This year’s newsletter comes to you in a year that has been blessed with amazing results from the Research Excellence Framework where our Department was rated first in the UK for the quality of its research publications and one tinged with sadness at the loss of Sir Peter Hall, the originator of the MSc in planning at the LSE and a pre-eminent scholar and caring educator. His thoughtful writing and insightful comments on planning will be greatly missed.

This year’s intake gave us a strong cohort of 30 RUPS students and an additional 11 from our Urban Policy Double Degree with SciencesPo. As ever the globe was well represented and we had a strong mix of ages and backgrounds on the programme - from architects to economists! We were able to take advantage of our mutual strengths and knowledge to produce some great work that flowed from both our planning studies trip to Bucharest and a piece of research consultancy produced by a group of our students for the Tulse Hill Community.

This year saw the official retirement of Professor Andrew Thornley. Andy began managing URPS/RUPS in 1995 and has touched the lives of some 300 MSc and PhD planning students in his career at LSE. We will certainly miss his presence in the Department but I can report that he is enjoying his retirement thoroughly and is painting and pursuing photography whilst travelling and generally enjoying life! A retirement well spent in my opinion!

We also kept with tradition and ensured that our students got out into the field regularly with walks, trips to Manchester and research. Our new series of short films produced by students on the course GY454 Urban Policy & Planning have provided an additional arena for our students to visualise and interpret urban areas!

-Dr. Nancy Holman
Each year on RUPS we bring together students and alumni to foster networks and increase and enhance the peer learning environment on the programme. This is done through our formal course G1450 Planning Practice and Research, our Meet the Employers evening and other informal networking events. We owe a great deal to the alumni who participate in these events and help our current students along the way in finding employment.

We also get some of our students involved in the various projects that are happening in the Department so that they can gain valuable experience in carrying out planning and urban research. This year Alan Mace, through his contacts from working as a planner in London, was able to secure a short research project in Tulse Hill. Here a team of students came together to produce a report for the community. We will continue this model in 2014/15 with a project in Mill Hill.

See here for a few reflections from two of the students who participated in the work:

My experience on this project has been invaluable. It has been a unique and wonderful learning opportunity for me. I am really not used to having professors who are involved on such a personal level, but it has made all the difference. I also think that working closely with other students in this Tulse Hill project has given me a chance to get a better grasp on group working as well as to develop closer relationships with some students that I may not have been able to do otherwise. Thanks!
- Selina Bull, MSc RUPS

Thank you, Alan and Nancy, for coming all the way to Tulse Hill to support us last night. It really meant a great deal, and we were happy to share our work with two people who have taught us so much. Thanks also, Alan, for linking us up with the opportunity. We certainly learned a lot while doing it!
- Emma Sagor, MSc RUPS

CLICK HERE TO SEE THE REPORT

FOCUS ON TULSE HILL
AN ASSET BASED ANALYSIS

If you would like to get involved in one of these events please let us know!
HOW TO GO ABOUT CHANGING THE PLANNING SYSTEM

---Ms Irina Paraschivoiu

This contribution draws on a paper co-authored with my colleague, Anamaria Vrabie, which we will jointly present during the AESOP Young Academics Conference “Differences and connections” taking place in Palermo, 23-26 of March this year. Read more here

It is more than half a century since we have started questioning the role of planning practitioners. We have, generally, come to challenge the idea that planners are “experts” who step in with their in-depth knowledge and try to solve all sort of urgent, difficult urban questions. We have also realized that planners operate in a complex network of relations and with varied stakeholders – developers, local public authorities, community groups or residents – who do not all have the same power or opportunity of making their voices heard. Clearly some have taken a more keen idea of planning professionals as facilitators who question whose interests they serve and (at least try to) balance between all these different forces.

But even in theory we do not all agree. We know that collaborative planning has its advantages, but also numerous downsides: it is time-consuming and usually it is near impossible to reach consensus in practice. Do we run the risk of overlooking the real power relations related to land development and built environment when we direct our attention to the process? Is there a real chance for “collaborative” practices where there is not a long-term democratic tradition? When it comes down to practice, Fainstein and Campbell rightfully acknowledged that the task of many planners continues to be that of writing and revising comprehensive plans.

