

## Management Report

The rectorate of IHE Delft welcomes the assessment's remarks such as "The quality of the research of IHE Delft is outstanding." These encouraging words affirm that we are on the right track. We also welcome the review committee's more critical remarks and challenges. These will help us to further improve our research quality, enabling environment and our contribution to tackling societal challenges.

IHE Delft Task Forces working to implement the Institute's 2018 -2023 strategy will integrate the review committee's recommendations into their work. The recommendations will also be an integral part of the strategy to be developed for the period after 2023.

A selection of the measures IHE Delft will implement in response to or inspired by the review committee's recommendations are briefly described below.

- The quality of the research of IHE Delft is outstanding. There are opportunities for increasing interdisciplinarity by working towards the integration of social sciences more broadly. Going forward, the committee sees added value for research quality and societal relevance/impact on mainstreaming the social sciences across the entire institute.
  - *IHE Delft's strong support for an interdisciplinary approach – a prerequisite for applying innovations is reflected, for example, in the new Master programme in which interdisciplinarity is a key component. In upcoming actions, a new chair in the social sciences domain will be established and interdisciplinarity will be included as a qualification in the job description of other new professorial positions. These measures and the work of the Institute's Task Force on Integration and Interdisciplinarity will further mainstream interdisciplinarity throughout the institute.*
- IHE Delft is recommended to develop a strategy concerning its collaborations and affiliations, taking into consideration diversification of the funding portfolio, the position of PhD students and support for interdisciplinary research. Whether this results in one intensive affiliation with one partner or continuing with multiple partnerships is not up to the committee to decide. However, the chosen partnerships must be sustainable.
  - *We are working to strengthen our partnerships - not only strategic high-level partnerships, but also our working-level partnerships that aim to co-design collaboration in the field. We expect that this will increase inclusiveness in these partnerships. We have high expectations of our new [DGIS & IHE Delft Partnership Programme for Water and Development](#) that aims to foster transformations to inclusive and sustainable water futures. The Institute's Task Force Partnership Innovation supports this objective.*
- The rate of open access publications is still too low. The institute should develop a strategy on increasing the percentage of open access publications.
  - *IHE Delft will publish as much as possible open access. Open data and open science benefit the world at large and IHE will stimulate this. To spark progress, we will include open access as a starting point for negotiations in our projects. An Institute Task Force on Research Support will be established in 2022 to accelerate progress in this field and to improve PhD quality assurance.*
- By developing an overarching strategy on societal relevance and systematically identifying promising pathways to impact and assess the effectiveness and long-term use of the products, and by connecting with humanities in further development, even more societal impact can be obtained.
  - *IHE Delft aims to strengthen its societal impact and already started working on the development of impact metrics and its applications. We will maintain and strengthen our connection with different UN organizations and increase our collaboration with other more local institutions such as the global network of water museums and our local partners, to create societal impact from the global scale to the local scale.*
- IHE Delft should reflect on how diversity can be increased beyond gender and nationality and work on a management team that reflects the diversity of the staff.
  - *The Institute Task Force on Staff Development and Culture will add the issue of diversity beyond gender and nationality to its agenda. As a first step, we will initiate an Institute-wide debate on diversity to develop a common understanding of what diversity means for us.*

- IHE Delft should urgently deal with challenges for PhD students that result from different contracts, different affiliated universities, and different supervisors. An IHE Delft quality assurance system should be developed that prevents arbitrariness and leads to equal treatment of all doctoral students. The institute should furthermore facilitate and stimulate an active PhD community that advocates for the PhD wellbeing and position in the institute. By creating its own graduate school, IHE Delft can set PhD guidelines rather than following those of co-supervising universities. Particular attention is required for protecting PhD students and postdocs in so-called 'sandwich constructions'.
  - *We will intensify the collaboration between the PhD community and the management through more frequent Rectorate meetings with the PhD Association Board. Although it will not be possible to eliminate all differences between the different PhD modalities, a number of steps have been taken to reduce inequality between PhDs and these efforts will continue. Unfortunately, by law, IHE Delft does not have the right to promote PhD candidates without the collaboration with other universities. For this reason and a strong belief in partnership collaboration IHE Delft does not have a completely independent graduate school, but one that is strongly linked to the SENSE research school. The Institute Task Force on Research Support, to be established in 2022, will work to develop a quality assurance system for our PhD research.*