for IHS is to assure quality and ensure that the findings of these projects find their way to the other activities of the IHS, including education. The structured acquisition process that the Institute has recently introduced plays an important role. All projects are systematically reviewed and project opportunities are discussed in 'pipeline meetings'.

Word of thanks from the management

After a year of events around the world to celebrate the IHS 50th anniversary we were tempted just to sit back and enjoy! This is not what we did. The year started with more students than ever before, this called for great support and commitment from the academic staff. The yield, measured by the number of participants that successfully completed their studies, was very high in 2009. The students look back with pleasure on their stay in Rotterdam. This is not only evident from the evaluation forms from the students but also from the reactions from former IHS students every time I am given the opportunity to meet them. This applies to not only the students who have completed the Master's program but also the short course participants. The students are therefore important ambassadors for the IHS. The start of the IHS Alumni Network International is a response to their importance. I have high expectations of a further increase in brand awareness and the reputation of the IHS through our alumni work.

Partly due to pressure from the competition, the staff put in more effort than ever to acquire projects. It is often frustrating to hear that the proposals have good quality but due to a more competitive price from another institution were not given the project. This occurred a number of times in the past year. Luckily, we did not lose the energy to keep on trying, which led to a number of new projects just before the end of the year.

The introduction of a new data management system often encounters serious problems because it also requires changes to existing processes. In this light, the introduction of the new accounting and administrative project management system (SAP) went very smoothly. The same applies to the introduction of SuperOffice; a system that is not only a relational and alumni database but which also allows students to register on-line. My compliments for the smooth implementation of such systems in the organization and to all staff members involved. I am convinced that this automation will significantly increase the efficiency of the

relevant processes. This especially concerns the processing of the greatly increased number of participant applications.

The IHS was actively involved in a number of conferences and events in 2009. This not only included the content but also the organization and logistics. In a number of scientific events IHS staff contributed decisively. The input from the IHS in the Architecture Biennale in Rotterdam was of great importance. Such activities contribute significantly to further enhance the reputation of the IHS at home and abroad. They have occasionally put severe strains on the IHS organization, but we have not succumbed. On the contrary: the activities ran without problems reaching successful conclusion thanks to the hard work of the academic and support staff. My thanks for this.

All in all 2009 was not as spectacular as 2008 but we can proudly look back on a year with many activities.

Rotterdam, March 10, 2010
Nico van der Windt
Director