For the past 5 years I have been involved in setting up and running a think tank based in Bucharest – the Creative Room – which aims to improve urban and regional development in Central and Eastern Europe. I think the story of how we attempted to challenge the status quo of the Romanian planning system can bring some valuable answers to the questions above. More so, given the very narrow groups involved in planning when we set up our NGO (in 2010) and given that, at the time, none of us had a planning background.

Post-socialist countries have largely had the experience of moving from completely centralized planning to its almost complete disappearance and finally to a more recent revival. In Romania, the dominant approach is still based on master planning, through General Urban Plans. Even where micro-plans exist, they have rarely been used in order to tackle the more specific needs of a neighbourhood or site, and more as way of bypassing general directives. As for planning practitioners, they are a clearly defined and quite narrow group, given the way the profession is regulated by the Romanian Registry of Urban Planners. Practically, only professionals who acquire their “signature rights” from the Registry are allowed to develop and sign off spatial plans. Since 2010, the regulations include more varied professions (economists, sociologists, etc.) but their numbers remain small. As for engagement of other groups – citizens, non-governmental organisations or community groups – their role is quite limited, given that current practices, at their best, are merely successful in informing rather than ensuring actual participation.

The hands on approach

So what do you do when a planning system is so path-dependent and resistant to change? Well, you go on and make your voice heard anyway. At least, that is what we did. That doesn’t mean that changes will happen overnight and, more importantly, it requires some strategic thinking of how to phase in concepts or practices. Our “Habitat” project was conceived this way, taking the form of a physical board game designed to expose young people to basic concepts of the Romanian planning system and to enable players to understand the dynamics of neighbourhood change. Playful and dynamic, the board game was very successful among its target group, with thousands of young people playing it in various leisure places in Bucharest in 2010-2011. Due to the form of the end product – a board game – it was much easier to attract financing and support, something which would have proved more difficult if directly tackling issues of participation or transparency. Moreover, it was also an effective strategy of opening up dialogue with key players in Romanian planning – such as professional associations. As a result, “Habitat” not only enabled young people to become familiar with the way urban planning impacts their environment, but also a tool through which a group of young professionals with varied backgrounds could streamline their competences and tackle such a closed field of practice.
...continued

There are others out there

Looking back, during a recent peer review with experienced Romanian urban planners, we attempted to map out our key successes as well as future directions for actions. What came up repeatedly was the way in which NGOs – including the Creative Room – have managed to signal the fact that there is a need for more inclusionary approaches – both of diverse professionals and of other, underrepresented groups, such as the youth. The changes in the regulations of the Romanian Registry of Urban Planners clearly mark such as diversification as well, but where NGOs come to the foreground is the way they actually operationalize interdisciplinarity. That was also one of our key assets – according to some of professional organizations. For example, the Chamber of Architects of Romania subsequently decided to develop their strategies around the need for dialogue outside their profession. Innovation, novelty, experimenting with new ideas and bringing together a mix of young professionals with diverse backgrounds (local development, economics, architecture, etc.) have helped to prove there are other voices out there, outside of the accredited planning practitioners.

Looking towards the outside world

When you attempt to improve your work and field of practice, an almost automatic reflex is to look for best practices and meaningful exchanges. It is no surprise that our group, having been exposed to international settings and academia, was one of the few to attempt to connect internationally. In 2012, when we showcased our “Habitat” project in the frame of the World Urban Forum (WUF) 6, we became the first Romanian organization to have hosted a workshop during such an UN-Habitat event. Later on, during WUF 7 and following up towards Habitat III, we aim to streamline a dialogue on Romania’s contribution to the global urban agenda. Undoubtedly, the fact that a relatively small think tank can take on a representation role was, in itself, a challenge to current practices. But more importantly, these opportunities allowed us to challenge the representation of Central and Eastern Europe as a geographical space as well, not merely telling a story of transitional economies, but also one of best practices and ongoing transformation.

There are many advantages but also limitations to what an NGO can do, particularly in a context where most funding is project-based. Part of our future successes rely on external factors, but we do intend to further refine our strategies and products, to better define our constituents who, luckily, are becoming increasingly demanding. Part of the plan is to develop a resource and research centre aiming to improve research and policy making in Romanian cities and Central and Eastern Europe, at large. If this is of interest or you would like to share some valuable resources, don’t hesitate to get in touch.

