

# Foreword

## *The Directive Board*

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This report presents a summary of the research activities of ITN during the year 2011, with emphasis on the scientific achievements and main results, including also details of the evolution in management, human resources, publications and budget of the last years of activity of ITN under authority, initially of the Ministry of Science, Technology and Higher Education, which after May 2011 became the Ministry of Education and Science. The structure of this report follows the previous ones, with the research activity of ITN being presented considering each research unit and the scientific output is grouped under the different areas of activity.

The year of 2011 was dominated not only by the worsening of the economic crisis, with severe budgetary restraints, but also at the administration level by retirement of former Directive Board President, Professor Júlio Montalvão e Silva on 1<sup>st</sup> July, and the decision of the new Government, announced in the end of September, to integrate ITN at IST of the Technical University of

Lisbon. As a consequence of this decision, which however did not became effective before the end of 2011, and due to the financial limitations, all investments were cancelled and management decisions were almost limited to ensure conditions to pursuit basic or contracted activities, with expenditures being kept to the minimum essential.

In spite of these very unfavourable conditions, the scientific output of ITN did not decreased significantly and, more significantly, did not deviate from the quality standards of the ITN work in previous years. This was only possible due to the high motivation of ITN staff, which with a strong dedication pursued their mission and duties, maintaining the tradition of excellence of this institution.

Manuel Leite de Almeida  
Acting President