Finally, our story does not suggest that this is the only strategy towards changing planning practices. But I do believe that, in any given context, a change of paradigm requires a great deal of innovation, energy, a mix of skills / viewpoints and ... some patience. Such a change of paradigm is definitely having a more open, collaborative approach to planning, which is not equivalent to saying that participation is always needed or desirable. It also shows that in some contexts where institutions are deeply inert and closed, smaller and more mobile groups can achieve a lot in changing planning trajectories.
This was quite a year—a frenzied dash and then over almost as soon as it began—and the LSE Planning Society kept RUPSies happily busy throughout. The most anticipated activities of the Planning Society likely were the trips we took. From local outings: a ‘behind the scenes’ tour of the Barbican estate, a visit to Dennis Severs’ House, and a stroll around Letchworth Garden City, to outings further afield: a two-day excursion to Manchester (guided by Alan Mace) and a week-long expedition to the “urban lab” of Bucharest, Romania, RUPSies seldom were still. Perhaps the extended trips—to Manchester and Bucharest—had the largest impact on us, both in terms of overall educational experience and bonding experience. Once the nitty-gritty had been ironed out—alaying fears that the train to Manchester would get stuck in snow if we travelled there in February (it did not get stuck: there was no snow), finding a hostel in which to bunk in Bucharest, and the protracted process of ensuring everyone had a Romanian visa (RUPS student and trip leader Irina Paraschivoiu deserves all the credit for having organised our trip from A to Z)—we were treated to days of discovery: walking around Manchester and Bucharest to observe and learn about both the planning achievements and disappointments of the past and the planning successes and challenges of the present. In addition to our adventures on foot, there also was a ‘classroom’ (the strikingly restored offices of the Romanian Chamber of Architects) based element of our trip to Bucharest in which students heard from young urban professionals about their bottom-up initiatives to shape Bucharest’s planning system. As well, RUPS students participated in working groups in order to compose their own narratives of Bucharest and explore their experiences of and hopes for the city.

Because they gave us the opportunity to be out ‘in the field,’ the trips we took likely were the highlights of our time as RUPSies. Yet, more than offer us a chance to exercise our nascent planning skills (and provide us with a welcome diversion from our labours), these trips also helped us bond as a class. It seems as though there were unlimited opportunities to meet for drinks, hear a band play, watch a football (soccer) game, and grab a bite to eat. If we weren’t visiting one of London’s multitudinous pubs or clubs, then we probably were hibernating in STC400 (or the LSE Library), face over laptop, earplugs securely in place, absorbed in a world of our own devising, yet content to know that we were encircled by our fellow comrades.

Thus, I would say that the theme of this past year is ‘travel’—literally, but metaphorically too. Each of us, whatever our life experiences had been up to our first day as Masters students at LSE, embarked on a personal journey of body, mind, and spirit upon entering the RUPS program. Whether it was flying to Bucharest, sitting countless hours in front of a laptop, or noticing tiny, almost imperceptible changes in our way of thinking about ourselves and/or others—

hearing the “maybe” amongst all the other noise vying for attention—we have gone far.

As President of the LSE Planning Society, I extend my deepest thanks to:

Nancy Holman: Cheerleader, pole star, voice of reason
Alan Mace: He who fears not February, tour guide extraordinaire
Reiner Kravis: Awesome Secretary
Andrew Lim: Fabulous Treasurer

by - Rhonda Solomon
Alumni News

A huge thank you from RUPS students and staff goes to Richard Oram!

Richard Oram (RUPS 1977 & Planning Researcher 1978) made a gift to LSE in Spring that enabled us to pay for bespoke GIS training and helped to subsidise this year’s study trip to Manchester. He intends this as the first part of continuing support he’ll provide for the Program and students over the next few years. He said, "LSE was a great place to study planning and my research on public transport was well-applied in the US. I look forward to a renewed relationship with LSE.”

He and two of his former classmates Martin Stott and Gunter Schlusche along with Derek Diamond enjoyed a walk through London - see main photo at the head of this section.

First a quick word on LinkedIn – for those of you who have not yet joined please do consider linking to our bespoke LinkedIn Group. We have 341 members and I think the group is proving useful to members!

As this newsletter is coming a bit later in the year and both our 2013 and our 2014 cohort have graduated, I have the opportunity to congratulate the prize winners in both years.

2012-13 Prize Winners:

Sebastian Raho - Best Student Award (Gensler) and Best Overall Exam Performance

Doan Lebel - Best Dissertation Award and RICS prize

2013-14 Prize Winners:

Simon Hicks - Best Student Award (Gensler) and Best Overall Exam Performance

Nicola Carnevali - Best Dissertation (RUPS)

Padmini Biswas (RUPS MSc 2001) is the Global Manager for Academic Affairs at LaGuardia Community College of the City University of New York. Previously, she was the director and a faculty member of IHP Human Rights, a study abroad program of the School for International Training which takes students to Nepal, Jordan, and Chile in one semester to learn about social justice issues. She received her Ph.D. in urban planning from Columbia University in 2011.

Ifikhar Shallwani (RUPS) Having served for 6 years as the commercial Counsellor in Buenos Aires in the Embassy of Pakistan, he is now working as the Chief Economist for the Planning and Development Department for the Government of Sindh-Pakistan.

Marianne Tafani (RUPS & Sciences Po) has been working for the French Parliament, is getting married this year and is moving to Dubai - so quite an eventful year!! (see photo below)

Johannes Devik Brekke (RUPS 2007/08) Got married this year to his long time girlfriend Stine and has a new job. He is now working as a Senior Advisor to the Governing Mayor of Oslo on issues of city marketing, innovation and entrepreneurship.

Roger Chan (RUPS 1984) spent the Lent Term at the Department of Land Economy, Cambridge University as a visiting fellow at Hughes Hall. He gave talks at UCL, Manchester and Glasgow on regional planning issues in Hong Kong and Shanghai and visited LSE during his stay in the UK.

Roger was awarded the University of Hong Kong Outstanding Research Student Supervisor 2014 in recognition of his contribution to research postgraduates training (M.Phil. and PhD) at the University.
...Continued

Teis & Caroline DeFranqueville-Hansen (RUPS) are in Copenhagen where Teis is a Senior Lecturer at the Department of Human Geography (Lund) and Caroline works as a consultant in urban culture and urban strategy. They have just welcomed into the world their new baby daughter Solvej (see photo above)!

Justen Harcourt is enjoying his work at Colliers as a Senior Consultant and fatherhood to his new twins who are now 1 years old!

Darinka Czischke (RUPS) successfully defended her PhD thesis “Social Housing in England and The Netherlands: Between State, Market and Community” on 30 October 2014 at Delft University of Technology.

She will take up the position of Assistant Professor in March 2015 at the Faculty of Architecture at TU Delft, after being awarded the Delft Technology Fellowship. For more information about the fellowship, see: this link.

Hala El Akl (RUPS & SciencesPo) has been promoted to Senior Associate Partner at PLP/Architecture where she works on master planning and urban design. She will be getting married this year to her long-term partner Stefano.

Alison Post (RUPS 1999) is currently an Assistant Professor of Political Science and Global Metropolitan Studies at the University of California, Berkeley. Her first book, “Foreign and Domestic Privatized Infrastructure,” was published by Cambridge University Press last April. Her teaching focuses primarily on comparative urban politics, and she serves on a number of dissertation committees for students in Berkeley’s doctoral program in City & Regional Planning. She is currently conducting research on the politics of urban water provision in India.

Meaghan Lomenick (RUPS) has returned to the US where she now works as a Senior Consultant at JLL.

Lisa Haws (RUPS 1991) is currently the Cultural Resource Manager for the Kumeyaay Nation in San Diego California and the Assistant Executive Director for the Kumeyaay Diegueno Land Conservancy (kdlc.org)

This year she was asked to apply to and was approved to join the National Tribal Land Association Board of Directors.

The National Tribal Land Association was created to provide a place where tribal land professionals could learn and share with one another by providing opportunities for training, access to resources and networking opportunities. http://www.ntla.info/

Today, tribes are increasingly finding ways to work independently of the Bureau of Indian Affairs (BIA) and to manage their lands more efficiently and in ways that reflect the values and needs of their tribal members. By Indian Country working together, we can develop important resources, provide opportunities for tribal land professionals to hone their skills, increase knowledge and improve the way to handle day-to-day workings with landowners, the tribe and federal entities.

Veronique Turner (RUPS 2010) Has moved back to Canada to take up a position as the Development Manager at Darwin Construction in Vancouver.

Hélène Rodriguez Sherman (RUPS) has been promoted to Senior Programme Officer at Pact. She and her husband have also welcomed their second son, Anthony, into their lives.

Jon Valentine (RUPS 2011) Is currently in Thailand working for Raimon Land Public Company Ltd in Bangkok as an Analyst.

Moritz Schneider (RUPS & SciencesPo 2009) has a new job as Project Manager at Stadion Frankfurt Management Commerzbank-Arena. and Lagardère Unlimited Stadium Solutions. .

Saba Meidany (RUPS 2013) is living and working in New York City. He is currently working with Handel Architects and would love to get into contact with other MSc RUPS students in the NYC area.

Harshit Magon (RUPS) is now a manager for JLL MENA in Dubai where he works in Strategic Consulting.

Sebastian Raho (RUPS) is now employed as a project assistant at the Vienna University of Technology working on a project about the governance of sustainability in small and medium sized Austrian cities. He also teaches Urban Politics at the university.

Anne Koeman-Sharapova (RUPS 2006) continues to work for LaSalle Investment Management as an Associate Director. She also married her long term partner Dmitry!

Jutta Jungwirth (RUPS) Has started a new job with the Munich Public Transport Society (Münchner Verkehrsgesellschaft MVG). She is responsible for the long-term development of the Public transport network and the coordination of the network extensions with urban development areas of the city of Munich. Otherwise they are still very happy to see their little son Valentin (2 years) discovering the world.
Kamil Wipyewski (RUPS 2006/07) got married last October to Stefanie Lyn Becker, also an LSE alumnus. They first met at the LSE in fact (we both lived at Butlers Wharf).

For the last two years Kamil has been heading the international valuation team at VR WERT, a subsidiary of DG HYP AG, a large German real estate bank. Before this he worked at VR WERT as a senior appraiser and before this he was with DTZ International Property Advisers in London where he started work after finishing RUPS degree in 2007. He is still part of the LSE Global Real Estate Group as well as of the German Friends of LSE alumni group, in addition to the ULI and the RICS.

Duko Frankhuizen (RUPS) Has moved from DTZ and is now working for London & Continental Railways Ltd. He is currently leading on regeneration projects in Stratford and Waterloo as well as exploring regeneration potential around future HS2 stations.

Margaux Salmon (RUPS & Sciences Po) is currently working in Mongolia in an urban planning project in Ulaanbaatar. Please see the photo!

Andy Thornley As you know from Nancy I am now fully retired. It comes to us all in the end so you may be interested to hear how I’m getting on! From observing my contemporaries I can see that people have different reactions. There is no doubt that an adjustment is required from the set routines and timetables of a job and the social interactions that go with it. Everything becomes more fluid as one is in complete control of what one does and what social contacts to make. For some people this can be difficult as it happens overnight. Academics are in a special position as many aspects of our former work can be continued – such as writing and research – and many of my colleagues choose to do that. I was fortunate in that the transition to retirement was a gradual one. First Nancy took over many of my responsibilities while I was still working and then for four years I was on a percentage contract to carry on doing some teaching. This has now ended and I feel ready for the break (the hardest aspect was getting rid of about 75% of my books as I have no room for them all at home (which ones to keep?) – I think for many academics being surrounded by shelves of books is a psychological comfort blanket!). So now all I am doing is continuing as Planning/ Environment/Cities book series editor with Macmillan and occasional reviews.

News from the Directors

Derek Diamond is travelling and enjoying our alumni network

Michael Hebbert continues as Professor of Town Planning at the Bartlett UCL, and editor of Planning Perspectives. The journal just celebrated its thirtieth birthday and the anniversary issue is well worth reading not least for its celebration of the amazing contributions of the founder of the LSE RUPS programme, Sir Peter Hall, who died in July 2014. The first days of 2015 saw Michael in New York for the American Historical Association annual conference, where he spoke on the history of figure-ground plans, and met up with RUPS alumnus Eldon Scott (MSc 1984-86) in the construction site of his exciting new food market behind Grand central Station.

It is rather ironic that after all these years of analysing decision-making in Town Halls I am now moving into a redundant one to paint. As you see much of my work is inspired by the Port Talbot steel works which Bev and I visited as part of our walk on the Round Wales footpath. Wales claims to be the first country to have a long distance footpath all the way round its boundary. We have done Cardiff to Swansea so far (in stages) and at our current rate it will take us about five years!
I often wonder what you are all doing now so keep the news and photos rolling in (at the moment I am still using my old LSE e-mail A.Thornley@lse.ac.uk but you can send stuff to Nancy who will always know what I am doing!)

Andy Thornley - some selected artwork from Andy!

Nancy Holman my year has gone well. Gabriel Ahlfeldt and I have published another paper from our Conservation Area work. Our paper ‘No Escape? The co-ordination problem in Heritage Conservation’ is forthcoming in Environment and Planning A. This research was in part made possible by the excellent work of our students who acted as research assistants over these last few years.

In addition, I, with our departmental research unit LSE London, won funding from HEIF to operate a knowledge dissemination project of Housing in London: Addressing the supply crisis. This has proved very exciting and is also involving a number of our graduates - including Research Fellow Kath Scanlon (RUPS 1991/92), Emma Sagor Researcher Assistant & Administrator (RUPS 2013/14) and Alessandra Mossa Research Assistant & Design (RUPS 2012/14). We have also started a new blog attached to our website featuring input from former graduates on housing and planning in London. A big thanks to Clementine Traynard (RUPS & SciencesPo 2013/14) for being the first contributor to Our own CoRUPSpondent with her blog on the rent protest in London. If you would like to contribute please do contact us - lselondon@lse.ac.uk
I N  M E M O R I A M

Image courtesy of Planning Magazine.

Professor Sir Peter Hall, the influential urban planner and former lecturer in LSE’s Department of Geography, has died at the age of 82.

Commenting on Sir Peter's legacy and time at LSE, Professor Tony Travers, Director of LSE London, said:

"Professor Sir Peter Hall was one of the world’s most distinguished urbanists and planners. He sustained a belief in a form of town and country planning that emerged after the Second World War and which profoundly influenced professional and academic thinking.

He set up the Regional and Urban Planning Studies Programme in the Department of Geography at the LSE in 1966 and was its first Director. The course is still flourishing. He was latterly associated with LSE London and LSE Cities and was a regular lecturer at the School. He had also taught at the University of Reading, the University of California, Berkeley and had for many years held a chair at the Bartlett School, University College, London.

He was a founding editor of the academic journal Regional Studies. He wrote a number of definitive books, including The World Cities, London 2000, The Containment of Urban England, London 2001 and Cities in Civilization. He had continued to collaborate with colleagues in the Geography and Environment Department at LSE.

Practical as well as academic, he advised governments, was a member of Lord Rogers’s ‘Urban Task Force’ and became president of the Town & County Planning Association. He was awarded a number of honorary doctorates and was a fellow of the British Academy.

He was endlessly energetic and always developing new ideas. These ideas were communicated by way of a brilliant lecturing style and also through the media.

Most importantly of all, he was a generous, accessible and kind man."
MSc Regional & Urban Planning Studies
Shape your future here

- Study on an outstanding one-year taught programme that takes an interdisciplinary approach to urban planning;
- Gain insights into leading edge social science research as it is applied to cities and regions;
- Pursue an academic programme benefiting from a partnership agreement with the Royal Institute of Chartered Surveyors conferring professional recognition;
- Learn from current planning controversies and practice through a programme of study visits and visiting practitioners

The MSc Regional and Urban Planning Studies is an internationally renowned programme with a proud track record of student development. Our graduates become leaders in planning, architecture, property development, real estate, NGOs and international organisations. We offer professional accreditation via the Royal Institute of Chartered Surveyors and have a vibrant and active LinkedIn group exclusively for current students and alumni.

LSE’s Geography & Environment department is a centre of academic excellence. With world-leading academics and excellent career prospects for graduates, taking one of our courses is a decision that will shape your future.

For information on studying a leading programme, in an outstanding university, in one of the world’s great cities, visit us on Facebook or our website

For information about fees, funding and application deadlines, visit the LSE graduate admissions pages

A final word...

Doing these newsletters are always a bit intense, as I sit here finalising all the details and adding photos, I am really reminded of how much I love my job. Each year I get to meet 25-40 fantastically interesting people and we go through a journey together learning about cities and urban planning. Moreover, I get the opportunity to stay in contact with lots of you as you go across the globe doing great things - thank heavens for Facebook and LinkedIn! Please do be sure to link up if you have not already!

Keeping the programme successful also relies on our terrific network of contacts from past alumni and friends who are often willing to lend a few hours to give a lecture or network with students over what is often only mediocre wine! So again, thanks to all of you!